

**Montserrat National Sports &
Recreation Policy
2021-2030**

POLICY ADMINISTRATION AND MAINTENANCE SCHEDULE

Document Name	Montserrat National Sports and Recreation Policy
Policy Timeline	2021-2030
Document Version	XII (2018)
Document Owner	Government of Montserrat
Point of Contact	Permanent Secretary Ministry of Education, Youth and Sports P.O. Box 24, Government Headquarters, Brades, MSR1110, Montserrat Tel: 664-491-2541/6941
Operational Unit	Department of Community, Youth and Sports Services
Document Status	Pending
Stakeholder Engagement Period	January 2019- March 2021
Cabinet Approval	

MAINTENANCE

DATE	AMENDMENTS	INDIVIDUALS ENGAGED	AUTHOR/TITLE
Original Authoring December 7 th 2018	Original Submission	MEYAS, Stakeholders (See Appendix I)	Coordinator of Youth and Sports Development Programme

This policy will be reviewed periodically to ensure continued relevance and impact by the operation unity and the Sports and Recreational Advisory Board. Policy implementation will be assessed annually against the operational plans of the Department of Community, Youth and Sports Services, with an initial evaluation scheduled for the third year of implementation. Results and/or recommendations originating from which, will be outlined in the maintenance history table outlined above.

FOREWORD

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Sports and Recreation are important to building stronger, healthier, happier and safer communities. The Government of Montserrat and the Ministry of Education, Youth Affairs and Sports are committed to supporting the development of sustainable sports and recreational systems created for residents from early childhood to senior citizens and for persons with disabilities to be able to participate, develop their sporting talent and contribute to the health and wellbeing of Montserrat.

We know that sports and recreational activities are positive contributors to mental and emotional wellbeing and eases pressure on the health system. We are the Ministry responsible for leading on this policy- we adopt a “health in all” policy approach to the overall well-being of our residents. Beyond health and well-being, sports and recreation is important to community development, binding families, reducing anti-social behavior, contributing to positive economics, education, tourism, and environmental outcomes.

Sports and Recreation is a vehicle for positive change and can build stronger and more positive change and can forge stronger and more connected communities.

We welcome this policy which sets the framework for contributing to realizing the vision of a wholesome Montserrat.

Charles T. Kirnon

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PREAMBLE

In a post-volcanic economy, Montserrat has had varying success for individual and team competitive sports resulting in academic opportunity, career development and regional and international exposure. These successes can be attributed to the work of sportspersons, coaches, parents and community support. To advance the success of sports and recreation, a clear framework to prioritize funding and efforts is needed. This policy, **2021-2030 Montserrat National Sports and Recreational Policy** (MNSRP) considers community interest, regional standards and international best practice towards increasing Montserrat's success.

The Ministry of Education, Youth Affairs and Sports centers its efforts on its vision statement, "Developing the ideal Montserrat Citizen." This policy seeks to clarify the holistic development of residents to include healthy living through sports or recreation. This is a notable priority to also assist in the reduction of non-communicable diseases and the improvement of quality of life for residents. Towards this end, a major success has been the addition of sports and recreation as an individual policy agenda item for 2021/22. **"2.9 Improved sports services and recreational facilities to support healthy lifestyles and career advancement."**

Under the auspices of the operational entity, Department of Community, Youth and Sports Services, strategies and activities outlined in the Montserrat National Sport and Recreation Policy will be actualized through sustained partnerships among stakeholders; local sports associations, regional & international sports organizations, Montserrat's Anti-Doping Commission, the private sector, the Diaspora, community-based organizations, the media and other Government Ministries and agencies.

A key component is the development and advancement of a high-performance athlete development center and national sports curriculum for the mastery of sporting activities. This executes the MoEYAS mission to focus relentlessly on enhancing the quality of life for all Montserratians through the provision of high-quality services, programmes and appropriate facilities, so that residents can be positive contributors living healthy and fulfilled in their chosen careers on the local, regional and global stage. This coupled with the expanding educational options and career opportunities will have great impact on the society.

This document is intended to be accessible, user friendly and easily understood to enable a broad-based level of participation in the implementation of the policies provided herein. All stakeholders should review it as a blueprint and directive for unified effort. The outcomes have far reaching implication for the preservation of culture and heritage, as well as maintaining equality and inclusion for persons with disabilities.

EXECUTIVE SUMMARY

The creation of the Montserrat National Sports and Recreation Policy 2021-2030 will address the need for systematic development in the areas of ***Sport for All*** (Accessibility), ***School Sports*** (Youth Development) and ***High-Performance Sports*** (Competitive Sports). The vision aims to develop the individual and collective sport acumen of sports personnel in the Montserrat Community. To achieve this goal a multi-thrust approach must address management systems, accessibility, sportsperson resources, infrastructure and regional/international relations.

The goal is to design a clear roadmap to the holistic development of the ideal Montserrat citizen through the benefits of wellness, healthy living and sports for education.

In collaboration with Educational Partners, Sports Associations, community groups and community leaders, the policy seeks to address barriers to success through the development of the following actions steps through Strategic Objectives:

1. Increase Accessibility to Sports and Recreation through structured programmes and policy
2. Develop Systematic Pathways for High Performance Athlete Development
3. Enhance Gender Equality in Sports through coordinated development initiatives.
4. Develop Safe Communities & Safeguarding Culture
5. Create Opportunities for Educational Advancement & Curriculum
6. Expansion of Sports Tourism Industry to support economic development
7. Increase in Sports Development Funding through mixed economy approaches
8. Maintain and Enhance Sports Infrastructure and Recreational Spaces
9. Encourage workplace physical activity, recreation and well-being.

Throughout the policy are the universal themes of economic development through sports and individual wellbeing. Stakeholder engagement and a desktop review of policies and protocols highlight a highly intersecting industry with multiplying benefits for success. Core to the barriers to success is exposure to skills training for coaches, adequate training facilities and funding for exposure and advancement opportunities. Notable is the challenge of sports persons to maintain gainful employment while training for regional and international competition.

Pivotal to the successful implementation of the MNSRP 2021-2030 is the establishment of the National Sports and Recreation Advisory Board, development of the Sports Facility Master Plan, revision of the staffing structure within the Department of Community, Youth and Sports with relation to policy deliverables and implementation of the National Sports Curriculum. These four activities must occur in year 1 and will facilitate the completion of all remaining Actions Steps.

It is understood that the success of the policy is conditional on the availability of funding and human capacity to develop, implement and monitor the outcomes defined within. At this stage, we envision that the next steps require the development of a symbiotic relationship between responsible agencies to ably implement their assigned responsibilities. Monitoring, evaluation and reporting must be done annually to ensure the advancement of objectives and navigation of any relevant barriers.

KEY TERMS AND ABBREVIATION

CARICOM- Caribbean Community

CDB-Caribbean Development Bank

CROSQ- CARICOM Regional Organization of Standards and Quality

CXC- Caribbean Examination Council

DCYSS- Department of Community, Youth and Sports Services

FCDO- Foreign and Commonwealth Development Office

GoM- Government of Montserrat

HRMU- Human Resource Management Unit

MNSRP- Montserrat National Sports and Recreation Policy

MoEYAS- Ministry of Education, Youth Affairs and Sports

MoHSS- Ministry of Health and Social Services

MPA- Montserrat Professional Athletes

MSDP- Montserrat Sustainable Development Plan 2008-2020

NCD- Non-communicable diseases

NSRAB- National Sports and Recreation Advisory Board

OECS- Organization of Eastern Caribbean States

PDA- Professional Development Agreement

PIP- Performance Improvement Plan

PWD- Public Works Department

SDG- Sustainable Development Goals

S&R- Sports and Recreation

TC-Technical Consultant

UK DfE- United Kingdom Department of Education

UNESCO- United Nations Educational, Scientific and Cultural Organization.

UNICEF- United Nation's Children Fund

UN-United Nations

UWI- University of the West Indies

INTRODUCTION

The 2021-2030 Montserrat National Sports and Recreational Policy seeks to bring Montserrat into alignment with regional and international standards for sports development, athlete development, facilities management and anti-doping regulations. It will also enrich the community through increasing the culture of recreation and healthy living. Within the Government of Montserrat's Policy Agenda 2019/20, sport development was a subsumed priority; 2.8 Enhanced youth development through national programs including sports. However, it has advanced in the 21/22 Policy Agenda, "2.9 Improved sports services and recreational facilities to support healthy lifestyles and career advancement." The policy also enables Montserrat's contribution to the achievement of UN SDG goals: 3, 4, 5, 16 and 17 which also provide useful references for policy targets. Namely:

- G3 - Ensure healthy lives and promote well-being for all at all ages
- G4 - Ensure inclusive and quality education for all and promote lifelong learning
- G5 - Achieve gender equality and empower all women and girls
- G11 - Make cities inclusive, safe, resilient and sustainable
- G16 - Promote just, peaceful and inclusive societies
- G17 - Revitalize the global partnership for sustainable development

This will create a greater emphasis for sports and recreation as mediums of health care intervention, sport tourism, career advancement and define it as a mechanism of economic development. The goal is to address the regional standard and needs of **Total Participation (*Sport for All*)**, **School Sports (*Youth Development*)** and **High-Performance Sport (*Competitive Sports*)**.

Purpose of Policy

The Montserrat National Sports and Recreation Policy (2021-2030) was developed by the Department of Community, Youth and Sports Services to achieve the following outcomes:

1. Provide the Government of Montserrat with a guideline for the manner in which decisions are to be executed in the interest of sports and recreational development;
2. Encourage productive development within the sports and recreational sector;
3. Develop standards and guarantee consistency in performance even in decentralized operations of sports associations.
4. Ensure compliance with legal, anti-doping and other requirements of the sporting sector; and
5. Serve as a tool for monitoring and evaluation for quality improvement of programmes, facilities and offerings within the sector.

Current Issues with Local Sports

This policy seeks to alleviate several challenges currently plaguing the sports industry/sector on island and regionally by addressing clear barriers to success. The most critical issues affecting local sports and its development are:

- i. Lack of role clarity, organizational responsibility and accountability
- ii. Dearth of funding for facilities management and development
- iii. Absence of agreed objectives with GoM and Sports Association partnerships
- iv. Under-Development of Sports Tourism sector
- v. Shortage of formalized and incentivized Public and Private Sector Partnership in support of local sport
- vi. Deficient systems of athlete assessment and development plans
- vii. Absence of Sport Curriculum for development of youths
- viii. Missed opportunity to maximize regional and international collaboration
- ix. Insufficiency in pathways for professional advancement or educational attainment
- x. Lack of plan for facilities development for all sports with consideration for accessibility and gender balance of offerings

Policy Vision

The publication of the 2021-2030 Montserrat National Sports and Recreational Policy establishes a framework for the development of sports over the next 10 years and the enhancement of its contribution to the process of youth and national development. The vision of the National Sport and Recreation Policy aligns with the MEYAS's vision of developing the ideal Montserrat citizen.

The Policy's Vision Statement is:

To develop an inclusive sports and recreation climate that facilitates the development of individual and collective sport acumen within the Montserrat Community.

This Policy is designed to increase access and foster greater participation in local and regional sports, as a means of enhancing intellectual, emotional, spiritual and physical health and facilitating the pursuit of excellence in international competition. The Montserrat National Sport Policy also recognizes the unique opportunities created by the hosting and participating in international sport competitions and their ability to contribute to economic growth. Primarily Sports and recreation should result in educational advancement, professional employment and global exposure.

Definition of Sport & Recreation

The Montserrat National Sports & Recreation Policy is based on a broad, far-reaching and comprehensive notion of sports. This policy has adapted the definition of sport from the UN Inter-Agency Task Force on Sport for Development and Peace to be as follows:

“All forms of physical activities that contribute to physical fitness, intellectual and economic well-being; as well as social interaction, such as play, recreation, organized or competitive sport, indigenous sport and games.”

The same source defined Recreation as:

“...fun and engaging actions or events more organized than play and generally entailing physically active leisure activities.

Policy Scope

The policies and recommendations contained in this document have relevance for all stakeholders and participants involved in the national sporting sector of Montserrat. The executing entity shall be the Department of Community, Youth and Sports Services under the auspices of the Ministry of Education, Youth Affairs and Sports. If reporting hierarchy changes, the Government of Montserrat is responsible for defining the department or entity responsible for execution of the policy.

However, individual residents and organizations are encouraged to invest in the overall vision and are encouraged to make their own contributions. The monitoring and evaluation framework should be tied to the performance evaluation of associations, staff and the Terms of Reference for the recommended Montserrat Sports and Recreational Advisory Board. The policies herein recognize the internationally accepted democratic practice of facilitating the independent administration of Sports Associations. However, it also acknowledges the need to provide a framework which will result in a coordinated and consistent approach to sports development and national representation at regional and international sporting events. This will be achieved through intertwining access to funding, facilities and support to maintaining prescribed standards for operation.

Sustainable Development

The 2021-2030 Montserrat National Sports & Recreation Policy seeks to increase the financial independence and operational sustainability of the sports industry in Montserrat. A key component of this would be the development of Montserrat's Sports Tourism sector. Sports Tourism is the combination of sports activities and travel. The hosting of credible competitions, high performance institutions and internationally accredited facilities can have major economic benefits. Through the effective maintenance and upgrade of facilities: teams, associations and companies can be hosted for training and development. Most immediately, the objective is to raise enough revenue to support recurrent maintenance expenses of facilities. Hence the Facilities Management and Development Plan must become a priority and include:

1. effective plans for facility maintenance with succession planning for skill development.
2. priority upgrades for current facilities across the island
3. ranked additional development needs for facilities to increase attraction
4. financial plan to include anticipated potential revenue and rental fees.

This thrust was originally outlined in the Montserrat Sustainability Development Plan 2008-2020 under the Strategic Goal for Human Development and Economic Management. The policy details the achievement of these goals under the plan.

Improving Community Welfare

Montserrat continues to see increases in non-communicable diseases (NCD) in society, creating increased demands on the healthcare system. The improvement of facilities and offerings will encourage year-round activity and exercise through all age groups and seeks to alleviate the NCDs. This directly ties with the UN Sustainability Goals and sets Montserrat as a sample for effective intervention for these lifestyle diseases. While the development of the National Hospital is a cornerstone of Montserrat's response to health and well-being, preventative programmes through collaboration with S&R are key to early intervention. Coalition efforts must be taken with the Health Promotion Unit to ensure the goal of 75% activity is realized by all residents. That is, 75% of the population should be engaged in sports or recreation by the year 2030.

POLICY OBJECTIVES

The aim of the 2021-2030 Montserrat National Sports and Recreational Policy is to establish a framework for the coordinated development of sport through the realization of the following key objectives:

- i. Make sports accessible to all segments of society;
- ii. Facilitate an environment and culture in which there will be increased participation in sport;
- iii. Promote a coordinated and structured programme that supports athletes' development, well-being and progression to high-performance;
- iv. Enhance and leverage regional and international partnerships and membership;
- v. Utilize sport as a vehicle for educational advancement, career opportunity and community development;
- vi. Promote opportunities for economic development and prosperity through sport tourism;
- vii. Promote the development of public/private partnerships, to include Diaspora funding support for the financing of sport;
- viii. Establish and maintain a Montserrat brand /standard for regional and international representation;
- ix. Establish a plan to optimize green spaces on island for recreational activities; and
- x. Promote healthy lifestyle and wellness for all.

POLICY ISSUES

- **Making sports and recreation accessible to all segments of society**

Sports and recreational activities should be planned and designed to support a large cross-section of society. Facilitating an environment and culture in which there will be increased participation in sport should be a priority. To this end, future renovations and updates should consider the American Disability Association Compliance Act, the United Kingdom Equality Act 2010 and the United Nations (UN) Convention on disability rights, the updated Montserrat Building Code and risk reduction for injury at facilities and in peripheral areas. Programmes and offerings should focus on toddler to elderly. There is also a need to diversify the options available to increase the participation of females in the programmes. The primary sports (cricket, basketball, tennis, soccer, netball, golf, volleyball and track athletics) continue to be successful with minimal investment. Consideration should also be given to ensure gender equality in options available to residents. To

this end, action plans should be provided to the reintroduction of swimming, gymnastics and women's cricket on island.

Additionally, the Department should focus on collaboration with the Health Promotions Unit to facilitate workplace recreational activities for public and private sector groups. Consideration should be given to varying fitness levels, ability, access to resources and flexible schedules. As a universal theme, Sports for All, seeks to ensure the physical wellness is incorporated in every aspect of the lived experience. Activities can include preservation of historical traditions, example Rounders but also test and introduce community members to new options for example, Zumba classes. To achieve this the update of village-based sports infrastructure is absolutely necessary throughout the island. Voting districts or population distribution can be used as zones to ensure a variety of options are available within walking distance.

- **Athletes' development, well-being and progression to high-performance**

Over the past three decades Montserratians have had varying success with participation in regional and international sports. To increase participation and success in high performance sports, we must enhance and leverage regional and international partnerships. This venture should entail the adoption of international policies and regulations to guide athlete development as well as increasing the quantity and quality of support services available to and accessible by athletes. Firstly, the development of a High-Performance Institute is necessary for the advancement of athletes. This should include training programs, gym access and holistic development coaching from a sports science perspective. Due to the nature of Montserrat population a multisport approach is needed to be financially viable and successful.

Secondly, this policy proposes a development plan for the creation of "Montserrat Professional Athletes" (MPA) to take effect in 2025. This plan supports "national athletes" and should include the phased accumulation of funding for local training resources, competition travel/participation and compensation. These guidelines should include the process of selection, maintenance of standards and evaluation of performance to allow for full-time employment as a Montserrat national athlete. This will include expectations of representation, behavior and obligation to national duty. Consideration should be given to the possibility of local athletes representing the United Kingdom and/or access training and health care support from the country.

- **Gender Equality**

It is noted the gender imbalance in participation and advancement in the sports available on Montserrat. Intentional efforts are to be advanced to ensure that all genders are included and encouraged to participate in sports, recreation and leisure. Special efforts should be made towards the development of women's cricket, women's basketball, reintroduce competitive dance/gymnastics and navigate the barriers from individuals engaging in netball and volleyball. To this end, special development programs and leagues should be created with regional and international partnerships. Programs for women in sport can also be developed to encourage general wellness and healthy living.

- **Green Spaces and Leisure Activities**

To assist with the creation of a "Fit Community" there is a need to acquire and maintain additional green spaces for leisure and casual recreation activities. These spaces can be used for events and

programs but also to facilitate community activities and recreational sports, example; disc golf, Frisbee or outdoor fitness classes. These spaces have a dual benefit to host villages, to create spaces for historical commemoration and heritage sites. In addition, Montserrat is in need of more playgrounds and play areas in major villages and common spaces. Efforts should be made to balance the development of physical dexterity at an earlier age in support of the education through fun pedagogy.

A manageable approach would include enhancing Community Center spaces to add playgrounds and an appropriate sports space adjacent. This would create “Community Zones” to include community centers, playgrounds and sports courts. In this initial intervention focus can be placed on the Lookout Community Center, St John’s Community Center, Davyhill Community Center, Cudjoehead Community Center, St Peter’s Community Center and Salem Community Center.

- **Safeguarding/Duty of Care**

It is necessary that the Department of Community, Youth and Sports Services establish an expectation for the support of youth with regards to Child Safeguarding. Every adult in contact with youth should have received a training certificate and keep records of updated training on file every three (3) years. A clear understanding of the contribution of sports to youth development must be articulated and staff, volunteers and collaborators must understand duty to report and the parameters of child protection. This expectation will be a prerequisite for funding and staff support.

A useful resource to be developed would be the creation of an online child safeguarding training. This would allow volunteers and coaches to easily access the resources for both training and as a refresher over the time of engagement. The option can also be provided to off-island customers reserving and utilizing facilities for tournaments and programs.

Additionally, safeguarding is not limited to children. In the context of this policy, strategic effort will be made to ensure elderly and persons’ with disabilities are not disadvantaged or penalized. All sports and recreational activities should include adaptation plans which can be implemented to engage those with interest. Funding allocations should require organizations and associations to reflect these necessary clauses in operation.

- **Sport as a vehicle for educational advancement, career opportunity and community development**

A realistic outcome of the advancement of sport would be to supplement scholarship and tertiary education advancement for youth on island. Formal partnerships will be established in the United States, Canada, United Kingdom and Australia to support this effort. However, it requires students to be performing at international standard for qualifying times and averages. Inversely, professional cricket at county or 20/20 level would allow youth to develop careers in the profession. Partnerships and pathways should be developed for consideration.

Additionally, there is a need for the development of a comprehensive sports curriculum for the development of youth from primary to secondary school in accordance with OECS and CXC Physical Education requirements. This practice will create synergy for the application of theory to practice and deepen the understanding of human performance. This includes providing support to

organizations through training, workshops, courses and seminars for sports leaders, managers, administration, coaches, volunteers and technical officers with sports associations and bodies.

- **Promote opportunities for economic development and prosperity through sport tourism.**

The Department of Community, Youth and Sports Services is charged with infrastructure development and maintenance. Continuous development of the infrastructure to facilitate regional and international games is core to the function. Priority must also consider the infrastructure that would allow sports tourism to thrive within Montserrat. The implication of a regularized system tournament hosting should not be underestimated. Efforts will be made to advertise Montserrat as a host location for training teams and organizations.

Specifically, efforts will be made to evaluate the feasibility of developing a cricket training facility and collaborating with UK County teams for the hosting of annual training camps. This will require the acquisition and installation of bowling machines, batting cages, gym equipment, training materials and preferably an all-weather indoor space.

Core to addressing this policy issue is the establishment of the National Sports and Recreation Advisory Board with skills professionals with the research, administrative and professional skills necessary to source external support and negotiate for mutually beneficial partnerships.

- **Promote the development of public/private partnerships, to include Diaspora funding support for the financing of sport**

The development of sports in Montserrat has two keys aspects: facilities development and human capacity development. Advancement of both require a substantive investment. The National Sports and Recreation Advisory Board will seek to prioritize the efforts to achieving this goal. However, public/private partnerships and Diaspora support for in-kind and financial support are necessary. An intentional effort to establish these networks will grow a financial surplus for resource acquisition, athlete support and success.

The National Sports and Recreation Board should seek to establish non-profit status with partners in Canada, United States and the United Kingdom with similar status. These organizations can therefore work in colleague to facilitate donations of cash, goods or kind. Their function primarily seeks to support the sportspersons and overall sports development on island.

- **Healthy lifestyles, workplace physical activity, recreation and well-being**

In connection with competitive options “Total Participation” must be made a priority in collaboration with the Ministry of Health. Efforts should include workplace-based incentive programs for healthy living and support to maintaining commitments to well-being. Efforts should be made to ensure a competition, event, programme or training is available to all segments. Special intervention should be considered for ages of occurrence for non-communicable diseases due to the prevalence in Montserrat’s community.

This action must be addressed comprehensively with the Health Promotion Unit within the Ministry of Health and Social Services. To achieve this outcome a Health Promotion Plan must be defined that includes programming, training, certification and infrastructure considerations. Staff job description should be updated to reflect responsibility for promotion of events and services to address the targets.

A major component of this will be the marketing campaigns regarding initiatives, programmes and access points to the consideration of Sports for All. Consideration should be given to engaging a local marketing company to actively engage, education and inform residents about options, programmes and services available to them.

Subsumed in the concept of healthy living is access to medical tests for residents and sportspersons. Some consideration should be given to insurance coverage for National Athletes for preventative services and coverage in case of injury received during training or national representation.

KEY POLICIES AND PLANS

Complimentary Travel

One of the major hurdles to the participation of local athletes and teams in regional and international competition is the cost of transportation to and from Antigua. The Department of Community, Youth and Sports Services has agreed with the Access Division to create a complimentary travel plan. This is to specifically accommodate and support Athletes on “National Duty” representing Montserrat at an event or competition. It has been agreed (2019):

- that athletes travelling on National Duty i.e. representing Montserrat in a sport or athletic event will be granted a 50% discount on ferry travel to Antigua.
- Groups traveling with ten (10) or more members will receive a 1/3 % discount per ferry ticket.

Designation of National Duty must be endorsed by the Director of organizing Sports Association. Submissions of request must be made in writing with a copy of the notification of tournament to the Department of Community, Youth and Sports Services. Preference for approval will be given with at least two (2) months’ notice or within 3 days of the Association being notified by the regional, international or event.

Other efforts to address the cost would include fundraising, external funding and waivers. Further consideration is needed for National Athletes traveling for training purposes and medical attention.

Sports Leave Policy

A key facet of the Government’s stated policy on Human Development is to, “**Promote health, well-being and a national identity through** education, culture and **sports**”. Moreover, with respect to its population goal the Government of Montserrat committed to promoting, “sports development ... for the young.” The recent successes of a variety of sportsperson in gaining places regionally and in the UK has revealed a gap in the current development and support policy framework with respect to Government employees. Civil servants for whom such opportunities open up are faced with the following choices: resign, take unpaid leave, or pass up the opportunity. None of these options is empowering or supportive of either the athlete.

Officers employed by the Government of Montserrat who display exceptional sporting talent and wish to further develop these skills and identified by the Sports Department should be supported and encouraged to pursue such because any and all benefits will redound to the benefit of Montserrat. As it stands such Officers are either required to resign or use their earned leave or apply for unpaid leave. Neither option is wholly satisfactory when the wider social and economic benefits are taken into consideration.

Currently only cases where such athletes are duly selected to represent Montserrat or the West Indies that they are afforded Special Leave and such leave is limited for a total of one month in any given year. The training opportunities offered to the two named players above exceed the one-month allowance.

General Orders 633 and 634 govern the granting of Special Leave. Officers needing leave over and above the one month will normally need to utilise their vacation leave or take unpaid leave.

Unpaid leave is deducted when reckoning an officer's length of service for the purpose of pension calculations, with the exception of such unpaid leave being for study. [*General Order 635(4)(i) needs to be reviewed in light of the text of the Pension Act.*] This acts as a disincentive to affected officers who may be faced with a decision to develop their full potential via such training / exposure abroad. The Government of Montserrat as one of its major goals include Human Development through the development and promotion of sports. Government has rightly recognised academic pursuit as worthy of special support in terms of time and money. The development of our athletes through such a medium is a priority for the Government of Montserrat and is worthy of special support. This will demonstrate the government's commitment to supporting youth empowerment and development.

Within the existing rules, there are at least two options available to the Government:

- (1) Utilise the Governor's discretion to grant extended Special Leave on full or half pay on a case by case basis.
- (2) Pursuant to section 7(2)(b) of the Pensions Act, the Governor may issue an Order providing that the unpaid leave be taken into account in reckoning an officer's length of service.

In the case of athletes who are effectively employed by another organisation during their absence from the Public Service, the decision on whether or not to continue to pay them a salary will have to be taken on an individual case basis. However, affording them the ability to retain unpaid leave for the purposes of reckoning length of service is a simpler policy change.

Adjusting government's policy on leave and pension rights is a tangible way of providing support both for our athletes and for government of Montserrat's goal to promote sports development. Such a move will give our athletes the confidence to strive to become professionals in sporting disciplines where they demonstrate talent.

This is also important for creating new avenues through which our people can earn a decent living and draw in foreign moneys to the economy. Supporting our athletes to gain exposure outside of Montserrat will also support efforts to attract tourist and other investors to our shores as the athletes will act as de facto brand ambassadors for Montserrat as they excel. In doing so these athletes will pave the way for others to follow and even exceed them in the future. This is a small investment, which allows our athletes to feel empowered with the potential to yield positive outcomes.

Sports Association Accountability

To increase the collaboration, funding and engagement in sports associations on Montserrat, the development of a Sports Association Alliance is proposed. The key to this initiative will be facilitate advocacy, the management of a master calendar and the acceptance of Sports Association Standards to be defined by the Sports and Recreation Advisory Board. The latter is limited within operational standards of internal bodies. As a key stakeholder, associations play a major role in sports development and general outreach. Access to Department funding, grants and general Government of Montserrat support will be dependent on:

- Associations providing proof to be in good standing with the Financial Services Commission, Montserrat Revenue and Customs Services, Social Security and local/regional/international banks.
- Submission of financials of association accounts, annually. Agreeing associations are subject to Government Audit within three (3) years of the financial support.
- Through point of contact, submit minutes and election records of association executive.
- Invoices and receipts will be returned to reflect expenditure when additional funding is provided for one-off opportunities.
- Submit calendar of programmes by defined annual date.

It is expected that sports associations will operate more as businesses than agencies and will be expected to prove that a percentage of funds needed annually is fundraised. In the initial instance, 10% of annual expenses must be raised. Department funding will be prioritized towards building fund raising and revenue generating initiative for capacity building within associations. This will be monitored on an annual basis and failure to perform will result in a Performance Improvement Plan (PIP). PIP includes an evaluation of associations based on participation, performance, popularity and procedures/policies. This assumes that conditions for operations of the associations are favorable to practice, games and competition. Further transparency is necessary to ensure benefits are received by the associations: Duty Free Concession, Tax Rebates and access to facilities.

Facilities Management Plan

Introduction - The Department of Community, Youth and Sports must establish a Facilities Management Plan to define the renovation, repair, construction and maintenance of facilities. The purpose of the plan is to establish clear timelines and guidelines that will assist the Department in making fair, equitable, transparent and consistent facility allocation decisions while achieving maximum use of and maintaining a safe, quality environment. The plan describes the Department's key strategic directions and principles, defines policy roles, outlines the categories of users and their priority order, and provides for the expectations with respect to facility use for the recreation/sporting facilities under its remit. When necessary, the Department may close certain facilities due to safety issues or to protect them from overuse.

Keeping the playing fields, courts and recreational spaces in optimum condition involves managing the usage and allowing time for proper maintenance to occur. Continued cooperation between the Department and users is a critical component of this management.

Method of Allocation - The department will ensure sporting facilities/grounds are allocated to associations/clubs with sound governance structures, open membership, elected committees and a demonstrated commitment to social responsibility.

Every effort shall be made to accommodate all requests so that user groups can meet their anticipated requirements.

Efforts will be made to provide a degree of consistency in facility scheduling. While preference will be given to established national sporting organizations, every attempt will be made to have a balanced allocation with other user groups.

Previous year's usage shall provide a starting point for the initial development of each facility schedule. However, the Department reserves the right to make changes if the actual need is determined to be more or less than originally determined.

Space will be allocated in time blocks to each organization. It is each group's responsibility to assign times to their member groups/teams. It is expected that space will be utilized in the manner for which it was intended.

General Rules and Regulations

- National tournaments will have priority over all other requests.
- The Department is responsible for the scheduling and maintenance of the recreation/sporting facilities under its remit.
- Breakable bottles/glasses are not permitted for patron usage on the playing fields or in the multipurpose stadium.
- Non Approved Use (Stadium) – All users must have a user agreement with the Department in order to utilize this facility.
- Smoking is prohibited in the multipurpose stadium and within the seating pavilions at the parks. Public disturbances, intimidating behaviour, excessive noises, vulgar language and honking of car horns are prohibited.
- No motorized vehicles or other means of transportation will be allowed on any sports field during activities except emergency response authorities.
- No animals are allowed on any sports field or to be tied to the fence of any sports field. Please leave all animals at home for the safety of them, the public and user groups.
- The department is not responsible for lost, damaged or stolen property or personal injury caused by the negligence of the individual or user group.
- The User is responsible for special licenses, permits and insurance if and where necessary.

Non-Sporting Events

- Based on availability, playing fields or the multi-purpose stadium may be scheduled for non-sporting events.
- Groups requesting non-sporting events must submit a written request outlining the planned activity. The Department will review and either approve, modify or deny the request. In the event that the request is modified or denied, staff will meet with a group representative to work towards meeting the group's needs. First priority is preserving and protecting the playing fields and the stadium.

Birthday Parties/Non-Team Related Use

Individuals may reserve the playing fields for birthday parties or non-team related activities. All fees are due at the time of reservation. Individuals assume all responsibility for attendees. Individual

renting fields must be present during the time of the rental and will be responsible for park cleanup after event.

Fees and Charges

- Fees and charges are assessed for the use of facilities to help partially offset maintenance and operational costs.
- All rental fees are due at time of rental.
- Non-Commercial Groups means non-profit groups that have as their primary focus the needs of the youth recreation and the local community. i.e Church Groups, Red Cross
- Costs of facilities will be included in a larger MoEYAS policy

Cancellation Fees

- All fees are non-refundable, but the Department will work with each individual group to reschedule all cancelled events due to weather.

National Marketing Standard for Sports

The National Marketing Standard has two objectives:

- Set a visual standard for sports attire and representation at regional and international events for athletes on national duty.
- Provide clear and transparent communication about the selection and representation of individuals selected to represent Montserrat.

All national teams and athletes on National Duty must adhere to the clarified National Marketing Standard. This will outline font sizes, positioning of the flag and recommendation for travel attire (casual and semi-formal). It should also be the duty of the office and relevant associations to objectively address the selection of representatives and disseminate sport information throughout the country, sporting network and all relevant stakeholders. The development of the standard should be conducted through a qualified consultancy firm and managed by the Sports and Recreation Advisory Board. This priority is conditional to funding availability to support associations.

Anti-Doping Policy

Preface- Anti-Doping Rules, like *Competition* rules, are sport rules governing the conditions under which sport is played. *Athletes, Athlete Support Personnel*, and other *Persons* accept these rules as a condition of participation and shall be bound by them. These sport-specific rules and procedures, aimed at enforcing anti-doping principles in a global and harmonized manner, are distinct in nature and are therefore, not intended to be subject to, or limited by any national requirements and legal standards applicable to criminal proceedings or employment matters. When reviewing the facts and the law of a given case, all courts, arbitral tribunals and other adjudicating bodies should be aware of and respect the distinct nature of the anti-doping rules in the *Code* and the fact that these rules represent the consensus of a broad spectrum of stakeholders around the world with an interest in fair sport.

Fundamental Rationale for the Code and Ministry of Education, Youth Affairs and Sports' Anti-Doping Rules

Anti-doping programs seek to preserve what is intrinsically valuable about sport. This intrinsic value is often referred to as "the spirit of sport"; it is the essence of Olympism; it is how we play true. The spirit of sport is the celebration of the human spirit, body and mind, and is characterized by the following values:

- Ethics, fair play and honesty
- Health
- Excellence in performance
- Character and education
- Fun and joy
- Teamwork
- Dedication and commitment
- Respect for rules and laws
- Respect for self and other *Participants*
- Courage
- Community and solidarity

Doping is fundamentally contrary to the spirit of sport.

The National Anti-Doping Programme

With the objective of acting as the independent *Anti-Doping Organization* for Montserrat, the Department of Community, Youth and Sports Services has the necessary authority and responsibility for:

- Planning, coordinating, implementing, monitoring and advocating improvements in *Doping Control*;
- Cooperating with other relevant national organizations, agencies and other *Anti-Doping Organizations*;
- Encouraging reciprocal *Testing* between *National Anti-Doping Organizations*;
- Promoting anti-doping research;
- Where funding is provided, withholding some or all funding, during any period of his or her *Ineligibility*, to any *Athlete* or *Athlete Support Personnel* who has violated anti-doping rules;
- Vigorously pursuing all potential anti-doping rule violations within its jurisdiction including investigating whether *Athlete Support Personnel* or other *Persons* may have been involved in each case of doping.
- Planning, implementing and monitoring anti-doping information and education programs.

Upon the establishment of the National Sports and Recreation Advisory Board, the responsibility shall be transferred. The UKAD (UK Antidoping) Agency will be used as a resource to ably support local operation until adequately functioning.

Scope

These Anti-Doping Rules shall apply to Ministry of Youth Affairs, Community Services and Sports, each Sports Association of Montserrat, and each *Participant* in the activities of the *National Federations*

by virtue of the *Participant's* membership, accreditation, or participation in their *National Federations*, or their activities or *Events*.

Any *Person* who is not a member of a *National Federation* of Montserrat and who fulfills the requirements to be part of the Department of Community, Youth and Sports Services. *Registered Testing Pool*, must become a member of the *Person's National Federation*, and shall make himself or herself available for *Testing*, at least twelve (12) months before participating in *International Events* or *Events* of his or her *National Federation*.

These Anti-Doping Rules shall apply to all *Doping Controls* over which the Department of Community, Youth and Sports Services has jurisdiction.

Documents for update and/or development

The following are to be completed and presented to Cabinet for approval as a follow up measure to this policy:

- DCYSS Staff Review - 2021
- National Sports and Recreation Advisory Board Cabinet Paper - 2021
- Sports Facilities Management and Improvement Plan - 2022
- Sports Association Management Policy - 2022
- DCYSS Sports Facility User Plan - 2022
- National Anti-Doping Policy - 2023
- Sports Equipment SRO - 2023
- National Sports Bill - 2025

INSTITUTIONAL FRAMEWORK

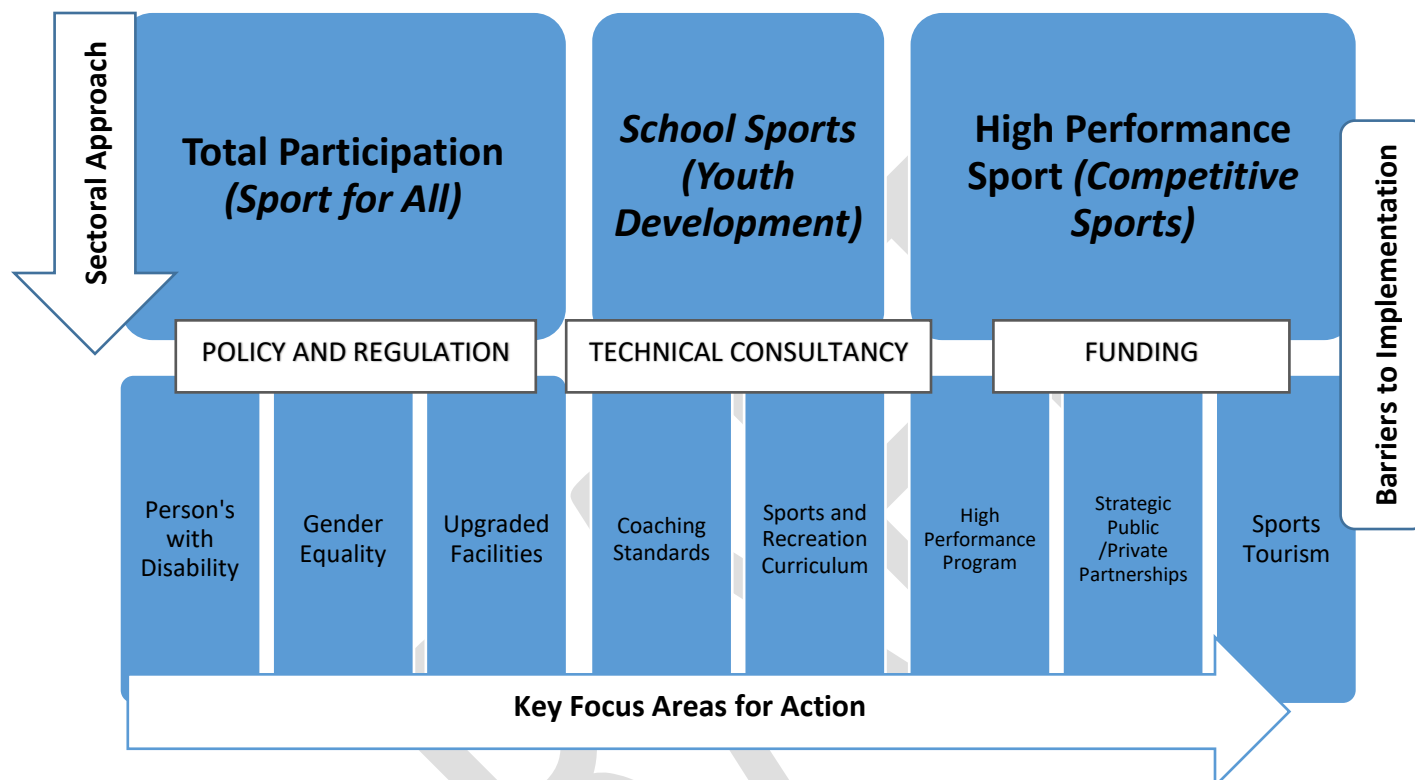
The Institutional Framework addresses the need to duly provide infrastructure for **Total Participation (*Sport for All*)**, **School Sports (*Youth Development*)** and **High Performance Sport (*Competitive Sports*)**. It shall comprise of governmental and non-governmental organizations or institutions whose collaboration will be necessary to the successful implementation of the Montserrat National Sports and Recreation Policy.

The Ministry of Education, Youth Affairs and Sports shall assume the leadership role in the definition, implementation and monitoring of the MNSRP 2021-2030 and ensure such institutional collaborations occur. This will be done by the implementing authority, Department of Community, Youth and Sports Services. General oversight shall be executed by the Sports and Recreational Advisory Board.

The Sports and Recreational Advisory Board is needed to address many gaps in operation, fundraising and management. It shall be comprised of community leaders, technical specialist and learned sports enthusiasts to provide strategic direction in the achievement of the Sports Policy Objectives. The grouping should include professionals with regional and international exposure in sports and athletics from both private and public sector. Due to the size of Montserrat, the functions would also include serving as the focal point for Olympics, Commonwealth and Island Games. The Board shall also facilitate the establishment of a Montserrat Sports Hall of Fame and see to its maintenance and upkeep. Finally, a key component of the Board shall be the facilitation of in-kind and financial donations from external and diaspora groups towards the objectives of the policy. This process must exercise 100 % transparency and be in accordance with financial management and organizational administration best practices.

Challenges raised during stakeholder engagements can be themed into three major barriers/areas for intervention: Creation of Policy & Regulation, Support from Technical Consultancy and Sourcing for additional Funding. All policy issues can be subsumed into these three major themes. The collective agencies are therefore tasked with ensuring capacity building and succession planning throughout the approaches. Special effort should be made to expose and train a large cross-section of individuals in; coaching, curriculum development, strength and conditioning, policy development/monitoring, project fund management and skill development. Regional entities and long standing strategic partners like UWI, UNESCO, UNICEF and the FCDO should be engaged to provide the technical support needed for training and development. The sourcing of funding for sports development will require some creative agility to explore traditional and non-traditional considerations. Key themes such as inclusion, gender equality and equity may open access to funding sources never before explored.

NATIONAL SPORTS AND RECREATION POLICY 2021-2030



RESPONSIBLE AGENCIES

- **Government of Montserrat**
 - i. Formulating policies and strategies for the overall regulation of sport development in Montserrat with annual work plan, maintenance plans and facilities development plans.
 - ii. Reviewing and preparing tangential policies and strategic plans that inform sport development objective attainment.
 - iii. Overseeing and managing relevant funding streams in accordance with Government of Montserrat Regulations as well as lead on the acquisition of external funding support.

- **Ministry of Education, Youth and Sports through Department of Community, Youth and Sports Services**
 - i. Monitoring and evaluation of the performances of varying sports association towards the overall execution of the 2021-2030 Montserrat National Sports and Recreation Policy
 - ii. Alignment of strategic and policy direction with sport development, operational and strategic plans of the Sports and Recreational Advisory Board
 - iii. Project management; coordinating new builds, budget estimates and monitoring expenditure.

- iv. Establish and maintain a database of all national sporting organizations, community groups, and clubs and facilitate adherence to updated Companies Act, 2018.
- v. Establish and maintain a database of all athletes, coaches, facilities and organizations as well as maintenance and updating of sport expenditure records.
- vi. Compile and make available to the public annually, the listing of all National Sporting Organizations, community groups, clubs, athletes, and coaches that access funding for the development of sport and sport for development initiatives.
- vii. Establish a national database of the sporting achievements of all national sporting organizations, clubs and athletes.
- viii. Collaborate with other Ministries and private sector organizations to facilitate policy and programme implementation in support of sport development and sport for development initiatives.
- ix. Assisting in the resolution of disputes among sport stakeholders
- x. Development and establishment of legislative framework to support sport development, inclusive of the establishment and implementation of a Sport Act.
- xi. Continue to pursue its mandate for schools and all Education institutions to adopt the introduction of sports at an early age with emphasis on primary and secondary schools.
- xii. Continue to develop, design, implement, monitor and evaluate Physical Education Curriculum across all primary and secondary schools in collaboration with teachers and staff.
- xiii. Physical Education and Sport curriculum planning and implementation, at all levels of the education system, especially the tertiary level to meet the needs of the local sport industry.
- xiv. Establish annual calendar of sporting events and activities
- xv. Develop a volunteer corp. to assist with implementation of mass participation of the island with various programmes
- xvi. Enhance health consciousness in collaboration with the Ministry of Health, Social Service utilizing themed programmes aimed at specific interest groups.

- **Professional Sport Associations**

- i. Sport development and High Performance programme planning and implementation in accordance with regional and international standards.
- ii. Conduct talent identification and development in such a manner that the environment is not adverse
- iii. Monitoring and development of coaches and Community sport development programme implementation.
- iv. Provide for internal remedies and procedures to resolve disputes within its own constitutions
- v. National League planning and scheduling for respective age groups and divisions.
- vi. Development of technical sport personnel.
- vii. Work with the Department of Community, Youth and Sports Services as well as the Ministry of Education to implement sport programmes at all primary and secondary schools.
- viii. Work with the Ministry of Education, Youth Affairs and Sports to develop a research agenda for sport and to provide data to populate the sports records database.

- ix. Work with the Ministry of Education, Youth and Sports, and other relevant stakeholders in developing and outlining plans to increase the number of nationals elected to regional, zonal and international boards for sport across the various disciplines.
- x. Provide annual report to maintain good standing with DCYSS: Copy of constitution, present updated membership statistics April 1st each year, proof of good standing with Financial Services Commission, audited financial records, records of elections and duplicates of meeting minutes.

- **National Sports and Recreation Advisory Board**

- i. To provide the Ministry of Education, Youth and Sports Services and its affiliates with technical, professional and logistic advice as well as support on matters relating to the Development of Sport.
- ii. To assess and analyze policies, programmes, projects and proposals via best practice applications and evidenced based recommendations.
- iii. To scrutinize and assess the implementation of projects, proposals, policies and programmes through prescriptive evaluation, trouble shooting, damage control, stakeholder management and analysis.
- iv. Fostering symbiotic relationships between sport and the private sector through the facilitation of benefits of marketing and promotion both locally and abroad.
- v. Assist the development of studies, conducting research and providing data to inform decision making.
- vi. Facilitate the establishment of a Hall of Fame and see to its maintenance and upkeep. Induct athletes, administrators into the Hall of Fame based on appropriate established criteria.
- vii. Create partnerships for in-kind and financial support towards the development of sports facilities and acquisition of resources for athlete development.
- viii. Manage National Athlete training programme in collaboration with Sports Associations.

- **Fitness Industry**

- i. Enhance private sector operations to support the expanding needs of athletes and sports on island.
- ii. Provide training programmes and resources for those interested in personal fitness, healthy dieting, group training and healthy supplements.
- iii. Increase services to scaled increase of community-based health programs on island.

- **Other Government Ministries and Departments**

- i. Ministry of Finance and Economic Development
 - Collaborate and advise National Sports and Recreation Advisory Board on mechanisms to access external funding for facilities, equipment and training needs.
 - Assist DCYSS in successful application and execution of grant funding for short term facility upgrades.

- Facilitate Duty Free and other business concessions for individuals in sports and recreation industry.
- ii. Office of the Premier- Montserrat Tourism Division
 - Collaborate to develop marketing and outreach plan to promote sports facilities and island as host site for varying sports and events.
- iii. Department of Education- Curriculum Development
 - Develop in collaboration with DCYSS, Physical Education Curriculum for Grade K- Form 3 to intertwine with OECS and CXC curriculum for O' Level Exams.
- iv. Ministry of Health and Social Services- Health Promotion
 - Liaise with DCYSS in the development of employee incentive program for healthy lifestyles.
 - Collaborate on community-based fitness and wellness initiative accessible by varying ages and ability levels.
- v. Ministry of Communications, Works, Energy & Labour- Public Works Department
 - Assist in the master planning phase of Sports Facilities in Montserrat
 - Liaise in the creation of recreational spaces in communities and villages
- vi. Ministry of Agriculture, Trade, Lands, Housing and Environment- Physical Planning Unit
 - Assist in the identification of additional lands for the development of recreational spaces in each village.
 - Facilitate farm to table project to increase athlete nutrition.

MONITORING AND EVALUATION

The implementation of this policy has two key elements; external and internal relations and support. To achieve the defined recommendations and actions steps (See appendix) both must be managed accordingly.

Internal Monitoring and Evaluation

1. Staff Performance

To effectively ensure that staff support the implementation of the policy, administrative adjustments must be made to accomplish deliverables. These shall include:

- Review of staffing structure and updating of job descriptions to reflect an operation and skillset to deliver on goals.
- Utilize HRMU Performance Evaluation system and defined annual work plans to complete tasks
- Establish visiting professional programme to enhance or begin needed training and development until operations are manageable by recurrent staff

2. DCYSS Sports Unit Restructuring

The Department of Community, Youth and Sports currently manages a Sports Unit with the primary function of facilitating coaching activities throughout the primary sector. To achieve the objectives outlined in this policy, a necessary staffing adjustment must be explored to ensure key components are completed.

Diagram Illustrating Sports Unit Staffing

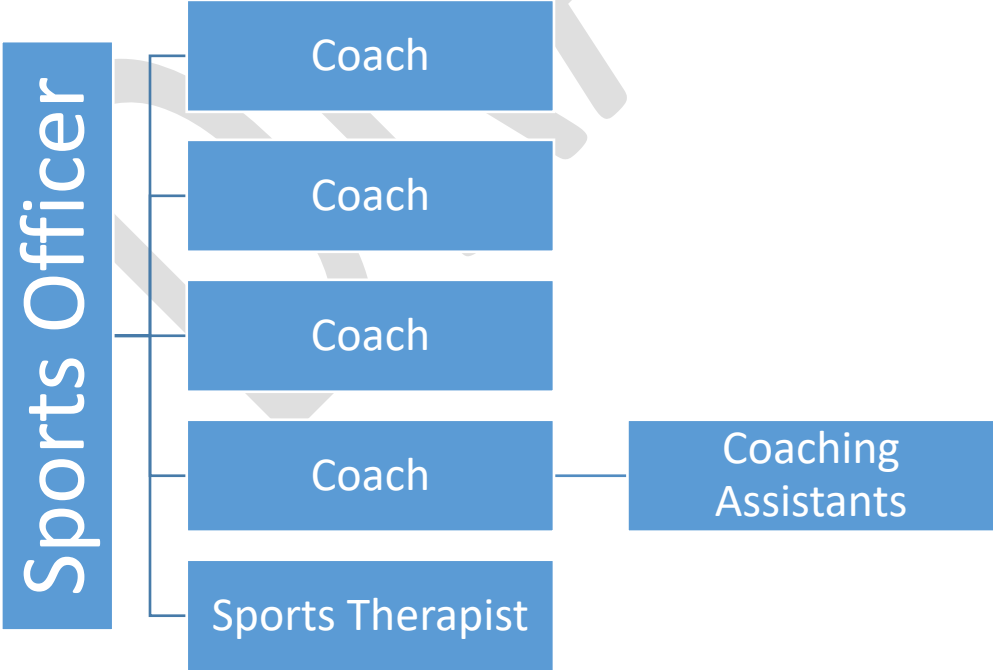
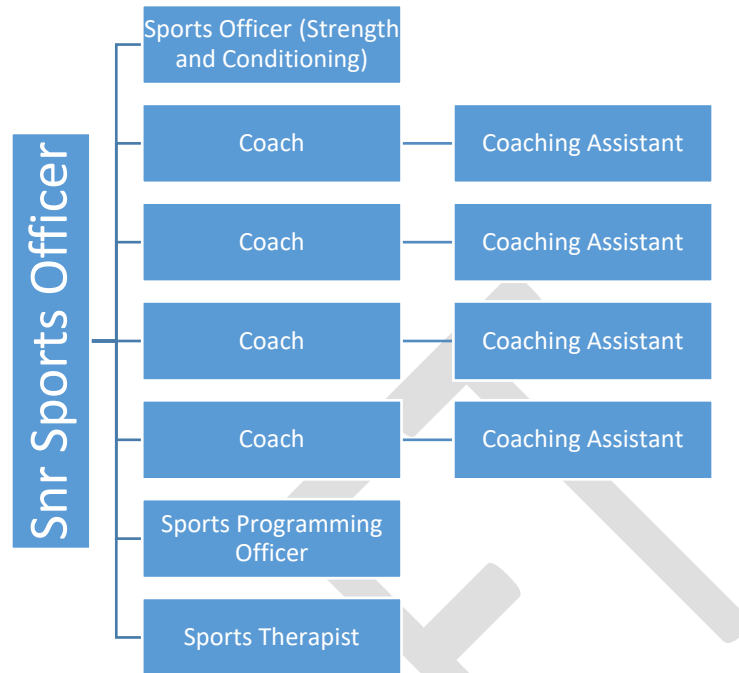


Diagram Illustrating Redesigned Sports Unit



Strength and Conditioning Coach

The addition of a Strength and Conditioning Coach seeks to support the establishment of the high performance program. This is GoM's commitment to support all sports persons with individual development plans and support for physical conditioning and skills development. The S&C Coach will also design and implement policies and procedures for the strength and conditioning program in accordance with best practice.

Coaches

One of the necessary updates to the coaching post is to convert the position to sports generalist. These positions are key in the immersion of youth in a variety of sports. The hiring matrix for these post must be converted. Individuals must be hired for their general competence in sports with the understanding that they will be trained in at least 3 sports to level 2. Coaches must also meet the coaching licensure requirements as outlined by the Sport and Recreation Advisory Board.

Sports Programming Officer

There are several revenue generating opportunities through sports programming and better coordination of private and public sports ventures. Towards this end, the Sports Programming Officer is proposed to facilitate the annual calendar, facilitation of regional and international partnerships, planning of revenue generating national sports competitions and collaboration with health promotion for national recreational activities.

Snr Sports Officer

The Senior Sports Officer is the proposed leadership change necessary to lead the updated Sports Unit. Skills and competencies should include report development, supervision of multi-project sectors, interpersonal skills to serve as the focal point for associations, timely responsiveness to varying demands and execution of the sports policy objectives. These individual needs a cross discipline knowledge base to effectively support the necessary synergies to achieve success.

3. Programme Implementation

There are several key policies necessary to be updated or established to ensure that sports development can occur. These foundational elements must be a priority of technicians in Fiscal Year 2021/2022 to ensure that the infrastructure is in place for donations and diaspora support. This is also necessary to create an environment of fair and equal contributions and advancements in the sport areas. The Accounting Officer in the MEYAS should ensure these are completed by seeking technical consultants for key areas and facilitating professional development for staff in post. Consideration should also be given to succession planning and building local capacity for smooth transition of key posts.

An annual report/scorecard is needed to report the performance of policy deliverables. The head of the Sports Unit within the Department of Community, Youth and Sports will be responsible for producing this report each calendar year to define the strength, weaknesses and barriers.

External Monitoring and Evaluation

1. Sports Associations

To ensure the appropriate development of a public/private partnerships in the growth of sports on island a Performance Improvement Plan (PIP) must be implemented. Specifically, some sports will be established as National Sports and others as Development Sports. Funding and resources will be contingent on categorization and based on 4Ps; Performance, Participation, Procedures and Popularity.

It is noted that some organizations operate as an association in name but not functions. Sports Associations are representative groups of functional clubs within leagues of practice or competition related to a specific sport. These umbrella organizations operate as businesses and focus on individual development and team opportunity. They are required to be associated to a regional or international entity with functioning guidelines and bylaws.

Annually, associations will be required to submit proof of registration and good standing with the Financial Services Commission. Additionally, record of meeting minutes and recent elections should be kept on file in the Sports Unit.

2. Partnering Ministries, Departments and Private Organizations

Incentivized partnerships with both gift in-kind opportunities and financial growth through grant application and project development should be sort. Appropriate tax credit should be allocated. All agencies should consistently submit records of annual statements or financial audits.

FISCAL AND LEGAL IMPLICATIONS

- **Risk Assessment**

Strategic Case

The Montserrat Sports and Recreation Policy fills a necessary gap in detail needed to achieve several objectives in the National Sustainable Development Plan as well as national priorities for health and wellness. The document provides a clear roadmap to the achievement of several outcomes and necessary interventions that can create revenue and reduce recurrent expenses. Notably, the policy charters a new revenue line for sports tourism, hotels and transportation through the development of regional and international tournaments and competitions. However, its operationalization is key to ensuring the policy is not simply theoretical. Its timely implementation seeks to be responsive to reducing the prevalence of non-communicable diseases and childhood obesity; and increase national wellness.

Economic Case

The MNSRP has three economic strategies that can have notable impact to the country;

1. Export of sportspersons, technical expertise and training programs;
2. Production through infrastructure development, high performance institutes and academic partnerships
3. Sustainability through human resource development, improved quality of life and enhancement of wellness ecosystem.

This approach will create revenue for public and private sector. Due to the schedule and phased approach, the policy approach presents the best balance of cost, benefit and risk management.

Management Case

The policy presents a phased approach to development but a layered approach to accountability. This effectively shares the responsibility and management of outcomes and outputs. Consideration was given to current and needed staffing in DCYSS as well as support from the Sports and Recreation Advisory Board. DCYSS will ultimately host the responsibility for monitoring and evaluation of the policy performance. The action plan strategic framework and policy activity calendar ably provide the reporting mechanisms for M&E. Updates will be incorporated into quarterly reports and annual reports. This approach exceeds standards seen in benchmark policies and addresses some challenges raised in follow up reports. The approach is agile and will allow staff to deliver on expectations or amend within cycles of review.

- **Fiscal Implication**

The financial implications of this policy can be categorized into three themes: infrastructure, staffing and programming. The Table below outlines key activities based on the action plan, appendix.

INFRASTRUCTURE		STAFFING		PROGRAMMING/CONSULTANCY	
Action	Cost	Action	Cost	Action	Cost
Disability Access Assessment for updates to Sports Facilities	\$75,000.00	Establishment of National Recreation & Sports Advisory Board	\$100,000.00	Annual Training for Sports Associations	\$25,000.00
Disability Access update to facilities	Pending Assessment	Coaching TC request	\$350,000.00	Female Sports programming	\$30,000.00
Little Bay Sports Master Plan	\$30,000.00	Sports Development Officer	\$50,000.00	National Athlete Maintenance	\$400,000.00
Village Recreational spaces	\$500,000.00	Snr Sports Officer	\$60,000.00	High Performance Athlete talent identification programme	\$100,000.00
E-Coaching Infrastructure	\$75,000.00	Sports Programming Officer	\$50,000.00	E-Sport connectivity Project	\$50,000.00
Little Bay Sports Park Design and Construction	Pending Assessment	Strength and Wellness Coach	\$55,000.00	Athlete Scouting Program	\$100,000.00
Sports Website and Records	\$20,000.00	Coaching Assistants	\$100,000.00	Coaching Manual	\$100,000.00
Sports Digitizing Archive Project	\$50,000.00			Sport Educational Curriculum	\$150,000.00
TOTAL	\$750,000.00	TOTAL	765,000.00	TOTAL	955,000.00

*All prices in Eastern Caribbean Dollars XCD

*Listed prices are estimates based on comparative projects or posts.

Recurrent Cost: \$ 1,320,000.00

Project Funding: \$550,000.00

Capital Cost: \$500,000.00 (additional cost pending design and assessment)

- **Legal Implication**

Equity, Inclusion and Access

The adoption of this policy equates to an active directive to increase equity, inclusion and access for all residents and guests. The United Kingdom became a signatory to UN Convention on the Rights of Person's with Disability on March 13 2007. Montserrat by extension is obligated to follow the convention but must first pass the appropriate disability legislation. As a member of CARICOM it is meant to comply with the regulations of the CARICOM Regional Organization for Standards and Quality (CROSQ) and there is a requirement in the Montserrat Constitution order that all public buildings be accessible to everyone. The MNSRP will become the initiator of a pilot project to address infrastructure standards for access for varying disabilities. A phased approach will need to be taken to update facilities while setting standards for the development of all future facilities.

Liability and Tort

GoM organized health promotion programmes and outreach efforts will result in the need for necessary measures of risk reduction. This may include but is not limited; event waivers, event insurance, emergency response plans and protocols for reduced risk. These requirements must be defined and instituted before national initiatives begin. As the organizing entity DYCSS assumes a level of liability for facilitated events and programmes which must be adequately managed.

Statutory Entity

A key component of this programme is the establishment of the National Sport and Recreation Advisory Board. It is envisioned that this group will be a statutory organization with the function to serve as the Olympic Committee, Commonwealth Committee and a variety of representative entities in the absence of larger organizational infrastructure. Annual reports will have to be laid before Cabinet annually for consideration. The indemnity of action and oversight of this entity is necessary as in many instances it will be acting on the behalf of the Government to achieve the outcomes of the policy. This entity should be embodied within the Sports Act to reflect appointments, duties and accountability.

Concessions and Support

A key component to the symbiosis between GoM and Sports Associations is the necessary support needed to facilitate operation. While this policy has outlined the expectation of associations, the benefits must also be defined. Subventions are currently in place to support basic operations of associations. Needs assessments should be done every fiscal cycle to develop the necessary business cases for future consideration. Associations in good standing should receive duty-free concession on construction project materials, player equipment and relevant operational costs to increase their independence and viability without contributions. The goal is to ultimately make associations financially viable and independent based on hosting of training, games and tournaments. The process and procedure for access to this consideration must be customer focused to assist associations to maintain fluid operation.

MOBILIZATION

The activation of this policy is dependent on five (5) key actions which must be established in year 1 prior to any other deliverables being considered;

1. Reorganization of the Sports Unit within the Department of Community, Youth and Sports to support outcomes outlined in the NSRP 2021-2030.
2. Creation of National Sports and Recreation Advisory Board (NSRAB) as a statutory entity with outlined responsibility in law.
3. Allocation of annual subvention to NSRAB of \$100,000 XCD as initial annual investment to support operation and annual renewal expenses.
4. Finalize National Sports Facilities Development & Maintenance Plan
5. Conduct National Policy Sensitization Activity regarding NSRP to engage residents, community and diaspora to buy into the defined direction of sports development on island.

These actions are the primary responsibility of the Ministry of Education, Youth Affairs and Sports within the first 6 months of cabinet approval.

CONCLUSION

(Completed after public consultation)

APPENDIX

Reference Documents

- Anti-doping Sports Act, 10 of 2013- Trinidad and Tobago
- Antigua National Sports Policy 2011-2014
- Australia National Sport Plan 2018
- Commonwealth Youth Sports for Development and Peace Working Group- Sport for Development and Peace Youth Advocacy Toolkit
- Controlled Sports Act 2019-Australia
- Developing Sports Tourism: An eGuide for Destination Marketers and Sports Events Planners
- Ireland Sports Policy 2018-2027
- Jamaica Sports Policy 2003
- Physical Activity and Sport Act (S.C. 2003, c. 2)- Canada
- Policy Guidance to Commonwealth Governments on Protecting the Integrity of Sport
- Sports Act- Malta Act XXVI of 2002
- Sports for Development and Peace: Towards Achieving the Millennial Development Goals- Report from the UN Inter-Agency Taskforce and Sport for Development and Peace
- St Lucia National Sports Policy
- Strengthening Sport-Related Policy Coherence: Commonwealth Toolkit and Self-Evaluation Checklist
- Trinidad and Tobago National Sports Policy on Sport 2017-2027
- Trinidad and Tobago Sports Policy 2002

POLICY DEVELOPMENT PROCESS

The Montserrat National Sports Policy 2020-2030 was authored under the Youth and Sport Development Programme within the Department of Community, Youth and Sports Services in December 2018. The policy was then submitted to the MEYAS for initial review and feedback. Upon update, the policy was submitted to the public for stakeholder engagement. The following groups and events were engaged for feedback and perspective.

ORGANIZATIONS	EVENTS/PROGRAMS
MEYAS Officials	December 2018- January 2019
DCYSS Coaches	February 29 th 2019
MSS Focus Group	March 2019
Presidents of Sports Associations	July 1 2019
Montserrat Amateur Basketball Association	September 13 2019
Montserrat Motor Sports Association	September 13 2019
Montserrat Cricket Association	September 13 2019
Montserrat Football Association	
Montserrat Netball Association	
Montserrat Domino Association	September 13 2019
Montserrat Volleyball Association	September 13 2019
Montserrat Amateur Athletics Association	September 13 2019
Montserrat Golf Association	
Montserrat Special Olympic Association	N/A
Montserrat Taekwondo Association	September 13 2019
Sportspersons Meeting	September 23 2019
GoM Stakeholder Meeting I GoM Stakeholder Meeting II	
Policy Review Committee	September 2020-March 2021
Montserrat Cabinet	
Members of the Opposition	
Parent Teacher Associations	
Public Consultation	

MEDIUM TERM ACTION PLAN 2021-2030 STRATEGIC FRAMEWORK

Strategic Objective #1: Increased Accessibility for Sports and Recreation				
Desired Outcome	<ol style="list-style-type: none"> 1. Reduced prevalence of non-communicable diseases in Montserrat society 2. Reduced incidences of childhood obesity 3. Increased participation in sports and recreational activities on island 			
Key Indicators	<p>Key Indicator:</p> <p># of residents participating in activities and events</p> <p># of programs designed with awareness of individuals with disability</p> <p>Establishment of baseline for quantitative data on sports and recreation participation.</p> <p>Longitudinal data of NCDs and childhood obesity</p>			
Recommended Actions				
Policy Activities	Timeframe	Lead Agency and Unit	Support Agencies	Comments
1.1 Implementation of Annual Sports Calendar to help with promotion and education regarding sports development and events.	Annual	DCYSS	Sports Associations	Timelines to be defined for scheduling and publication
1.2 Define ‘active citizen’ with objective of setting recreation goals by quartile with incentives	FY 21/22 Q2	Health Promotion	DCYSS	
1.3 Collaborate with Health Promotions to maintain annual programmes to incentivize fitness and health.	Annual	DCYSS	Health Promotion	

1.4 Conduct capacity-building workshop for sports associations in accounting, event planning and organizational management to train and enhance association capacity.	Annual	DCYSS	Sports Associations	Consider support for Sports athlete life cycle
1.5 Establish Sports and Recreational Advisory Board to provide varying professional inputs on Sports Development: policy implementation/education, external funding, facilities management, anti-doping strategies and international association adherence.	FY 21/22	MoEYAS	UNDP CDB Attorney General Chambers	
1.6 (a) Ensure all new sport facilities meet requirements for disability access and updated building codes 1.6 (b) Explore/amend current facilities to increase accessibility within reason and budget.	FY 25/26	MoEYAS	PWD	Assignment and recommendations should consider cost implications of amendment
1.7 Explore the viability of e-sports industry through fibre optic partnerships	FY 23/24	MCWEL ICT Unit	DCYSS Telecoms	
1.8 Review and redefine import duty and taxes for sports equipment, sports apparel, accessories and team uniforms.	FY 21/22	MOEYAS	MOFEM DCYSS	
1.9 Establish requirements for all organizations receiving funding or in partnership to make reasonable accommodation for equity, access and inclusion/adaptive to increase engagement of persons with disability	FY 22/23	DCYSS		

Strategic Objective #2 : Create Pathways for High Performance Athlete Development

Desired Outcome	<ol style="list-style-type: none"> 1. Define training and development process of high performance sportspersons 2. Facilitate professional development and career pathways for sportspersons 3. Increase the quality of coaching staff to support athletes
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Key Indicators	<p>Key Indicator:</p> <p># of athletes participating in regional and international sports</p> <p># of athletes recruited to college and university through sports scholarships</p>
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Recommended Actions

Policy Activities	Timeframe	Lead Agency and Unit	Support Agencies	Comments
2.1 Collaborate with regional and international partners to increase local scouting of sportspersons to include facilitated travel arrangements	Annual	Sports and Recreational Advisory Board	DYCSS Access Division	Update to 2019 regulation. Explore participation in Island Games.
2.2 Create talent identification process to assist with pathways to high performance training. Resources should consider access to transport, training gear, insurance and medical support	FY 23/24	Sports and Recreational Advisory Board	DCYSS	
2.3 Develop comprehensive training program for High Performance athletes across national sports and interests. To include; nutrition, weights, skills training, sports IQ, health services	FY 24/25	DCYSS	Sports and Recreational Advisory Board	National Athletes should also serve as brand ambassadors

<p>2.4 (a) Establish coaching requirements and expectation of continuing education and incorporate into annual PDAs.</p> <p>(b) Focus on competency based hiring within DCYSS and provide on the job training and certification.</p>	FY 23/24	DCYSS	<p>Sports and Recreational Advisory Board</p> <p>ODG</p>	<p>Assign responsibility of annual licensure to National Sports and Recreation Advisory Board.</p>
<p>2.5 Partner with Educational Partners for SAT preparation and/or A-Level Preparation to enhance recruitment prospect.</p>	FY 24/25	DCYSS	UWI Open Campus	
<p>2.6 (a) Create visiting coaches programme with support of Technical Consultant scheme (2).</p> <p>(b) Rotate strength and conditioning coach and one sports specialty coach/Sport Psychology</p>	FY 21/22	MoEYAS	HRMU	
<p>2.7 Update and operationalize local procedures for anti-doping and ensure operations are independent of influence and corruption.</p>	FY 23/24	MoEYAS	<p>DCYSS</p> <p>MoHSS</p>	
<p>2.8 Explore development of Montserrat Professional Athlete Program to support selected national athletes.</p>	FY 24/25	DCYSS	<p>MoEYAS</p> <p>Sports and Recreational Advisory Board</p>	
<p>2.9 Explore leasing of space for Gym services in Multipurpose Sports Center to support maintenance operations. Services should include refreshments, healthy meals and aerobics class space.</p>	FY 23/24	MoEYAS	<p>MALHE</p> <p>MCWL</p>	

2.10 Establish players statistical database for sportsperson records	FY 21/22	DCYSS	DITES	
2.11 Revitalize Special Olympics group to ensure maximum participation of all groups at the elite level	FY 23/24	DYCSS	MAPD	

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Strategic Objective #3: *Enhance Gender Equality in Sports*

Desired Outcome	<ol style="list-style-type: none"> 1. Lifelong engagement of all genders in sports and recreation activities 2. Empowerment of girls and women for increased participation in sports 3. Redress of barriers to access and engagement for girls and women in sports and recreation.
Key Indicators	<p>Key Indicator:</p> <p># of male & female participants in sports activities.</p> <p>% increase in engagement or participation of women/girls</p> <p>Balance of sports that engage all genders. (outcome)</p> <p># of sports introduced to fill gender gaps</p>

Recommended Actions

Policy Activities	Timeframe	Lead Agency and Unit	Support Agencies	Comments
3.1 Assign responsibility to specific staff member to support Gender equality in sports and recreation engagement. DCYSS staff responsibilities to be considered including programming, curriculum development and monitoring & evaluation	FY 21/22	DCYSS	MoEYAS	Action included in staff review for Sports Unit of DCYSS
3.2 Reconsideration of the format of sport training in the Department of Community, Youth and Sports.to ensure girls are exposed to all sports.	Immediate	DCYSS	Department of Education	
3.3 Addition of swimming, gymnastics and women’s cricket to the list of developmental sports.	FY 22/23	MoEYAS		

3.4 Explore hosting biannual “Women in Sports” program on island to encourage engagement of women of all ages in Sports and Recreation.	Immediate	DCYSS		
3.5 Support development of a Gender Bureau to research a holistic approach to gender issues.	Immediate	DCYSS	MoHSS	
3.6 Review barriers to access and engagement while spreading information about equality of compensation and access.	Immediate	DCYSS		
3.7 Host trainings, workshops and development programmes to encourage gender balance in participation for varying sports and recreation options	FY 22/23	DCYSS		

Strategic Objective #4: *Grow Safe Communities and Child Safeguarding Culture*

Desired Outcome	<ol style="list-style-type: none"> 1. To create village based communities of safe play, sport and recreation. 2. Raise the national cultural acumen of heritage and tradition with relation to sports 3. Commemorate sports history and tradition
Key Indicators	<p>Key Indicator:</p> <p># of coaches, community leaders and GoM staff with updated child safeguarding training</p> <p># of community recreation spaces created and maintained.</p> <p># of Community Programs delivered with focus on culture and heritage preservation.</p>

Recommended Actions

Policy Activities	Timeframe	Lead Agency and Unit	Support Agencies	Comments
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4.1 Creation of Community Development Program Plan that incorporates sports and recreation, heritage/tradition preservation and healthy lifestyles.	FY 21/22 Q1	DCYSS		
4.2 Development of online safeguarding training program to support coaches, leaders of uniformed bodies and community action groups.	FY 21/22 Q3	MoHSS	DCYSS	
4.3 Create of concept notes and project plans for village recreational spaces; Utilize 5 voting districts for zoning.	FY 22/23	PWD	DCYSS	
4.4 Develop Sports Facilities Master Plan for island to reflect maintenance, improvement and creation of needed facilities.	FY 21/22	PWD	MoEYAS	
4.5 Support the development of historical documents and projects to preserve sports and recreation history.	FY 24/25	Montserrat Public Library	DCYSS	
4.6 Create Little Bay Sports and Recreation Master Plan	FY 21/22	PWD	MoEYAS	
4.7 Seek funding to expand community center projects and establish focal points of community engagement; Lookout, St John's, Drummonds/Gerald's, Davy Hill, Cudjohead, St Peter's, Salem	FY 24/25	PWD	MoEYAS	
4.8 Re-Establish Village based sports and recreation competitions	FY 22/23	DCYSS	Sports and Recreational Advisory Board	Ensure insurance coverage for Gov't funded events
4.9 Support the development of a Wellness Center to increase effectiveness of multidisciplinary primary care support services	Immediate	Health Promotion	DCYSS	

Strategic Objective #5: *Create Opportunities for Educational Advancement and Curriculum Development*

Desired Outcome	<ol style="list-style-type: none"> 1. Increase in annual sportspersons pursuing education or professional training per annum. 2. Development of strategic partnerships for sports acumen development. 3. Formalization of Physical Education learning outcomes for youth
Key Indicators	<p>Key Indicator:</p> <ul style="list-style-type: none"> - Establishment of sports and physical education as credible areas of study and professional pathway through the establishment of a sports curriculum. - # sportspersons who pursue continuing education or training through partnerships per year. - # of supporting policies created for sports growth, partnership and development

Recommended Actions

Policy Activities	Timeframe	Lead Agency and Unit	Support Agencies	Comments
5.1 Publication of National Sports Curriculum outlining the learning standards and curriculum through youth advancement in the academic system (Kindergarten- Form 3).	FY 23/24	Department of Education/DCYSS		This is the mandatory period of sports.
5.2 Explore the expansion of mandatory Physical Education for Form 4- 6 th Form College	FY 24/25	MoEYAS		
5.3 Creation of coaching manual to define coaching progression in skills, competence.	FY 22/23	DCYSS		Consider regional standards, M&E

5.4 Establish fund/policy to support national athletes exploring international education opportunities, training and development.	FY 24/25	Sports and Recreational Advisory Board		
5.5 Formalize partnerships with universities, colleges and skills analytic firms through MOU to create pipelines for academic attainment and professional development.	FY25/26			
5.6 Develop Sports Workforce Development Plan to include the advancement of sports industry careers e.g. sports psychology, sports analytics, sports therapy, sports science.	FY 22/23	DCYSS	HRMU	This should include a national sports interest list with priority ranking for needed priorities
5.7 Formalize partnerships with universities in the USA, UK and Canada to increase consistent access of Sportspersons.	FY 23/24	DCYSS		This should include alternative funding sources to support education in sports
5.8 Procure technology infrastructure to facilitate E-Coaching to bridge gaps in coaching disciplines to better support athletes.	FY24/25	DCYSS		

Strategic Objective #6: *Development of Sports Tourism Industry*

Desired Outcome	<ol style="list-style-type: none"> 1. Increased visitor arrivals connected to hosting of tournaments and training programs 2. Finalization of comprehensive sports infrastructure plan 3. % increase of sports tourism to revenue collection 4. Economic development due to sports and recreational activities 			
Key Indicators	<p>Key Indicator:</p> <ul style="list-style-type: none"> - # of Regional and International competitions held on island - Completion of Sports Facility Master Plan 			
Recommended Actions				
Policy Activities	Timeframe	Lead Agency and Unit	Support Agencies	Comments
6.1 Finalize details of National Sports Facilities Master plan, Plan should include renovation, maintenance and development	FY 22/23	DCYSS	PWD PMO	
6.2 Create Sports Marketing package that outlines resources and spaces available	FY 24/25	DCYSS	Tourism Board	
6.3 Formalize the feedback mechanism for active sports associations to provide updates and input on Sports in Montserrat through Sports Association Alliance.	FY 21/22	DCYSS		
6.4 Establish a working group to develop a sports tourism mandate that incorporates concessions and benefits of utilizing Montserrat.	Immediate	MoEYAS	MOFEM MCRS	Consideration should be given to capacity of country and economic impact

6.5 Establish working group for the development of emerging sport tourism projects; marathons, hashes, triathlons	Annual			
6.6 Establish Sports Admin officer for administrative duties, reports and marketing.	FY 23/24	MoEYAS		
6.7 Develop and maintain sports website for records, association information, video clips and contact information.	FY 23/24	DCYSS	DITES	

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Strategic Objective #7: *Increase Sport Development Funding*

Desired Outcome	1. Increased private/public partnerships to provide funding for projects and programmes
Key Indicators	<p>Key Indicator:</p> <ul style="list-style-type: none"> - Annual financial donations received from agencies, foundations, diaspora and international partners for sports development - Quantified value of gift-in-kind for sports development.

Recommended Actions

Policy Activities	Timeframe	Lead Agency and Unit	Support Agencies	Comments
7.1 Establish relationship with designated non-profit organizations in USA, UK and Canada to facilitate donations to sports on island.	FY25/26	NSRAB		
7.2 Report annually on donations made to department, sports and associations. Include revenue generated through public/private partnerships.	Annual	DCYSS		Authorize designated entities or individuals to apply for donations on the behalf of the National Sports and Recreation Advisory Board.
7.3.1 Create the National Sports and Recreational Advisory Board as statutory entity	Immediate	DCYSS		Navigate international committee membership as

<p>7.3.2 NSRAB must include clear mandate of grant writing and project development. Annual reports must be filled for donated items.</p> <p>7.3.3. Explore MOU between NSRAB and GoM for rental of sports facilities</p> <p>7.3.4 Establish NSRAB as regulatory entity to serve as Commonwealth and Olympic Committee</p> <p>7.3.5 Incorporate NSRAB duties as focal point for drug enforcement protocols through RADO and UKAD (UK Antidoping)</p>	Annual			overseas territory as well as RADO
7.4 Explore reallocation of % of tax for alcohol, tobacco and sodas to help the sports scholarship fund.	FY25_26	MOFEM	MOEYS	
7.5 Develop website for merchandise sale and promotion for all sports	FY24_26	NSRAB		
Establish visual standards for merchandise and uniforms				

Strategic Objective #8: Maintain and Develop Relevant Sports Infrastructure & Recreational Spaces

Desired Outcome	<ol style="list-style-type: none"> 1. Increase the quality of maintenance for sports facilities 2. Allocate annual fund for facility upkeep
Key Indicators	<p>Key Indicator:</p> <ul style="list-style-type: none"> - # of sports stadiums and facilities maintained - Adherence to national maintenance plan - Development of New Recreational Spaces based on population distribution - Maintain stock of equipment for each national sport

Recommended Actions

Policy Activities	Timeframe	Lead Agency and Unit	Support Agencies	Comments
8.1 Conduct stakeholder engagement to define National Sports Facilities Master plan.	Immediate	DCYSS		
8.2.1 Formalize maintenance unit within MoE Develop to sustain minimum repairs and upkeep. 8.2.2 Re-evaluate annual cost of maintenance and seek additional support to maintain facilities.	FY 22/23	DCYSS		
8.3 Establish stock keeping procedures for maintenance of equipment.	Immediate	DCYSS		
8.4 Formalize Little Bay Sports Park Master Plan. To include: dormitory, swimming pool, outdoor netball, club house and bar area	FY 25/26	DCYSS		
8.5 Establish Disability Standards for future infrastructure development. Plan should include: minimum standards such as handrails and ramps, bathroom access, signage and evacuation plans.	FY25/26	NSRAB		

Strategic Objective #9: Encourage Workplace physical activity, recreation and well-being

Desired Outcome	<ol style="list-style-type: none"> 1. Increase overall wellness of the residents of Montserrat 2. Encourage workplace wellness programmes in public and private sector 3. Increase work life balance in public service professional centered around flexible schedules and integrated recreation
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Key Indicators	<p>Key Indicator:</p> <p># participants in local recreation activities; fitness classes and healthy lifestyles programs</p> <p>Recreational space usage over evaluation period.</p>
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Recommended Actions

Policy Activities	Timeframe	Lead Agency and Unit	Support Agencies	Comments
9.1 Develop Public Service Health program in collaboration with stakeholders to reduce incidence of non-communicable diseases.	FY 22/23	Health Promotion		Annual Health Promotion Programme
9.2 Increase the number of individuals with training in key sports; basketball, football, tennis, personal fitness, cricket & athletics.	FY 23/24	DCYSS		Publish annual list of coaches and trainers.
9.3 Explore duty free concessions for sports equipment and supplies for all sectors.	FY 21/22	Customs and Revenue Services	MoEYAS	
9.4 Repair local tennis, netball and basketball (Brades, Salem and Lookout) 9.5 Development of S&R micro-centers for community development.	FY 23/24	DCYSS	PWD	
9.6 Propose public service policy that facilitates recreation and service engagement. 9.7 Explore Public Service Policy for flexible time for S&R or community service.	FY 23/24	HRMU	Health Promotion	

POLICY ACTIVITY CALENDAR

- **Immediate**

- 1.5 Establishment of Sports and Recreational Advisory Board to provide varying professional inputs on Sports Development: policy implementation/education, external funding, facilities management, anti-doping strategies and international association adherence.
- 2.1 Collaborate with regional and international partners to increase local scouting of sportspersons to include facilitated travel arrangements
- 2.10 Establish players statistical database for sportsperson records
- 3.2 Reconsideration of the format of sport training in the Department of Community, Youth and Sports to ensure girls are exposed to all sports.
- 3.4 Explore hosting biannual “Women in Sports” program on island to encourage engagement of women of all ages in Sports and Recreation.
- 3.5 Support development of a Gender Bureau to research a holistic approach to gender issues.
- 3.6 Review barriers to access and engagement while spreading information about equality of compensation and access.
- 4.9 Support the development of a Wellness Center to increase effectiveness of multidisciplinary primary care support services
- 6.4 Establish a working group to develop a sports tourism mandate that incorporates concessions and benefits of utilizing Montserrat.
- 7.3.1 Create the National Sports and Recreational Advisory Board as statutory entity
- 8.1 Conduct stakeholder engagement to define National Sports Facilities Master plan.
- 8.3 Establish stock keeping procedures for maintenance of equipment.

- **Annual**

- 1.1 Implementation of Annual Sports Calendar to help with promotion and education regarding sports development and events.
 - 1.3 Collaborate with Health Promotions to maintain annual programmes to incentivize fitness and health.
 - 1.4 Explore capacity-building workshop on sports association accounting, event planning and organizational management to train and enhance association capacity.
 - 6.5 Establish working group for the development of emerging sport tourism projects; marathons, hashes, triathlons
 - 7.2 Report annually on donations made to department, sports and associations. Include revenue generated through public/private partnerships.
 - 7.3.2 NSRAB must include clear mandate of grant writing and project development. Annual reports must be filled for donated items.
 - 7.3.3. Explore MOU between NSRAB and GoM for rental of sports facilities
 - 7.3.4 Establish NSRAB as regulatory entity to serve as Commonwealth and Olympic Committee
 - 7.3.5 Incorporate NSRAB duties as focal point for drug enforcement protocols through RADO and UKAD (UK Antidoping)
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- **FY21_22**

- 1.2 Define active citizen with objective of setting recreation goals by quartile with incentives
- 1.8 Review and redefine import duty and taxes for sports equipment, sports apparel, accessories and team uniforms.
- 2.6 Create visiting coaches programme with support of Technical Consultant scheme (2). Rotate strength and conditioning coach and one sports specialty coach/Sport Psychology
- 3.1 Assign responsibility to specific staff member to support Gender equality in sports and recreation engagement. DCYSS staff responsibilities to be considered including programming, curriculum development and monitoring & evaluation
- 4.1 Creation of Community Development Program Plan that incorporates sports and recreation, heritage/tradition preservation and healthy lifestyles
- 4.2 Development of online safeguarding training program to support coaches, leaders of uniformed bodies and community action groups.
- 4.4 Develop Sports Facilities Master Plan for island to reflect maintenance, improvement and creation of needed facilities.
- 4.6 Creation of Little Bay Sports and Recreation Master Plan
- 6.3 Formalize the feedback mechanism for active sports associations to provide updates and input on Sports in Montserrat through Sports Association Alliance.
- 9.3 Explore duty free concessions for sports equipment and supplies for all sectors.

- **FY22_23**

- 1.9 Establish requirements for all organizations receiving funding or in partnership to make reasonable accommodation for equity, access and inclusion/adaptive to increase engagement of persons with disability
- 2.2 Create talent identification process to assist with pathways to high performance training. Resources should consider access to transport, training gear, insurance and medical support
- 3.3 Addition of Swimming, gymnastics and women's cricket to the list of developmental sports.
- 3.7 Host trainings, workshops and development programmes to establish gender balance in participation for varying sports and recreation options
- 4.3 Creation of concept notes and project plans for village recreational spaces; Utilize 5 voting districts for zoning.
- 4.8 Re-Establish Village based sports and recreation competitions
- 5.3 Creation of coaching manual to define coaching progression in skills, competence.
- 5.6 Development of Sports Workforce Development Plan to include the advancement of sports industry careers e.g. sports psychology, sports analytics, sports therapy, sports science.
- 6.1 Finalize details of National Sports Facilities Master plan, Plan should include renovation, maintenance and development
- 8.2.1 Formalize maintenance unit within MoE Develop to sustain minimum repairs and upkeep.
- 8.2.2 Re-evaluate annual cost of maintenance and seek additional support to maintain facilities.
- 9.1 Develop Public Service Health program in collaboration with stakeholders to reduce incidence of non-communicable diseases.

- **FY23_24**

- 1.7 Explore the viability of e-sports industry through fibre optic partnerships
- 2.4 Establish coaching requirements and expectation of continuing education. Focus on competency based hiring within DCYSS and provide on the job training and certification.
- 2.7 Update and operationalize local procedures for anti-doping and ensure operations are independent of influence and corruption.
- 2.9 Explore leasing of space for Gym services in Multipurpose Sports Center to support maintenance operations. Services should include refreshments, healthy meals and aerobics class space.
- 2.11 Revitalize Special Olympics group to ensure maximum participation of all groups at the elite level
- 5.1 Publication of National Sports Curriculum outlining the learning standards and curriculum through youth advancement in the academic system (Kindergarten- Form 3).
- 5.7 Formalize partnerships with universities in the USA, UK and Canada to increase consistent access of Sportspersons.
- 6.6 Establish Sports Admin officer for administrative duties, reports and marketing.
- 6.7 Develop and maintain sports website for records, association information, video clips and contact information.
- 9.2 Increase the number of individuals with training in key sports; basketball, football, tennis, personal fitness, cricket & athletics.
- 9.4 Repair local tennis, netball and basketball (Brades, Salem and Lookout) Development of S&R micro-centers for community development.
- 9.5 Propose public service policy that facilitates recreation and service engagement. Explore Public Service Policy for flexible time for S&R or community service.

- **FY24_25**

- 2.3 Development of comprehensive training program for High Performance athletes across all sports and interests. To include; nutrition, weights, skills training, sports IQ, health services
- 2.5 Partner with Educational Partners for SAT preparation and/or A-Level Preparation to enhance recruitment prospect.
- 2.8 Explore development of Montserrat Professional Athlete Program to support selected national athletes.
- 4.5 Support the development of historical documents and projects to preserve sports and recreation history.
- 4.7 Seek funding to expand community center projects and establish focal points of community engagement; Lookout, St John's, Drummonds/Gerald's, Davy Hill, Cudjoehead, St Peter's, Salem
- 5.2 Explore the expansion of mandatory Physical Education for Form 4- 6th Form College
- 5.4 Establish fund/policy to support national athletes exploring international education opportunities, training and development.
- 5.8 Procure technology infrastructure to facilitate E-Coaching to bridge gaps in coaching disciplines to better support athletes.
- 6.2 Create Sports Marketing package that outlines resources and spaces available
- 7.5 Develop website for merchandise sale and promotion for all sports

- **FY25_26**

1.6 Ensure all new sport facilities meet requirements for disability access and updated building codes as well as explore/amend current facilities to increase accessibility within reason and budget.

5.5 Formalize partnerships with universities, colleges and skills analytic firms through MOU to create pipelines for academic attainment and professional development.

7.1 Establish relationship with designated non-profit organizations in USA, UK and Canada to facilitate donations to sports on island.

7.4 Explore reallocation of % of tax for alcohol, tobacco and sodas to help the sports scholarship fund.

8.4 Formalize Little Bay Sports Park Master Plan. To include: dormitory, swimming pool, outdoor netball, club house and bar area

8.5 Establish Disability Standards for future infrastructure development. Plan should include: minimum standards such as handrails and ramps, bathroom access, signage and evacuation plans.

POLICY REVIEW COMMITTEE

In the final stages of policy review a Sports and Recreation Policy Working Group was established to conduct a final edit and review of the Sports and Recreation Policy 2021-2030. The working group was tasked with the following:

1. Technical review of considerations in Draft Sports and Recreation Policy 2020-2030
2. Advise on completeness and necessary detail within document.
3. Development of final draft for Public Consultation, January 2020

The working group was constituted by the following individuals;

- Ms. Tiffany Weekes- Player Representative
- Ms. Cordella Yearwood- Coaches Representative
- Ms. Cherise Aymer- Montserrat Tourist Board Representative
- Mr. Peter Queeley- Sport Association Representative/ Economist
- Mr. Kenton Weekes- Sports Physiotherapist
- Mr. Julius Morris- Player Representative
- Mr. Fitzroy Buffonge- Retired Sports Officer & Lawyer
- Mr. Denfield Morris- Sports Association Representative
- Mr. Damian Williams- Player Representative