

GREEN PAPER

MINISTRY OF YOUTH, SPORTS AND COMMUNITY EMPOWERMENT

NATIONAL SPORTS POLICY

Reimagining the Future of Sports

“A vision for national sports development for the next 10 years”

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1. EXECUTIVE SUMMARY

This Green Paper takes note of the immense potential which exists in the field of sports and identifies challenges which require intervention to allow for optimal sports development in Barbados. The paper will seek to demonstrate the issues and challenges, along with possible solutions which can be implemented through the creation of a National Sports Policy.

This Green Paper seeks to lay the foundation *“to elevate sports as a central pillar of Barbadian national identity, social development and economic prosperity, by 2032.”*

The National Sports Policy should be structured to foster increased participation in physical activity and sports, as a mechanism for improving health and wellness, as an access to economic opportunities and to facilitate the pursuit of excellence. It could be underpinned by the core values of inclusiveness and accessibility; fair play, respect and ethical behaviour; discipline and dedication, empowerment and excellence.

The National Sports Policy should endeavour to build on the existing sports culture and on the successes achieved in the numerous sports disciplines over the years, to enable Barbados to realize its full potential in sports. It should specify the direction in which the country must go to optimise its sports related potential, as articulated in the following objectives:

- to create an environment in which sport is accessible to all and which embraces the principle of inclusion as it relates to persons with disabilities;
- to promote gender equality in all aspects of sports participation and administration;
- to promote community development through sports;
- to stimulate a culture of healthy living and wellness;
- to intensify the promotion of road tennis as the indigenous national sport of Barbados;
- to empower National Sports Organizations to be greater contributors to national development;

- to promote the formulation of strategies and programmes that facilitate the development of athletes, coaches and administrators to the highest levels;
- to encourage the full integration of physical education and sports into the educational curriculum, as well as recreational activities at all levels;
- to create an awareness of sports-oriented career opportunities for professionals and entrepreneurs;
- to encourage an inter-sectoral approach to sports development, establishing linkages with key sectors and stakeholders;
- to create an environment that is conducive to maximizing the economic potential of sports;
- to package and leverage a “Brand Barbados”, central to which will be sports;
- to position Barbados as a hosting nation-of-choice for regional and international sporting events; and ultimately
- to transform sports in Barbados to a multifaceted way of life.

The National Sports Policy should seek to educate the general public on the many opportunities and benefits that are available in and through sports. Concurrently it should encourage and promote a positive change of attitude towards assisting the development of our sports and its practitioners, while seeking to ensure that sport in Barbados is integrated into the mainstream of our educational, social and economic life.

The Policy should recognize the pivotal role of the Government of Barbados, in providing a structured framework within which the efforts of stakeholders may be focused. This is reflected in the following areas that are addressed in the Policy:

- Sports for all, through facilitation and education, toward illuminating sports and accessing the many benefits to be derived;
- the development of a sporting economy;
- the development of a sustainable high-performance system;

- the promotion of institutional strengthening and governance, towards building the capacity of the stakeholders in sports and attaining the sustained development of sports;
- the provision of the necessary enabling infrastructure; and
- the use of financing and incentivizing strategies with respect to attracting of sponsorship and investments and encouraging the efficient management of resources and the attainment of excellence in sports.

It is essential that there be a legislative and policy environment that embraces the international sports conventions, treaties and charters to which Barbados is signatory. These reflect the globally accepted standards that underpin the policy and the sports environment that is envisaged for Barbados.

The Policy should highlight the need enact a Sports Development Act, to give jurisdiction to the measures and initiatives embodied in this National Sports Policy. The Act should provide for the following:

- a definition of sports;
- the creation of a list of approved sports;
- the waiver of duties on sports gear and equipment for National Sports Associations and approved sportspersons and organisations;
- the removal of gender inequalities related to granting of concessions to athletes;
- the comprehensive integration of physical activities, sports and related programmes within the education system;
- the inclusion of persons with disabilities in sports and physical activities and programming;
- the modernising of the regulatory framework for horse racing;
- the requirement for sports practitioners in Barbados to be compliant with the International Convention against Doping in Sports and the World Anti-doping Code, and other sports related Conventions, Treaties and Declaration to which Barbados is signatory;
- the provision of a new regulatory framework for the National Sports Council;
- the recognition of the National Sports Council as Government's competent authority to support the operations of the National

- Sports Organisations, pursuant to the role as provided for in the legislation governing the National Sports Council;
- the recognition of the Barbados Olympic Association Inc. as the National Olympic Committee for Barbados with responsibility for Olympic sports;
 - the recognition of the National Anti-doping Commission as the competent authority in Barbados with responsibility for anti-doping in sports, pursuant to the role as provided for in the legislation governing the National Anti-doping Commission;
 - the recognition of the Paralympic Association of Barbados as the National Paralympic Committee for Barbados with responsibility for Paralympic sports;
 - the conditional provision of incentives for major investments in sports and related activities;
 - approval for the hosting of international competitions in Barbados; and
 - the definition and recognition of a sports industry, as an economic sector.

The effective creation and implementation of the Policy may be realized through the collaborative efforts of the stakeholders in sports. Hence, the Policy should emphasise the importance of the contribution of individuals, communities, National Sports Organisations, Corporate Barbados, the Government of Barbados through its Ministries, Departments and Agencies and, most importantly, all Barbadians. It is further proposed that the Policy provide for the strengthening of the Ministry responsible for Sports and the National Sports Council, to position these entities to have oversight for the implementation, monitoring and evaluation of this Policy.

The National Sports Policy should reflect Government's deliberate commitment to sports development and development through sports, integral to which is the development of all Barbadians. This is indicative that the National Sports Policy should not be an end in itself, but an essential pathway for the journey of national development.

2. BACKGROUND AND RATIONALE

2.1 Policy Problem

Over the years, Barbadians have viewed sports primarily as an avenue for leisure, physical exertion and competition, but to a much lesser extent, as a tool for economic development. This view has led to an inability to maximize the benefits attained from sports. It is therefore critical that we focus on the following:

- the building of sports as an industry;
- the use of sports to foster youth and community development;
- tourism diversification through sports; and by extension
- the use of sports as a tool for nation building.

Arguments have been advanced that the absence of a well-defined National Sports Policy for Barbados has inhibited the level of sports development. Other concerns include:

- functional and structural weaknesses of numerous National Sports Organisations;
- inadequate financing for the development of sports;
- the need to restructure the education system towards devising and implementing adequate programmes for the development of sports and sportspersons;
- an insufficiency of trained instructors, physical education teachers and coaches;
- a lack of modern and suitably equipped sports facilities and the management thereof;
- inadequate recognition and celebration of sports icons;
- the absence of a well-defined and focused sports industry. and
- the need for a robust governance structure for sports, in general.

It is against the backdrop that this Green Paper on the National Sports Policy has been formulated.

3. KEY CONCEPTS AND ISSUES

3.1 Building A More Active Barbados

Sport is an inherent, universal human activity that embraces the interest and participation of people and society at all levels. Its unique underpinning value has given strong identity to a people and has been a tool for community building. This has given birth to the “Sports-for-All” methodology, which entails transforming sports from physical activity reserved for young and healthy persons into activity for all, designed to improve health, mental and social well-being, stimulate personal development and the pursuit of excellence in sports.

The World Health Organisation (WHO) in its Report on Non-communicable Diseases (NCD) Country Profiles, 2018ⁱ revealed that obesity in Barbados is on a consistent upward trajectory, which was attributed to inactivity by 44% of Barbadians. Given the significant implications for the prevalence of cardiovascular diseases, depression, dementia and other NCDs in Barbados, a state of affairs exacerbated by the COVID19 pandemic, physical activity by all Barbadians must be prioritised in the programmatic agenda of the Government of Barbados.

As an ideal of Olympism, the “Sports-for-all” concept embraces participation by all individuals, regardless of age, gender, intellectual or physical abilities, class or race. The special needs of the elderly and persons with disabilities must be taken into account in the implementation of any measures to promote a realistic “Sports-for-All” culture.

3.1.1 Sports for Community Development

There is a perception that the implementation of a Community Sports Strategy Framework can lend to support and the development of a robust and consistent community-based sporting programs. This could entail partnering with the National Sports organisations, public sector entities and corporate Barbados, with a view to promoting sport as part of our national identity. Support for such programmes and initiatives can lead to community cohesion, greater resilience against undesirable social issues. The issues to be addressed include the need for increased and sustained participation sports and physical activities at the

community level, through improved access to community sports facilities and the provision of structured, age-appropriate programmes.

3.1.2 Physical Education, Sports and the Education System

The education system is seen as a vehicle through which children are introduced to physical education and sports. As such there should be the full integration of physical education and sports into the curriculum at all levels of the education system. This integration would encompass every student from nursery to secondary school unless medically excused, including those with special needs. These sport and physical activity programmes could be linked to values education, to better equip participants to handle life's challenges. Essential to the process will be attaining a better understanding of the impact of integrating physical education and sports in early childhood education.

3.1.3 Sports and Healthy Living

The projected trajectory of increase obesity attributed to inactivity by some Barbadians, can significantly impact the prevalence of physical and mental NCDs in Barbados. Increased participation in physical activity and sports by Barbadians offers a solution to reducing this trend and can be conducive to the enhanced physical and mental health and wellness of the nation.

3.1.4 Gender Diversity & Equality

Globally, there is a strategic thrust to attain gender equity and diversity in all areas of sports. Efforts in this regard include the empowering both males and females at all levels of sports, through specific training and development programmes that includes governance-related and technical training.

3.1.5 Sports and Penitentiary reform

Sports can be a vehicle for the positive rehabilitation for residents of the state towards, with a view of reducing the level of recidivism, strengthening the prison reform and enhancing the physical and mental wellness of the participants. Of emphasis should be a sports program

that caters to juvenile detainees, to enable the early intervening and altering of the pathways for young residents of the state.

3.2 Development of a Sports Economy

Sports globally is a lucrative business, with the industry estimated to be worth between \$489 to \$614 billionⁱⁱ. In light of this commercial value of sports, there has been much public discourse on the potential for developing a sustainable, and diverse sports industry for Barbados.

Several elements for such an industry exist in Barbados, albeit many of which are in an embryonic stage relative to those in the regional and international arenas. These elements comprise but are not limited to being engaged as athletes, sports management including being a sports agent, sports administration, volunteerism, sports manufacturing, sport merchandising and retailing, advertising, spectating, sports tourism, semi-professional and professional sports, the provision of facilities, coaching, sports research and development, sport-related gaming, health and fitness, sports medicine and sports journalism and broadcasting.

These presents career opportunities in the full spectrum of sport business and for commercial exploitation of sports events and sports related products and services, including those that are technology based.

3.2.1 Sports and National Development

As a starting point for advancing sports as an industry, it is necessary to determine the contribution of sports to national development in Barbados. This should include attaining an understanding of the current investment in sports in Barbados, the benefits derived from sports and a better understanding of the social and economic value of sports to Barbados. This may inform evidence-based decision making and planning towards repositioning Barbados and Barbadians in the global sports market.

3.2.2 Community, Youth and Elite Sports

Sport may be utilized as a vehicle for social mobilization and economic development at the community level, for the youth and elite athletes, with a view to opening opportunities for them to generate income and

to self-actualise. There is also the recognition that sports motivate young people to be active and can redound to them achieving better results at school, acquiring the early foundation of skills and habits that help them remain healthy and have productive lives.

3.2.3 Professional Sports

Sportsmen and women fall into the category of global professionals, some of whom are the highest paid practitioners the world over. The development of semi-professional and professional sports leagues in Barbados can present an intermediate pathway through which Barbadian sportspersons can hone their skills and positioning themselves to be global sports professionals. Such leagues can attract increased corporate support locally, as well as capture international media attention and the associated global audiences.

3.2.4 Sports Tourism

The development of a sustainable sports tourism package can be a viable option for enhancing our tourism product offering and as a major economic growth strategy for Barbados. This could include establishing Barbados as a leading destination for regional and international tournaments, training camps, sporting exhibitions and sports conferences. There is also the opportunity to build on our global image as a caring nation and an ideal destination for relaxation, as well as leverage its historical investment in our health sector, to establish Barbados as a regional hub for sports sciences and a premier location for sports injury care and rehabilitation.

3.2.5 Sports Manufacturing

Inherent to the proposed formalizing of a sports industry in Barbados is the opportunity to establish an environment that encourages investment in sports manufacturing locally. The starting point can be the positioning of Barbados as the key distributor of equipment related to our indigenous, bona fide sport, road tennis, and the manufacturing of ancillary products for mainstream sports, including cricket, for the domestic and export markets.

3.2.6 Intellectual Property and Sports

The growth and development of sport in Barbados will be accompanied by the increased attractiveness of its commercial value. It will be necessary therefore to ensure the maintenance of a robust legal and policy framework for the protection of Intellectual Property Rights, to facilitating the monetizing of intellectual property assets and to promote public awareness and the building of respect for Intellectual Property Rights in sports.

3.2.7 Broadcast and other Media Rights

The involvement in sports by sponsors, sports practitioners and especially the local and international media may be influenced by the perceived attractiveness of so doing. This appeal may be enhanced by the packaging and promotion of Barbados' sports product, infused with Barbadian information and culture, to encourage mutually beneficial partnerships with these stakeholders.

3.2.8 Sports and the Environment

The use of public spaces, including the sea, beaches, gullies, hills and parks for physical activities and sports, offers an inexpensive solution to the growing demand for sport facilities. This is augmented by the rapidly increasing global interest in outdoor and beach sports. The growing interest in sports can be used as a platform to implement public awareness programmes that focus on issues pertaining to sports and the natural environment, including the preservation of the beaches and public spaces in Barbados, to influence positive environmental changes. This can include the reduction of energy costs and carbon emissions, by engaging renewable energy solutions for sports facilities, structures and equipment.

3.2.9 Volunteers

Sports in Barbados is underpinned by the spirit of volunteerism, a mechanism through which persons may be trained in the elements of sports event coordination and management. The skills acquired are transferrable and hence, the sports community should be encouraged

to prioritise volunteerism as a tool to augment the foundation of a trained workforce for Barbados.

3.2.10 The Digital Sports Sector

Digital Technology in sports is a big and rapidly evolving business, where a growing number of persons globally use technology with some form of sports. This ranges from apps that facilitate or track training and the vital signs of participants, internet platforms for the sharing of sports related content and doing sports related business and e-sports, to television and on-line viewing of local, regional and international competitions. Inherent to the digital sports sector are the essential sports marketing and the lucrative media rights. The transition to a digitally ready sports sector will necessitate a review of the policy and regulatory framework that governs activities in some sporting disciplines, including horseracing.

3.2.11 Areas of Special Interest

There are some sporting disciplines to which special attention must be afforded, given their critical role in the socio-cultural and economic development of Barbados. Foremost of these sports are cricket and road tennis.

3.2.12 Cricket Development

Barbadians per capita have done better in cricket than any other nation on earth and hence, cricket may be considered to be a symbol and model of national excellence in Barbados. Moreover, geographic and population size have not been impediments to Barbadians achieving global excellence in cricket. As in commerce, cricket can be considered our lead sport product. It is essential therefore that Barbados capitalize on its cricket related investment, infrastructure and human capital and successes, to ensure sustained success in the sport and to lead the further development of its sports industry.

3.2.13 Road Tennis Development

Road tennis is the only indigenous sport of Barbados and hence, it is intrinsically linked to the Barbadian culture. Special emphasis must be placed on initiatives to advance this sport, as it is a mechanism for living a healthy lifestyle and it has the capacity to afford our young men and women careers in sports, locally and internationally, as well as to enhance their social and personal development.

These efforts should include building capacity and encouraging participation at the community level, the adoption of a scientific approach to enhancing the game, positioning Barbados as the key distributor of equipment and supplies related to road tennis, and as a source of professionals for developing the sport at all levels.

3.2.14 Beach Culture and Sport

Barbados is surrounded by beautiful beaches, which can be better utilized to enhance the sporting landscape and sports tourism product offering of the island. These beaches are an element of natural infrastructure and an integral part of Barbados' cultural envelope. Hence, efforts should be made to create a synergy among the sand, ocean, communities, and the many sports that currently utilize or can be adapted to utilize the sea and beaches. This enhanced beach culture presents opportunities for increased sports tourism, job creation and the development of neighboring communities and their residents.

3.2.15 Disciplines for Primary Focus

There is a need to allocate resources to sporting disciplines and encourage them to facilitate mass recreational participation, as well as competitive pursuits where applicable. Beyond the special interest in cricket and road tennis however, there are other disciplines that may be emphasized, given their history of development and contribution to assisting in the country's socio-economic development. Specific variables that determine which of the disciplines should be singled out for specific increased national resource investment and attention are:

- national historical and traditional exposure to and investment in the discipline;

- percentage of the populace practicing the sport at the recreational and competitive levels;
- potential for enhanced measurable national social and economic contribution;
- existing adequate infrastructure for the practice of the discipline;
- potential for international exposure and or expansion;
- existing adequate proponents and or technically competent exponents of the discipline;
- the combining of proven existing national physical and mental competencies of the majority of the populace; and
- consistent regional and international success.

3.3 Hosting of Regional and International Events

Barbados has been recognised for its successful hosting of numerous regional and international sporting events, which has showcased our expertise in event management and our culture and way of life. The hosting of these events constitutes a sound strategy for economic diversification, given its ability to generate tourism and small business revenue, entrepreneurship and in general, the development of sports as a productive sector. Another primary beneficiary is the services sector, as the successful hosting of such events entails a fusion of many local services.

3.4 Development of a High-Performance System

In the past, Barbados had set a benchmark for the achievement of high-performance outcomes. Notwithstanding that our competitors have improved significantly, we have not kept pace with global developments and hence, Barbados has been achieving fewer medals on the world stage and our international rankings in many sports have dwindled. While the achievement of medals remains a priority, there is the need to redefine the successes of elite athletes to include their impact as role models, their engagement at the community level toward encouraging persons to participate in sports and lead healthier lifestyles, their contribution to the development of the sports industry and as global citizens.

The development of a technology infused national high-performance system is therefore a necessary task, which once embraced and nurtured, can redound to considerable benefits and the overall sustained growth and advancement of sports in Barbados. This will provide aspiring and current

athletes with established pathways towards achieving their best during and after their careers.

3.4.1 National Development Scholarships

The building of Barbados' sports related expert capacity is necessary, to provide Barbados with a comparative advantage with respect to the international sporting community. This may be achieved through the provision of National Development Scholarships in key areas of sports.

3.4.2 Specialists' Sports Centre

The international competitiveness of Barbados may be enhanced through the establishment of a Specialists' Sports Centre, a national coaching structure and the recruitment and training of high-calibre sports personnel. This approach can be strengthened through a collaboration with the School of Sports, Cave Hill Campus and other key sports sciences and medical stakeholders, to ensure that any performance issues are addressed through research, technology and innovation and that sports science is infused into our sports disciplines.

3.4.3 Investment and Resource Allocation

In light of the limited resources that are available to the development of sports, there is a need for the Government of Barbados through the National Sports Council, Barbados Olympic Association and other key stakeholders to collaborate towards optimising investment and resource allocation in support of our athletes achieving better performance outcomes.

3.4.4 Regional and International Cooperation

Sports can be utilized as a vehicle for enhancing cooperation and the leveraging of expertise at the local, regional and international levels, the outcome of which can be conducive to national development, and a competitive edge for our athletes and their performance.

3.4.5 Athlete Centric Holistic Development

The holistic development of Barbadian athlete is of primary importance, to include skills for remaining healthy, as well as life skills to navigate inside and outside of the elite sports environment, and professional development in career and education.

3.4.6 Academic and Vocational Training

The elite athletes and officials who represent Barbados do so with much sacrifice of their time and alternative careers. These role models should be afforded the opportunity to undertake academic and vocational training at tertiary institutions, provided the minimum required standard for matriculation is achieved.

3.4.7 Athletes as model Citizens

Sportspersons may be viewed as highly disciplined and focused individuals, with the potential to positively impact the Barbadian society. Strategies should be implemented through which such sportspersons can advance their performances as effective role models and as positive influences on our communities.

3.5 Maintaining the Integrity of Sports

Barbados is signatory to the International Convention Against Doping in Sports and the Olympic Charter, which provides for a sports environment that is fair, safe and inclusive, as well as proactively identify, remedy and deter any threats to the integrity of sports and the safety of our athletes, support and accompanying personnel. The preservation of the integrity of sports, including against match fixing and exploitation should be supported by the appropriate a legislative framework.

3.6 Institutional Strengthening and Governance

In order for the Barbadian sporting ecosystem to thrive and be conducive to success in the global sporting environment, our process of transformation demands greater global alignment. The institutional strengthening of our

National Sporting Organisations is now more critical than ever, as it will provide the opportunity for our National Organisations to create sustainable development frameworks towards optimising their efficiencies and positioning our athletes to attain sustained excellence.

Such support may be delivered through a strengthened and rebranded National Sports Council and may include assistance with the arbitration of disputes, capacity building in the areas of governance, operational alignment towards excellence, the implementation of child safeguarding policies and inclusivity to embrace the differently abled and marginalized.

3.7 Infrastructural Development

Infrastructural development is critical for the promotion of public and community-oriented participation in sport and recreational activity. It is also essential to the achievement of high-performance objectives and standards in sport. Greater emphasis must also be placed on creating access for disability sports through systematic upgrades to the existing facilities, and to positioning Barbados as an inclusive sports tourism destination.

This investment can help to ensure quality sporting experiences for all adults and children participating in sport regularly, as well as assist our top sportspersons towards competing successfully at the highest levels.

3.8 Financing and Incentivizing

There is a general acknowledgement that the development of sports can be a costly undertaking. Sponsorship, philanthropic contributions, self-help and prudent management of resources are essential, in order to achieve the desired successes in sports. This may be assisted through the formation of public-private sector partnerships, as a means to maintaining and expanding the facilities available for sports, as well as encouraging collaborations between the National Federation and the private sector.

3.8.1 Incentives and Concessions

It is imperative that there be stimuli to encourage contributions to the development of sports and to motivate individuals to perform at the highest levels. Such stimuli may include duty-free concessions on imports for National Sports Organisations and approved sportspersons, exemptions from the payment of taxes pertaining to undertaking approved sports projects and competitions, appropriate incentives for

persons or entities who undertake the construction, refurbishing, furnishing and operation of a sports related facility, the release of employees for training and to represent Barbados in sports without them being disadvantaged, and the creation of a national recognition mechanism that highlights, rewards and engages outstanding national sportspersons.

3.9 Legislation

A robust legislative framework built on globally accepted standards is a necessary underpinning of an effective policy and sports environment. This would include local legislation to fully enable and support the objectives of the policy.

4. SPORTS DEVELOPMENT ACT

The enactment of a Sports Development Act will be required, to give jurisdiction to the measures and initiatives embodied in the National Sports Policy. Inter alia, this Act should be conducive to the strengthening of the state entities to better facilitate the development of sports as a true economic earning sector and as a social development mechanism. It is proposed that the Sports Development Act provide for the following:

- a definition of sports;
- the creation of a list of approved sports;
- the waiver of duties on sports gear and equipment for National Sports Associations and approved sportspersons and organisations;
- the removal of gender inequalities related to granting of concessions to athletes;
- the comprehensive integration of physical activities, sports and related programmes within the education system;
- the inclusion of persons with disabilities in sports and physical activities and programming;
- the modernising of the regulatory framework for horse racing;
- sports practitioners in Barbados to be compliant with the International Convention against Doping in Sports and the World Anti-doping Code, and other sports related Conventions, Treaties and Declaration to which Barbados is signatory;
- the provision of a new regulatory framework for the National Sports Council;

- the recognition of the National Sports Council as Government's competent authority to support the operations of the National Sports Organisations, pursuant to the role as provided for in the legislation governing the National Sports Council;
- the recognition of the Barbados Olympic Association Inc. as the National Olympic Committee for Barbados with responsibility for Olympic sports;
- the recognition of the National Anti-doping Commission as the competent authority in Barbados with responsibility for anti-doping in sports, pursuant to the role as provided for in the legislation governing the National Anti-doping Commission;
- the recognition of the Paralympic Association of Barbados as the National Paralympic Committee for Barbados with responsibility for Paralympic sports;
- the conditional provision of incentives for investments in sports and related activities;
- approval for the hosting of international sports competitions in Barbados; and
- the definition and recognition of a sports industry, as an economic sector.

5. POLICY DIRECTION AND VISION FOR SPORTS

The vision of the proposed National Sports Policy is:

To elevate sports as a central pillar of Barbadian national identity, social development and economic prosperity, by 2032.

5.1 The Guiding Values

It is proposed that the policy is underpinned by a set of core values, which will form the basis of the framework for the transformed Barbadian sports landscape we envisage. These principles embody the requirements for a sustainable, success-oriented national sporting culture.



Figure 1: Pyramid of Policy Value

5.2 Policy Objectives

The National Sports Policy should endeavour to focus the efforts of the stakeholders in sports in Barbados and specify the direction in which the country must go to optimise its potential in and through sports. In order to

achieve this aim, it is proposed that the National Sports Policy pursue the following objectives:

- To create an environment in which sport is accessible to all and which embraces the principle of inclusion as it relates to persons with disabilities;
- To encourage the full integration of physical education and sports into the educational curriculum, as well as recreational activities at all levels;
- To stimulate a culture of healthy living and wellness;
- To promote gender equality in all aspects of sports participation and administration;
- To promote community development through sports;
- To encourage and facilitate improved governance by the stakeholders of sports in Barbados;
- To empower National Sports Organizations to be greater contributors to national development;
- To promote the formulation of strategies and programmes that facilitate the development of athletes, coaches and administrators to the highest levels;
- To create an awareness of sports-oriented career opportunities for professionals and entrepreneurs;
- To encourage an inter-sectoral approach to sports development, establishing linkages with key sectors and stakeholders;
- To create an environment that is conducive to maximizing the economic potential of sports;
- To elevate road tennis, the indigenous national sport of Barbados, in line with mainstream sports;
- To facilitate the establishment of Barbados as a premier location for regional and international tournaments, training camps, sporting exhibitions, sports conferences, sports science and injury rehabilitation;

- To promote a safe sporting environment in which integrity, fair play and respect are reflective of global best practices;
- To create a legal framework for the governance and development of sports in Barbados; and ultimately
- To transform sports in Barbados to a multifaceted way of life.

5.3 Expected Outcomes and Impact

It is envisaged that creation and implementation of the Policy will redound to:

- Increased participation in recreational and competitive sports, including by athletes with special needs across more diversified disciplines;
- Comprehensively integrated physical activities, sports and sports related programmes within the education system;
- Enhanced physical and mental well-being for Barbadians;
- A greater level of gender equity in all level of sports participation and administration.
- Enhanced levels of cohesion and development across communities;
- Improved governance by the Ministry responsible for sports and its related agencies, educational institutions and National Sports Organisations;
- Improved administrative and institutional capacity of sports entities in Barbados, reflected in reduced inefficiencies and their increased contribution to national development;
- Increased global sporting success across the various levels of competition;
- Increased pursuit of careers in sports by athletes, coaches, administrators, technical officials and entrepreneurs;

- Improved linkages and collaboration between civil society, the private sector and public sector stakeholders in the development of sport;
- Increased contribution of the sports sector to national development;
- Formal and popular recognition of road tennis as Barbados' indigenous national sport and increased participation in the sport locally, regionally and internationally;
- Increased tourist arrivals for sports related activities;
- Zero tolerance for all aspects of corruption and the use of illegal performance enhancing substances and methods, by embracing the ethical principles of fair play and respect;
- A Sports Development Act, to govern sports and its development in Barbados; and
- A shift in mindset as to the value of sports and its relevance to socio-cultural and economic life.

6. POLICY IMPLEMENTATION AND EVALUATION

The implementation of a National Sports Policy for Barbados will require the participation and cooperation of the Government of Barbados, through its Ministries, Departments and Agencies (MDAs), integral to which will be an Inter-Ministerial Committee on Sports that focuses on achieving synergies, greater efficiency and effectiveness with respect to the implementation of the policy by the ministerial stakeholders. The implementation of the Policy will also entail collaborations with the private sector, sporting organisations, educational institutions and community-based organizations.

Policy monitoring and evaluation are key functions to assist in achieving the expected results of the National Sports Policy. The purpose is to track changes and explain why change may or may not be occurring. The monitoring and evaluation process may be guided by a number of performance indicators, particularly regarding participation and success of the policy at all levels. Annual reviews should be conducted to assess the effectiveness of the implementation of those initiatives that are highlighted within the annual strategic and operational plans of the Ministry responsible for Sports and other stakeholders.

A mid-term review and evaluation should be undertaken after five (5) years, in an effort to inform the long-term objectives. This will allow for any necessary modification of the strategic direction of the policy, emanating from any changes in national or global environment.

7. CONCLUSION

The proposed creation of a National Sports Policy is geared towards consolidating the diverse efforts of stakeholders in sports in Barbados, while strengthening the capacity of the sports sector to develop elite athletes, encouraging increased participation nationally and to stimulating the further development of sports as a productive sector.

The Policy should seek to capitalize on the synergies of the stakeholders, thus fueling creativity and innovation. It should further promote the fostering of linkages with business entities beyond the traditional sports system in Barbados and hence, offer the opportunity to enhance the resources available for sports.

It is envisaged that these objectives of the Policy could be realized through a concerted and collaborative effort by the Government of Barbados, its non-governmental partners and most importantly, all Barbadians, the ultimate beneficiaries of the policy.

8. ANNEXES

Annex 1 - List of National Sports Organisations:

1. Athletic Association of Barbados
2. Barbados Amateur Basketball Association
3. Barbados Amateur Bodybuilding & Fitness Federation
4. Barbados Amateur Gymnastics Association
5. Barbados Amateur Weight-Lifting Association
6. Barbados Aquatic Sports Association
7. Barbados Badminton Association
8. Barbados Blind Cricket Association
9. Barbados Boxing Association
10. Barbados Bridge League
11. Barbados Canoe & Kayak Association
12. Barbados Cheerleading Federation
13. Barbados Chess Federation
14. Barbados Cricket Association
15. Barbados Cricket League
16. Barbados Cycling Union
17. Barbados Dance Council
18. Barbados Darts Association
19. Barbados Draughts Association
20. Barbados Equestrian Association
21. Barbados Federation of Island Triathletes
22. Barbados Federation of Poker
23. Barbados Fencing Federation

24. Barbados Football Association
25. Barbados Golf Association
26. Barbados Hockey Federation Inc.
27. Barbados Judo Association
28. Barbados Karate Association
29. Barbados Martial Arts Sports Federation
30. Barbados Motoring Federation Inc.
31. Barbados National Domino, Whist & Hearts Club
32. Barbados Netball Association
33. Barbados Orienteering Federation
34. Barbados Paragliding Association
35. Barbados Polo Club
36. Barbados Pool Development Association
37. Barbados Rifle & Pistol Federation
38. Barbados Road Tennis Association
39. Barbados Rugby Football Union
40. Barbados Sailing Association Inc.
41. Barbados Secondary Schools Football League
42. Barbados Shooting Council
43. Barbados Sports Combat Association
44. Barbados Squash Association
45. Barbados Surfing Association
46. Barbados Table Tennis Association
47. Barbados Tennis Association
48. Barbados Turf Club
49. Barbados Volleyball Association
50. Barbados Water Polo Club

51. Barbados Water Ski & Wakeboarding Association
52. Barbados Windsurfing Association
53. Barbados Women's Cricket Association
54. Barbados Wrestling Association
55. Barbados Wushu Tai Chi Federation
56. Barbados Yacht Club
57. Handball Association of Barbados
58. National Kickboxing League of Barbados
59. Paralympics Association of Barbados
60. Special Olympics Barbados
61. Taekwondo Association of Barbados
62. World Archery Barbados

Other Sports Organisations

1. Barbados Basketball Coaches Association
2. Barbados Boxing Board of Control
3. Barbados Olympic Association
4. Barbados Sports Medicine Association
5. BSSAC Committee
6. Kensington Oval Management Inc.
7. NAPSAC Committee
8. National Anti-doping Commission
9. Professional Road Tennis Association
10. Sport for Life Barbados Inc.
11. World Road Tennis Federation
12. Barbados Netball Umpires Association

Annex 2 - List of Facilities Managed by the National Sports Council & Other Recreational Facilities

PARISHES	NAME OF FACILITIES	PAVILIONS	HARD COURTS	HC LIGHTS	PLAYING FIELDS	PF LIGHTS
ST. LUCY	Archer's Bay				X	
	Checker Hall	X	X	X	X	X
	Clinketts				BADMC	
	Connell Town				X	X
	Crab Hill	NORTH STARS			X	
	Durhams				BADMC	
	Greenidges				BADMC	
	Hope Road				BADMC	
	Pie Corner				BADMC	
	Rock Field				X	
ST. PETER	Black Bess	X	X		X	X
	Boscobel	X	X	X	X	X
	Indian Ground	X	X		X	
	Keith Boyce	X	X	X	X	
	Maynards		X	X		
	Six Men's				X	
	Speightstown	X	X	X	X	X
	Warleigh	X			X	
	Whim				X	

PARISHES	NAME OF FACILITIES	PAVILIONS	HARD COURTS	HC LIGHTS	PLAYING FIELDS	PF LIGHTS
ST. ANDREW	Belleplaine		X	X	X	X
	Conrad Hunte/Shorey	X			X	
ST. JOSEPH	Grantley Adams	X	X	X	X	
	Horse Hill		X	X		
	Lammings	X	X	X	X	X
	St. Elizabeth	X	X	X	X	X
ST. JAMES	Desmond Haynes	COMM. DEV.	X	X	X	X
	Folkstone		X	X		
	Haynesville	CLUB			X	X
	Hoytes Village		X		X	
	Husbands Gardens		X	X		
	Orange Hill	X	X	X	X	X
	Oxnards		X	X		
	Sion Hill	COMM. DEV. / RES. CN	X	X	X	X
	Trents	CLUB			X	
	Arthur Seat	X	X	X	X	
ST. THOMAS	Bagatelle	X	X	X	X	X
	Bridgefield	X	X		X	X
	Content	X	X	X	X	X
	Farmers				X	
	Holy Innocents	X	X	X	X	
	Lears	X			X	
	Proute				X	

PARISHES	NAME OF FACILITIES	PAVILIONS	HARD COURTS	HC LIGHTS	PLAYING FIELDS	PF LIGHTS
ST. GEORGE	Bairds/Greens	x/RES.CN			x	
	Drax Hall	x / RES. CN	x	x	x	
	Ellerton	x	x	x	x	x
	Flat Rock				x	
	Glebe	x	x		x	x
	James Bryan/St. Helens	x	x	x	x	x
	Lower Estate	CLUB			x	x
	Salisbury	x	x	x	x	
	St. Judes Primary		x	x		
	Sweet Vale				x	
ST. JOHN	Gall Hill	x	x	x	x	
	Foster Hall				x	
ST. PHILIP	Bayleys	X /RES.CN	x	x	x	
	Blades Hill	x			x	x
	Chapel	x			x	x
	Church Village		x	x		
	Cliff				x	
	Foul Bay				x	
	Harrow	x			x	
	Hilda Skeene	x		x	HILDA SKEENE SCH.	
	King George V	x	x	x	x	
	Rices	x			x	
	St. Martin		x	x	x	
	Wayne Daniel	x			x	x

PARISHES	NAME OF FACILITIES	PAVILIONS	HARD COURTS	HC LIGHTS	PLAYING FIELDS	PF LIGHTS
CHRIST CHURCH	Airport				GAIA	
	Apple Grove (Briar Hall)	x /RES. CN	x	x	x	x
	Cane Vale				x	
	Dover	x / RES/CN	x	x	x	x
	Fairy Valley	x			x	
	Gall Hill	RES. CN	x			x
	Goodland				x	
	Inch Marlow	x	x	x	x	
	Lowthers	x	x	x	x	
	Parish Land	x	x	x	x	
	Pillersdorf				x	
	Plumgrove				x	x
	Rendezvous				x	
	Rockley		x	x		
	Sargeants Village	COMM. DEV. / RES. CN			x	
	Silver Hill	RES. CN	x	x		
	Silver Sands				x	x
	St. Christopher	x	x	x	x	
	St. Matthias		x	x		
	Vauxhall Prim.		x	x		
	Wotton	x	x	x	x	x

PARISHES	NAME OF FACILITIES	PAVILIONS	HARD COURTS	HC LIGHTS	PLAYING FIELDS	PF LIGHTS
ST. MICHAEL	Arsenal/Jackson				X	
	Bayville	X	X	X	X	X
	Belfield	X	X	X	X	X
	Belmont School		BELMONT PRIMARY			
	Blenheim "A"	X / RES. CN	X	X	X	X
	Blenheim "B"	X			X	X
	Bonnetts		X	X		
	Bush Hall		X	X		
	Chancery Lane		X	X		
	Clapham	X	X	X		
	Dalkeith/Garrison School		GARRISON SCHOOL		X	
	Deacons	COMM. DEV. / RES. CN	X	X		
	Eagle Hall Primary			X		
	Eden Lodge	X / RES. CN	X	X	X	X
	Emerton/Elkes	COMM. DEV. / RES. CN			X	X
	Ferniehurst				X	X
	Free Hill		X	X		
	Friendship	COMM. DEV.	X	X	X	X
	Garrison Savannah		X		X	
	Grazettes	COMM. DEV.	X	X	X	X
	Haggatt Hall	COMM. DEV. / RES. CN	X		X	
	Hill Road/Dash Gap		X	X	PRIVATELY OWNED	
	Jessamy Avenue		X	X		

PARISHES	NAME OF FACILITIES	PAVILIONS	HARD COURTS	HC LIGHTS	PLAYING FIELDS	PF LIGHTS
ST. MICHAEL (Cont'd)	Kaitif Skate Park			x		
	Lawrence T. Gay		LAWRENCE T. GAY	x		
	Lodge Hill		x	x	x	
	Lumber Company	x			x	x
	Map Hill	x	x	x	x	
	Meadow Road/Wildey	x	x	x	x	
	Montgomery	x			x	x
	Murphy Pasture	x	x	x		
	National Stadium	x			x	
	Netball Stadium	x	x	x		
	Parkinson "A"	COMM. DEV. / RES. CN			x	x
	Parkinson" B"		x		PARKINSON SCHOOL	
	Passage Road	x			x	
	Princess Royal	CLUB	x	x		
	Spring Garden				x	
	St. Pauls/Delamere		x			
	Station Hill	COMM. DEV. / RES. CN	x	x	x	
	Valery	x	x	x	x	x
	Victor Clarke/Aubrey	x	x	x	x	x
	Warrens				x	
	Wesley Hall Primary		WESLEY HALL PRI.			
	Weymouth "B"				x	

S U M M A R Y OF FACILITIES

Number of Pavilions	-	70
Number of Playing fields	-	107
Number of Hard Courts	-	77

No. of Pavilions under the control of the National Sports Council	-	54
No. of Pavilions owned by Community Development	-	09
No. of Pavilions owned by Clubs	-	06
No. of Playing Fields with lights	-	46
No. of Playing Fields under the control of the National Sports Council	-	97 (44 with lights)
No. of Playing Fields under the control of the BADMC	-	05
No. of Schools with Playing Fields under control of NSC	-	04 (01 with lights)
No. of Hard Courts with lights	-	66
No. of Hard Courts under the control of the NSC	-	64 with lights)
No. of Hard Courts under the control of Schools	-	03 (01 with lights)
No. of Skate Parks under the control of the NSC	-	01 (01 with lights)

Annex 3 - The Inter-Ministerial Committee on Sports – Terms of Reference

Objective

In light of the cross-sectoral impact of sports and the implications of the National Sports Policy for the stakeholder ministries, an Inter-Ministerial Committee on Sports will be established to facilitate the implementation of the relevant aspects of the Policy by the respective Ministries. The Inter-Ministerial Committee on Sports will also work towards achieving synergies and greater efficiency and effectiveness with respect to the application of sports, its development and its contribution to the economy of Barbados.

Scope of Services

The duties and responsibilities of the Inter-Ministerial Committee on Sports shall be as follows:

- promote the goals, objectives and desired outcomes of the National Sports Policy;
- identify sports-related core competencies within the stakeholder ministries and promote the use of these competencies in the implementation of the National Sports Policy;
- promote information-sharing among the stakeholder ministries, with respect to the National Sports Policy and its implementation;
- monitor and evaluate the participation of the stakeholder ministries and their progress towards achieving the objectives of the National Sports Policy;
- collaborate on the implementation of the National Sports Policy by the stakeholder ministries;
- identify emerging opportunities and changes in the environment relative to the Policy, and agree on strategies for addressing such matters;
- collaborate towards the development, promotion and delivery of sports initiatives by stakeholder ministries;
- collaborate towards optimising the use of resources that are allocated by stakeholder ministries for sports-related activities; and
- advise the Ministry of Youth, Sports and Community Empowerment on addressing any challenges or issues emerging from stakeholder ministries, as it relates to the implementation of a National Sports Policy.

Composition of the Committee

The Inter-Ministerial Committee on Sports shall be comprised as follows:

- The Permanent Secretary, Ministry of Youth, Sports and Community Empowerment or his or her nominee (Chairman);
- The Permanent Secretary, Ministry of Education, Technological and Vocational Training or his or her nominee (Deputy Chairman);
- The Permanent Secretary, Ministry of Tourism and International Transport or his or her nominee;
- The Permanent Secretary, Ministry of Finance, Economic Affairs and Investment or his or her nominee;
- The Permanent Secretary, Ministry of Health and Wellness or his or her nominee;
- The Permanent Secretary, Ministry of Small Business, Entrepreneurship and Commerce or his or her nominee;
- The Permanent Secretary, Ministry of People Empowerment and Elder Affairs or his or her nominee; and
- The Permanent Secretary, Ministry of Environment and Natural Beautification or his or her nominee.

9. REFERENCES:

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