



MINISTRY PAPER NO. 29/13

**WHITE PAPER ON THE
NATIONAL SPORT POLICY**

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1. ACRONYMS

CHASE	Culture, Health, Arts, Sports and Education Fund
CBOs	Community-Based Organizations
GCT	General Consumption Tax
GNP	Gross National Product
Heart/NTA	Heart Trust/National Training Agency
IPL	Independence Park Limited
IAAF	International Association of Athletics Federations
IDP	International Development Partners
INSPORT	Institute of Sport
JAAA	Jamaica Athletics Administrative Association
JADCO	Jamaica Anti-Doping Commission
JAFL	Jamaica Association of Football League
JAMPRO	Jamaica Promotions Corporation
JIPO	Jamaica Intellectual Property Office
JOA	Jamaica Olympic Association
JPA	Jamaica Paralympic Association
JTI	Jamaica Trade and Invest
KCC	Kingston Cricket Club
MDA	Ministries, Departments & Agencies
NEPA	National Environmental Planning Agency
NSC	National Sport Council
NSP	National Sport Policy
PIOJ	Planning Institute of Jamaica
SDC	Social Development Commission
SDF	Sport Development Foundation
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UTech	University of Technology Jamaica
UWI	University of the West Indies
WADA	World Anti-doping Association

2. EXECUTIVE SUMMARY

The publication of the National Sport Policy establishes a framework for the development of sport over the next decade and the enhancement of its contribution to the process of national development. The vision of the National Sport Policy is: *“To create a dynamic and enabling environment in which persons enjoy and excel in sport at all levels while building strong bonds of unity in their communities and benefiting from the economic opportunities to be derived from sport.”*

This Policy is designed to foster greater participation in sport, as a means of enhancing intellectual and physical health and facilitating the pursuit of excellence. It recognises the extent to which sport strengthens the core values of *Courage, Dignity, Fairness, Honesty, and Integrity*, and simultaneously identifies its potential to promote positive societal values of *Inclusiveness, Respect, Teamwork, and Tolerance*. The National Sport Policy also recognises the unique opportunities created by the hosting and participating in international sport competitions and their ability to contribute to economic growth by strengthening Brand Jamaica in the global marketplace.

A specific objective of the National Sports Policy is to encourage both participation and global competitiveness in an increasing number of sporting disciplines. Our sportsmen and sportswomen continue to demonstrate a marked capacity to excel in a myriad of disciplines including track and field, netball, football, cricket, boxing, cycling, table tennis, swimming, bobsledding, and ski cross.

The effective implementation of the strategies and activities outlined in the National Sport Policy will only be realised through the sustained collaboration among stakeholders including the Ministry with Responsibility for Sport and its related agencies, (i.e. the Institute of Sports, Jamaica Anti-Doping Commission, Sports Development Foundation, and Independence Park Limited), sport associations and federations, the private sector, the Diaspora, community-based organizations, the media, and other Government Ministries and agencies.

The monitoring and evaluation mechanisms established will ensure transparency, public accountability, cost-efficient and effective implementation of the Policy.

The inclusiveness of the National Sport Policy underlines its importance to national development in that it provides the framework for the mobilization of the entire nation to participate in: *all forms of physical activity that contribute to mental and physical fitness; facilitate social interaction and foster social cohesion while building bridges of friendship at all levels of the Jamaican society.*

The growth and development of sport in Jamaica require innovation and creativity. Investing in sport provides excellent opportunities for the promotion of healthy lifestyle among our people, while expanding the reach of Brand Jamaica across the global marketplace.

3. INTRODUCTION

The Government of Jamaica in revising its National Sport Policy recognises sport as a major contributor to national development. This Policy is the result of extensive collaboration among several Ministries, Departments and Agencies (MDAs), sport associations and federations, sportsmen and sportswomen, the private sector, educational institutions, community-based organisations, development committees, and the media.

The 1994 National Sport Policy¹ and the 2011 Green Paper were major milestones in the development of Jamaica's National Sport Policy. The 2011 Green Paper was submitted to Parliament in November 2011 to commence the process of public consultations. A series of consultations were conducted island-wide to inform the development of the National Sport Policy.²

This Policy establishes a framework for the development of sport over the next decade. This Policy is designed to foster greater participation in sport, promote intellectual and physical health, enhance social and economic well-being, create a healthier and more productive labour force and stimulate greater avenues for economic development while fostering a society of social cohesion by building bridges of friendship at all levels of the Jamaican society.

The Policy also recognizes the unique ability of sport to enhance Brand Jamaica in the global marketplace.

3.1 Historical Context

In the second half of the 19th century, community sport emerged as an integral part of leisure activities in Jamaica. Under the cultural influence of the British, cricket emerged, among the local elite, as the first organised sport and was quickly recognized not only as leisure time activity but also as a medium for inculcating the positive values associated with amateur sport. In 1863, the Kingston Cricket Club (KCC) was established, and thereafter in 1898 the Jamaica Association Football League (JAFL). In 1903 the first All-Jamaica Tennis Tournament (AJTT) was held, in 1906 there was the first open track and field championships and in 1935 a hockey league was formed although the game was being played much earlier.

In the first two decades of the 20th century, high school competitions were established for cricket, track and field, football, rifle shooting, with those for swimming and tennis coming later. With cricket and track and field leading the way, both organised and recreational sport increasingly attracted the participation of the masses.

Jamaica's first taste of international competition in sport occurred in 1895, when an English Cricket Team led by Mr. Robert Slade "R.S." Lucas visited the West Indies. In 1930, for the first time, Jamaica sent a track and field team to compete in the Central American and Caribbean

¹ Ministry Paper No. 17, tabled by the Ministry of Local Government, Youth & Sports.

² A Summary of the details of the consultation process is attached as Appendix 1.

Games (CAC) held in Havana, Cuba. In 1934 and in 1936, respectively, the Jamaica Amateur Athletic Association (JAAA), (now known as the Jamaica Athletic Administrative Association), and the Jamaica Olympic Association (JOA), were formed. Later, in 1966, the Jamaica Paraplegic Association (JPA) was formed, and was succeeded by the Jamaica Paralympic Association in 2008. Special Olympics International was founded in 1968 and Special Olympics Jamaica was established ten years later in 1978. The Jamaica Netball Association (JNA) was formed in 1959. Jamaica has consistently ranked among the top five countries in the World Netball Championship since its inception in 1963.

In the last quarter of the 20th century, professionalism in sport substantially replaced the amateur code, as sport became an integral part of the global economy. In 1983, the first IAAF World Athletic Championship was held. This provided the initial platform for track and field to expand its revenues by developing live sporting events with supply chains involving different industry participants, broadcasters, advertisers, and sponsors.

Jamaica has emerged as a sporting giant over the last 64 years. In 1948, Jamaica won its first Olympic medal at the Games of the XIV Olympiad in London. Since then, Jamaica has won 67 Olympic medals - 17 gold, 29 silver, and 21 bronze. Additionally, Jamaica has won a total of 55 Paralympic medals - 21 gold, 16 silver and 18 bronze; a true testament to our commitment to success in sport.³

Our sportsmen and sportswomen are ranked among some of the world's greatest athletes, in a myriad of sporting disciplines such as netball, football, cricket, boxing, cycling, table tennis, swimming, sailing and even winter sport such as bobsledding, dog sledding and ski cross. The advent of the Jamaica Football Team, the Reggae Boyz, on the stage of the prestigious World Cup in 1998, served to underscore our prowess in sport, and the consistent performance of the Sunshine Girls at international championships reinforces our mettle for competition and increases our appetite for success. Our Visually Impaired Cricketers and Special Olympians have also had outstanding success at the highest levels.

Our remarkably high levels of performance on the international stage have been fuelled by our successful youth programmes that unearth talent and groom young persons for international competition. Locally, sport has emerged as a bonding agent for communities and continues to serve as a tool for peace and community development throughout Jamaica.

3.2 Definition of Sport

The National Sport Policy is based on a very broad and comprehensive notion of sport. Consequently, the Policy **has adapted the definition of sport** of the UN Inter-Agency Task Force on Sport for Development and Peace to be as follows:

³Total medal count based on the cumulative number of medals as of the Games of the XXX Olympiad, commonly known as the London 2012 Olympics and the London 2012 Paralympic Games, attached as Appendix 2.

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.

3.3 Applicable Laws, Regulations And Policies

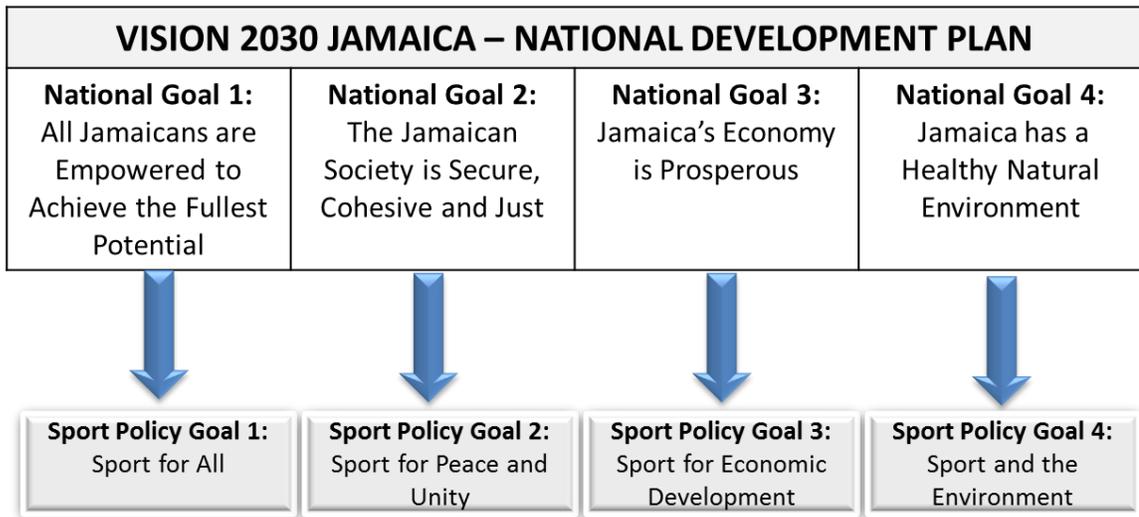
There has been increased global recognition of the broader impact of sport across different sectors and policy dimensions. In 1978, UNESCO described sport and physical education as “a fundamental right for all.”⁴ In 2003 the United Nations Inter-Agency Task Force on Sport for Development not only underscored the centrality of access to sport and play to human health, development and well-being but, importantly, to the attainment of human rights. *“Sport for Development and Peace: Towards Achieving the Millennium Development Goals”* outlines the universal appeal and unique attributes of sport and reflects on the important and diverse role it plays in virtually every society.

3.4 Vision 2030 Jamaica – National Development Plan

Under Vision 2030 Jamaica, it is anticipated that by the year 2030, Jamaica would have achieved the level of development in all sectors to allow it to be the place of choice to live, work, raise families, and do business. The National Sport Policy is fully aligned with the key goals of Vision 2030 Jamaica. The Policy is aligned with the four core goals of Vision 2030 and focuses on *Sport for All, Sport for Peace and Unity, Sport for Economic Development and Sport and the Environment*. The Policy promotes the integration of sport in the national economy with the creation of globally competitive products and services, and the enhanced earnings of our athletes and associated industries.

⁴ International Charter of Physical Education and Sport, 21 November 1978.

The key components of the anticipated development that Jamaica will achieve for its economy, society, environment and governance will be realized through the following four national goals:



Under Vision 2030 Jamaica, increased participation in recreation and competitive sport will enhance physical and intellectual health and promote social cohesion and social integration at the community and national levels.

The planning and operation of sport facilities, events and businesses will reflect sound principles of sustainable development and international standards of environmental management, including appropriate measures for climate change mitigation and adaptation.

It is further anticipated that under Vision 2030 Jamaica, sport will grow into a major business and commercial activity with high levels of investment to create wealth and contribute to economic growth and development for the benefit of the Jamaican people. The Government of Jamaica will encourage sport development with active support and participation from the private sector.

4. POLICY VISION

“To create a dynamic and enabling environment in which persons enjoy and excel in sport at all levels while building strong bonds of unity in their communities and benefiting from the economic opportunities to be derived from sport.”

The Government of Jamaica’s vision:

- a. Acknowledges that physical education along with recreational, competitive and high performance sport should be developed simultaneously as they complement each other on a continuum;
- b. Embraces both competitive and recreational sport at all levels;

- c. Affirms sport as an integral part of our culture and economy deserving the same level of recognition, respect and encouragement as is accorded the other basic social and economic programmes; and
- d. Recognises that sport is a powerful unifying force that serves to promote healthy competition, goodwill, tolerance, good physical, intellectual and moral qualities and further strengthens the discipline of our people.
- e. Recognises that sport and recreational activities foster a healthy lifestyle and aids in the prevention and management of chronic non-communicable diseases.

5. POLICY MISSION

The Mission of the National Sport Policy is:

“To transform Jamaica into one of the most engaged and successful sporting nations in the world.”

“One of the most engaged” means that more than 75% of all Jamaicans will actively participate in at least 30 minutes of sporting activity at least three times per week.

“One of the most successful” means that, on a per capita basis, Jamaica will continue to win most medals in any international event in which she participates and will consistently place in the highest order of ranking among nations in the world in the sport in which she competes.

6. POLICY VALUES

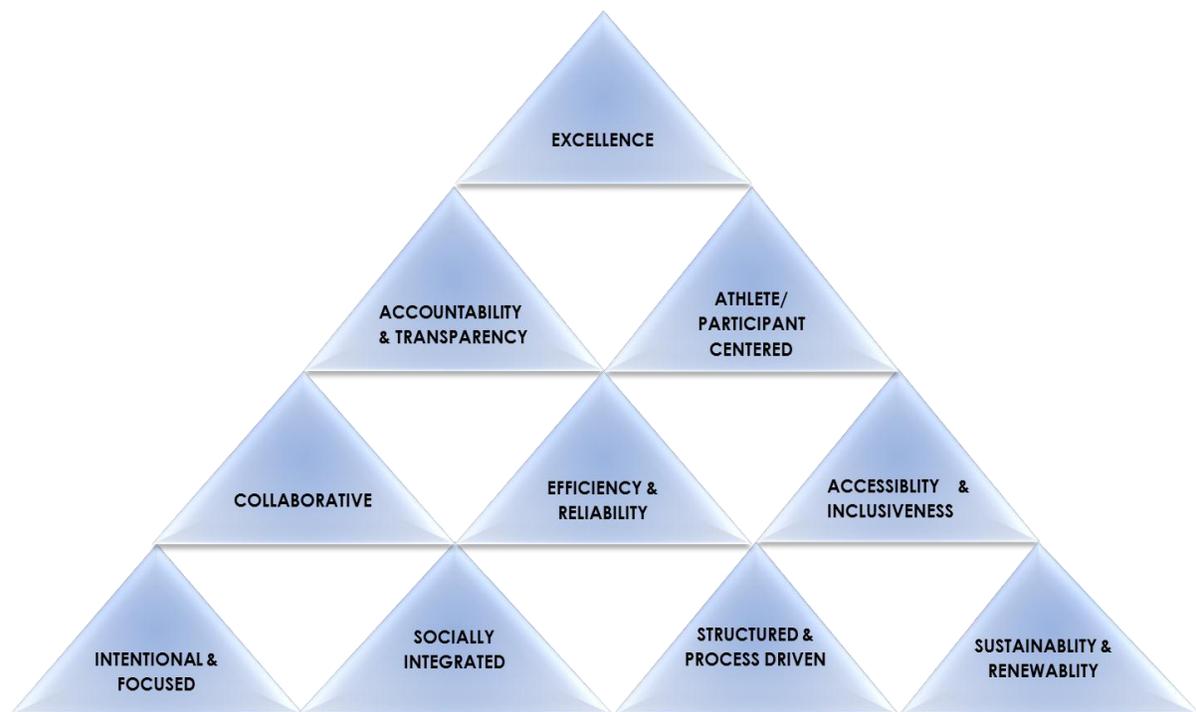
Our values form the basis of how we interact with each other at every stage of our development. By engendering positive core values in sport among all stakeholders, Jamaica’s success in all aspects of sport will continue to grow.

The following diagram represents these core values:



7. POLICY PRINCIPLES

Integral to the National Sport Policy is the appreciation that excellence in sport at all levels is dependent on the following key principles that form the basis of all sport-related policies and programmes.



8. POLICY OBJECTIVES

The aim of the National Sport Policy is to establish a framework for the coordinated development of sport through the realization of the following key objectives:

- a. Make sport accessible to all;
- b. Facilitate an environment in which there will be increased participation in sport;
- c. Promote a coordinated and structured programme that supports athletes' development, well-being and progression to high-performance;
- d. Enhance and leverage the sport component of "Brand Jamaica";
- e. Utilize sport as a vehicle for peace, unity and community development;
- f. Promote opportunities for economic development and prosperity through sport;
- g. Promote the development of public/private partnerships, to include Diaspora funding support for the financing of sport; and
- h. Promote healthy lifestyle and wellness for all.

9. POLICY OUTCOMES

The following Policy outcomes are anticipated:

- a. Improved programming to ensure that sport is accessible, equitable and inclusive to meet the needs, motivation and interests of all participants, particularly athletes with special needs;
- b. Increased participation in recreational and competitive sport;
- c. Increased number of peaceful, safer, stronger and united communities;
- d. Increased appreciation for the values of fair play, ethical practices, including a commitment to doping-free sport, and leadership among young people who participate in sport;
- e. Increased number of athletes participating in more diversified sporting disciplines;
- f. Enhanced health, wellness and prosperity for all;
- g. Enhanced human and institutional capacity, governance and services of the National Sport Council, Ministries and related agencies, educational institutions, sport associations and federations;
- h. Enhanced research and development related to sport to facilitate innovative training methods and techniques, injury management, nutrition, healthy practices and advanced equipment designs at all levels of sport participation;

- i. Development of an internationally competitive and vibrant sport sector with measurable contribution to Gross National Product; and
- j. Increased collaboration and partnership between public and private sectors for sport development.

10. POLICY ISSUES

The Government of Jamaica recognizes that the effectiveness of the National Sport Policy lies in its consistency, coherence, and alignment with national goals and government policies, and its positive and all-pervasive impact. This impact should be measurably evidenced across all relevant Ministries, Departments and Agencies (MDAs), the private sectors, locally and internationally.

10.1 Sport for All

Sport for All is a movement which promotes the Olympic ideal that sport is a human right for all individuals regardless of race, social class, gender and physical and intellectual challenges. The movement encourages sport activities that can be exercised by persons of all ages, gender, social, economic, and physical and intellectual conditions.

The Government of Jamaica embraces the concept of *Sport for All* as it promotes the health and social benefits to be derived by all members of society through regular physical activity. *Sport for All* helps to put the Olympic Values⁵ into practice by promoting health, education and well-being through sport activities and provides a vehicle for achieving development objectives.

Despite growing participation of women in sport in recent years and increased opportunities for women to participate in domestic and international arenas, increased representation of women in decision making and leadership roles within sport has not followed. Women are significantly under-represented in management, coaching and officiating, particularly at the highest levels. Without women leaders, decision makers and role models within sport, equal opportunities for women and girls will not be achieved. The Government of Jamaica fully embraces gender equality consistent with the *1994 Brighton Declaration on Women in Sport* as an important aspect of *Sport for All*.

10.2 Sport for Peace and Unity

Sport for Peace and Unity is a movement which promotes sport as a tool for peace, tolerance and understanding for and among persons across communities, beliefs, cultures, religion, class, gender, age groups, diversity and race. It promotes the ideals of fair play, teamwork, discipline, dedication and commitment as well as respect for self, competitors, and authority.

The Government of Jamaica affirms the use of *Sport for Peace and Unity* as a tool for engendering a culture of cohesiveness while supporting the development of strong communities which will in turn lead to a robust and economically advanced society.

⁵ The Olympic Movement embraces the three values – excellence, friendship and respect.

10.3 Physical Education and Sport in Educational Institutions

The policy principles for *Physical Education and Sport* are powerful tools that can strengthen social ties, promote intellectual and physical health, build networks, support ideals of peace, fraternity, solidarity, non-violence, tolerance and justice and advance social integration and economic development. Sport and sport-like activities, both inside and outside of the classroom, provide an important framework for the moral and pro-social development of well-rounded children.

The Government of Jamaica supports a paradigm in which emphasis is placed on physical education at the early childhood, primary and secondary levels of the system. From the upper-secondary to tertiary levels, emphasis is to be placed on offering a combination of physical education, recreational and competitive sport. Also at the tertiary level, physical education, recreational and competitive sport as well as specialized programmes of study for various careers in physical education and sport, are to be emphasised. Centres of Excellence (CoE) and High Performance Centres (HPC) focus attention on the holistic development of elite athletes.

The Government supports the implementation of effective *Physical Education and Sport* programmes that are age-appropriate, structured and adjusted for the social context in order to produce the desired attitudes and behaviour in children.

10.4 Sport for Economic Development

The National Sport Policy creates an enabling environment that supports the viability of sport as an industry.

Sport has a direct impact on the Gross National Product (GNP) and is therefore an important tool for economic development. The Government of Jamaica recognizes the value of sport in creating opportunities, generating employment and wealth, and sustaining the value of intellectual property. The Policy seeks to develop human, financial and physical resources with the objective of increasing viability, sustainability and growth as a means of increasing the contribution of sport to GNP.

The Government of Jamaica encourages educational institutions to develop and implement courses of study which support the sport industry and creates awareness through public education campaigns on international rules, regulations and opportunities. Educational institutions are also encouraged to create cutting edge methods through research even as they adopt international effective practices for training of sport personnel including the certification of non-traditional and emerging careers in sport.

10.4.1 Sport Tourism

Sport tourism has become one of the most lucrative sectors in the tourism market. It is one of the fastest growing sectors of the global travel and tourism industry, a multibillion dollar industry which accounts for over 14 per cent of the total international tourism market.

Sport tourism encompasses both fans travelling to watch sport and persons travelling to participate in international sporting events. The economies of cities, countries and even regions around the world are increasingly reliant on the sport tourist for critical revenue streams. The sport tourist is at the heart of national strategies by which millions of dollars are spent in securing bids for international events. These flagship events help build new transport systems, improve airports, increase the number of hotel rooms, enhance security measures and promote clean cities all in anticipation of the sport tourist.

Jamaica's performance at the highest regional and international levels provides the catalyst for the hosting of targeted events on the island. The Government of Jamaica recognizes the value of sport tourism to national economic development and will put in place the requisite support mechanism to foster the expansion of sport tourism as a sustainable growth area for Jamaica. The island's geographic location, physical infrastructure, technical officials and a host of qualified volunteers are just some of the reasons Jamaica is an ideal sporting destination.

The Government of Jamaica will also focus on sport tourism as an area of economic activity which will spur growth and development in communities while empowering youth. The events and activities planned for specific communities will engage the full community.

10.4.2 Sport Manufacturing

The Government of Jamaica supports the creation of niche markets for the manufacturing of uniquely Jamaican sporting gear and apparel in Jamaica. The Government is committed to establishing an enabling environment to attract the level of investment to support a robust sport manufacturing environment.

10.4.3 Sport Intellectual Property

The development of the economic potential of sport will depend on the steadfast protection of intellectual property rights as a fundamental resource. While Jamaica currently has a basic legal framework for the protection of intellectual property rights, the long-term development of sport will require the strengthening of its institutional capacity.

The Government of Jamaica is committed to enhancing the effectiveness of the Jamaica Intellectual Property Office (JIPO) and other related institutions as well as promoting the passage of supporting legislation in this area.

10.4.4 Sponsorship and Investment

The Government of Jamaica will facilitate the packaging of the sport product to enable the attraction of major levels of corporate sponsorship and investment in sport.

10.4.5 Broadcast and Other Media Rights

The Government of Jamaica will facilitate a business strategy and model which will encompass areas of planned events to attract media support for mutual economic returns, while serving to promote Jamaica as a sporting destination. The model will also seek to ensure that the rights of athletes, clubs and the country are protected and used appropriately.

10.5 Sport and the Environment

The Government of Jamaica is committed to ensuring that the sport sector promotes a healthy natural environment and contributes to the sustainable development of Jamaica.

The National Sport Policy supports the requirement that all sport facilities, events and companies that produce sport-related goods and services employ appropriate technology and effective practices that minimize negative impact on the natural environment and contribute effectively to climate change mitigation.

The Government of Jamaica will seek to ensure that construction and development of sport facilities and infrastructure are done in compliance with development planning and building approval requirements including environment impact assessments and the energy efficiency standards of the Building Code.

The Government of Jamaica will promote the use of environmentally-sustainable methods for waste management to include the handling of solid and liquid waste, air emissions, and hazardous waste.

The Government of Jamaica will implement climate change adaptation strategies in the location, design and construction of sport facilities and infrastructure.

10.6 Athletes' Development and Well-Being

The National Sport Policy seeks to create an environment which facilitates the health, wellness, security, commercial interests and social protection, safety and prosperity of all athletes. The Government of Jamaica is committed to the world-wide fight against doping in sports and will continue to promote and implement measures that will foster dope free sport at all levels.

The Government of Jamaica will seek to establish and maintain a sustainable and transparent system for incentives and rewards for all national athletes. Incentives and rewards are fundamental in motivating individuals to achieve at the highest levels of performance and reflect the government's gratitude and appreciation to all those involved in sport and the development of sport.

The Government of Jamaica will seek to ensure that all employers, including the Government of Jamaica and the private sector, make provision for all national athletes to train for and participate in international competition without any loss of earnings, status or benefits. This provision should also be extended to sport administrators and officials on national duty.

Based on established criteria, all national athletes and national teams shall be given financial assistance as well as adequate access to the necessary facilities in order to prepare for international competition.

10.6.1 Health and Wellness

The Government of Jamaica recognizes and acknowledges the outstanding contributions which national athletes make to the positive image of Jamaica and the enhancement of Brand Jamaica. Therefore, the Government, in seeking to secure the development and well-being of athletes, will pursue the establishment and maintenance of a sustainable health and life insurance, pension/annuity and retirement plan for all eligible national athletes.

The Government will also pursue the establishment and maintenance of a state-of-the-art facility which will provide a comprehensive set of medical, diagnostic, therapeutic and general wellness services for all national athletes.

10.6.2 Nutrition and Healthy Lifestyle

The Ministry with Responsibility for Sport in collaboration with the relevant Ministries, Departments and Agencies (MDAs), corporate interests and civil society will develop and promote a healthy lifestyle culture through proper nutrition and in accordance with international effective practices and standards regarding food safety.

10.6.3 Education and Personal Development

The Government of Jamaica, through the Ministry with Responsibility for Sport, in collaboration with the Ministry of Education, educational institutions, other agencies, departments and sporting entities, will seek to provide an enabling environment in which all athletes are encouraged and supported in their efforts to enhance basic, personal, social and educational skills.

The Government of Jamaica is committed to ensuring that all national athletes are afforded admission into a tertiary institution for academic or vocational training provided he/she satisfies the minimum required standards for matriculation.

10.6.4 Doping-Free Environment⁶

The Government of Jamaica supports the principle that sport is the expression of one's true self and the realization of one's own unique natural potential. Being successful at sport requires the right attitude, practice, time and effort. Giving of one's natural best is always good enough. The Government of Jamaica therefore endorses, without

⁶ Doping refers to an athlete's use of prohibited drugs or methods to enhance training and sporting results. The use of prohibited substances or methods and even the refusal to take a test are considered actions that can result in an athlete being sanctioned. This sanction could range from a public warning to being banned for life from participating in sport.

qualification, the maintenance of a doping-free environment and sporting activities free from prohibited drugs and substances.

The Government of Jamaica through the Jamaica Anti-doping Commission (JADCO) and other relevant agencies is committed to supporting the promotion of a doping-free environment and to fostering educational programmes among athletes, school-aged children and the public.

11. SPORT ADMINISTRATION AND GOVERNANCE

The Government of Jamaica recognizes the importance of having a National Governance Structure to support the proper development and efficient management and delivery of sport in Jamaica. In this regard, several structures have been established to ensure that transparent, accountable and reliable governance systems support the government's policy direction for sport and protect persons who participate in, support and enjoy sport.

11.1 National Sport Council

The National Sport Council is the advisory body to the Government of Jamaica on matters related to sport. The Council:

- a. Advises the Government of Jamaica on relevant aspects of sport development and coordinates sport activities to ensure that they are in keeping with the National Sport Policy;
- b. Analyses the impact of government's policy directives and assesses, through feedback mechanisms, the efficiency of policy initiatives; and
- c. Makes appropriate recommendations for the amendment of the National Sport Policy.

11.2 National Associations and Federations

The autonomy of sport associations and federations which are properly affiliated to their respective international federations, the Jamaica Olympic Association and Jamaica Paralympic Association is fully respected. These organizations, among other things, have the responsibility for the development and administration of their respective sporting disciplines at national and international levels and the sole right to select national teams to represent Jamaica at the championship and tournament levels conducted under the jurisdiction of their respective international federations.

11.2.1 Governance Structure

The Government of Jamaica supports the constitutionality, democratic structure and operation of sport associations and federations as vital to good governance and representation. In this regard, the Government of Jamaica will promote, through the

Ministry with Responsibility for sport and relevant agencies, a culture of democracy and regulatory compliance.

11.2.2 Capacity Building

Critical to the proper running and viability of any sport association or federation is its ability and capacity to efficiently sustain itself and grow measurably in achieving its strategic objectives and goals. The Government of Jamaica acknowledges and will seek to provide assistance to associations and federations in facilitating institutional strengthening and capacity building.

11.2.3 Professional Management

The Government of Jamaica recognizes that sport has been transformed from merely an activity to an industry. This requires relevant competencies and expertise in understanding the principles of business and their application in managing resources and aspirations. The Government of Jamaica therefore supports strategic and professional management of sport associations and federations and will provide relevant policy directions to facilitate the acquisition and transfer of knowledge and expertise by and to functionaries.

11.2.4 Hosting International Sport Events

The hosting of international sport events, tournaments and championships provides a wide array of benefits for Jamaica including sport programming and legacy creation. Over the years, Jamaica has successfully hosted several international sport events in various sport disciplines. Plans are underway to expand Jamaica's offering through infrastructure development and marketing of the country as an ideal destination for events such as international golf tournaments, marathons, regional and international championships, rallies and games.

While the Government of Jamaica seeks to create an environment to foster an increase in the number of international sport events hosted in Jamaica, the Government is mindful of the budgetary implications such events could have if not appropriately planned. Therefore, the Government of Jamaica has developed guidelines for associations and federations to inform them how to proceed when determining whether to seek to host or to bid on hosting an international event.

11.3 Financing for Sport

Funding for the development of sport in Jamaica has primarily come from two sources; Government allocations (subventions) and corporate sponsorship.

The Government of Jamaica recognizes that sport associations and federations must be properly financed to ensure their growth and development and in this respect commits to providing assistance through the Sports Development Foundation (SDF) and other agencies. The

Government of Jamaica, however, accepts that its funding of sport associations and federations is limited and therefore will promote and facilitate the following:

11.3.1 Corporate Sponsorship and Investment

The Government of Jamaica will seek to facilitate corporate sponsorship and investment in sport, in order to assist sporting bodies in achieving economies of scale, growth and efficiencies.

11.3.2 Diaspora Sponsorship and Investment

The Government of Jamaica will be proactive in its approach to engaging key stakeholders in the Diaspora for sponsorship and investment in sport. The stakeholders in return, will be encouraged to produce an 'A' list of possible sponsors for various programmes, associations and federations in Jamaica as well as investors in sport.

11.3.3 Public/Private Partnerships

The Government of Jamaica will seek to enable public/private sector partnership through incentives that will have a positive impact on the Government's revenues.

11.3.4 Incentives for Sport Development

In conjunction with incentives to encourage sponsorship for national programmes, associations and federations, the Government of Jamaica will examine all incentive schemes that would bolster sport development.

11.4 Sporting Facilities and Infrastructure

It is the intention of the Government of Jamaica to provide access to well equipped, appropriate, safe indoor and outdoor sporting facilities in order to create the ideal physical environment for the development of sport.

A technical and advisory body to include the Sports Development Foundation (SDF) and the Independence Park Limited (IPL) will advise the Government in the development of plans for the location and establishment of community sporting facilities in order to achieve a balanced distribution of such facilities in both urban and rural areas. To assist the process, the body will conduct surveys to determine the level of demand and gaps in the various parishes or zones so as to avoid the under-utilization of the facilities constructed.

The authorities responsible for the preparation of urban development plans and housing schemes must incorporate sport facilities in their plans in accordance with standards and specifications of relevant regulations and legislation.

The provision of recreation grounds and other sport facilities must be considered an integral part of housing schemes. The developer must provide a designated area that is flat and well grassed for the purpose of sport and physical recreation. Special consideration will be given to

the private sector to complement the efforts of Government in the provision of community play fields.

The Government of Jamaica will seek to ensure that sporting infrastructure meets the long-term development needs of sport in schools, communities and nationally and is compliant with international building and maintenance standards. Schools must have adequate playing areas for all.

11.4.1 Establishment, Maintenance and Management

The Government of Jamaica will seek to develop guidelines, stipulating the prerequisites for the establishment of facilities and infrastructure that will ensure accessibility, particularly to the disabled, and the safety and security of users and visitors. The Government of Jamaica will also put in place a comprehensive plan which will ensure the proper maintenance and management of all major sport facilities.

11.5 Legislative and Policy Environment

The Government of Jamaica recognizes that the domestic legislative and policy environment must provide the context for:

11.5.1 Compliance with International Laws, Conventions, and Standards

The Government of Jamaica, in acknowledging that: (a) the relationship between sport and the attainment of human rights and broad development objectives has steadily gained recognition over the past three decades; (b) the rights of people with disabilities to participate on an equal basis with others in recreation, leisure and sport; and (c) access to physical education and sport should be assured and guaranteed for all human beings; will actively encourage all Ministries, Departments and Agencies (MDAs), private sector entities, sport associations and federations to be fully compliant with all international charters, conventions, and treaties, to which Jamaica is a signatory.

In 1948 the United Nations Universal Declaration of Human Rights declared that, *inter alia*, “...all persons have the right to rest and leisure and a standard of living adequate to their health and well-being and that of their family...”. The **UNESCO's International Charter of Physical Education and Sport** which relates to the **Universal Declaration of Human Rights** states that “access to physical education and sport should be assured and guaranteed for all human beings”.

The relationship between sport and the attainment of human rights and broad development objectives steadily gained recognition over the past three decades. During this period more expressed mention of, and direct references to, the importance of sport, recreation, play and physical activity to human health, development and well-being were made in conventions, treaties and policy instruments.

In 1978, sport and physical education were recognized as a fundamental human right and just a year later, in 1979, the right of women and girls to participate in sport was affirmed. The right of a child to play was recognized as a human right in 1989. By 2003 the UN Inter-Agency Task Force on Sport for Development confirmed sport as a policy tool of development and peace. Also in 2003, governments became signatory states to the Copenhagen Declaration on Anti-Doping in Sport – the political document through which governments signalled their intention to formally recognise and implement the World Anti-Doping Code.

The year 2005 held special significance for sport as it was commemorated as the International Year for Sport and Physical Education. Most recently, in 2006 the United Nations Secretary General published the UN Action Plan in Sport for Development and Peace.

In 2007 the **International Convention Against Doping in Sport** came into force and is the first global treaty against doping in sport. The Convention is concerned about the use of doping by athletes in sport and the consequences thereof for their health, the principle of fair play, the elimination of cheating and the future of sport. It is also mindful that doping puts at risk the ethical principles and educational values embodied in the International Charter of Physical Education and Sport of UNESCO and in the Olympic Charter, and requires State Parties to implement anti-doping programmes and take further and stronger cooperative actions aimed at the elimination of doping in sport.

In 2008 the **Convention of the Rights of Persons with Disabilities** reinforced the rights of people with disabilities to participate on an equal basis with others in recreation, leisure and sports. This convention requires State Parties to encourage and promote the participation of persons with disabilities "to the fullest extent possible" in mainstream sporting activities at all levels and to ensure that they have access, on an equal basis, to training, resources and venues. A similar provision exists in respect of equal access of children with disabilities to participate in play, recreation, leisure and sports, inclusive of activities in the school system.

At least eight international conventions and treaties have been affirmed which expanded on human rights established in the **1948 UN Declaration** and defined them more explicitly. The table below sets out the main conventions and treaties which have specific provisions in respect of sport.

Convention/Treaty	Date
International Convention on the Elimination of All Forms of Racial Discrimination	21 December 1965
International Covenant on Civil and Political Rights	16 December 1966
International Covenant on Economic, Social and Cultural Rights	16 December 1966
Convention on the Elimination of All Forms of Discrimination against Women	18 December 1979
Convention on the Rights of the Child	20 November 1989
Copenhagen Declaration on Anti-Doping in Sport	05 March 2003
International Convention Against Doping in Sport	01 February 2007
Convention on the Rights of Persons with Disabilities	03 May 2008

The Government of Jamaica is party to several of these conventions and treaties and, accordingly, is obliged to respect, protect and fulfil the commitments. The definition of sport, as set out in this Policy, is directly linked to the attainment of the following human rights obligations:

Right to the highest attainable standard of physical and intellectual health (International Covenant on Economic, Social and Cultural Rights)

Right to education directed at the fullest development of human personality (UN Universal Declaration of Human Rights)

Right to take part in cultural life (UN Universal Declaration of Human Rights)

Right to rest and leisure (UN Universal Declaration of Human Rights)

Right for children to engage in play and recreational activities (Convention on the Rights of the Child)

Women's right to participate in recreational activities and sports (Convention on the Elimination of All Forms of Discrimination against Women); and

Right of persons with disabilities to participate in sport on an equal basis with others (Convention on the Rights of Persons with Disabilities)

11.5.2 Compliance with the Millennium Development Goals

Sport is also an underutilized but powerful tool to advance progress toward meeting the Millennium Development Goals (MDGs) and eradicating global poverty. The eight specific MDGs seek to eradicate or reduce poverty, hunger, child mortality, and disease,

and to promote education, maternal health, gender equality, environmental sustainability and global partnerships by 2015. The key tangible contributions that sport can make toward the achievement of the Millennium Development Goals and indirectly to the attainment of human rights are set out in the table below:

MILLENNIUM DEVELOPMENT GOALS	CONTRIBUTION OF SPORT	
1. Eradicate extreme poverty and hunger	<ul style="list-style-type: none"> * Reduce by half the proportion of people living on less than a dollar a day * Achieve full and productive employment and decent work for all, including women and young people * Reduce by half the proportion of people who suffer from hunger 	<ul style="list-style-type: none"> * Participants, volunteers and coaches acquire transferable life skills which increase their employability * Vulnerable individuals are connected to community services and supports through sport-based outreach programmes * Sport programmes and sport equipment production provide jobs and skills development * Sport can help prevent diseases that impede people from working and impose health care costs on individuals and communities * Sport can help reduce stigma and increase self-esteem, self-confidence and social skills, leading to increased employability
2. Achieve universal primary education	<ul style="list-style-type: none"> * Ensure that all boys and girls complete a full course of primary schooling 	<ul style="list-style-type: none"> * School sport programmes motivate children to enrol in and attend school and can help improve academic achievement * Sport-based community education programmes provide alternative education opportunities for children who cannot attend school * Sport can help erode stigma preventing children with disabilities from attending school

12. POLICY IMPLEMENTATION

The implementation of this Policy will require the participation and cooperation of several government Ministries, Departments and Agencies (MDAs), the private sector, sporting associations and federations, educational institutions and Community-Based Organizations (CBOs). The implementation of the Policy will take place through the alignment with the strategic plans and budgets of key MDAs in the sport sector.

13. KEY STAKEHOLDERS AND THEIR ROLES

Directions for the development and delivery of sport during the period 2012 – 2022 for all government Ministries, agencies, institutions and organizations are established by the National Sport Policy. The

Government of Jamaica recognizes that there are multiple stakeholders who contribute to the development and delivery of sport at all levels.

Identifying the roles played by each stakeholder is critical to ensuring that all citizens understand the level of collaboration that goes into ensuring that Jamaicans continue to be successful, experience the health benefits and take advantage of the available business opportunities in sport.

13.1 Ministry with responsibility for Sport and Related Agencies

The Ministry with responsibility for Sport will work through its agencies to organize and promote programmes for the participation of all Jamaicans at all levels. The Ministry will also maintain close relationships with the sport associations and federations, community-based organizations, schools and tertiary institutions involved in the delivery and development of sport. The Ministry with responsibility for Sport is ultimately responsible for ensuring that all public sport facilities are well maintained and adequate provision made for these facilities islandwide.

13.1.1 Institute of Sports

The Institute of Sports (INSPORTS) was established in 1978 by the Government of Jamaica to promote the development of sport at the national level. Its mandate is to unearth talent and facilitate the development of sport in schools and communities while channelling the talent into national sport development programmes in order to develop athletes to world class standards.

13.1.2 Jamaica Anti-Doping Commission

The Jamaica Anti-Doping Commission (JADCO) was formally established with the passage of the Anti-Doping in Sport Act, 2008 as the national anti-doping organisation. JADCO embodies the general principles of the National Sport Policy: principles of fairness and fair play, accountability, respect, trust, honesty, hard work and healthy living. JADCO's mandate is to foster a doping-free environment in Jamaica that promotes the ethics and spirit of sport and deters the use of banned doping practices in sport through education, testing, advocacy and programme coordination.

While JADCO's primary role is to regularly test national athletes to ensure compliance, public education is central to the implementation of JADCO's programme.

13.1.3 Sports Development Foundation

The Sports Development Foundation (SDF) was conceived as the entity that would provide resources to support the development and implementation of sport in Jamaica. Its mission is to develop the physical infrastructure and human capital for sport at the community and national levels by implementing appropriate plans, policies and programmes. The SDF also provides funding to sport associations and grants to athletes to enable participation in international competition.

The SDF is funded through a cess imposed on the domestic gaming industry which is paid to the Culture, Health, Arts, Sports and Education (CHASE) Fund.

13.1.4 Independence Park Limited

The Independence Park Limited (IPL) is a Government owned company incorporated in 2001 with responsibility for carrying on the business of operators, promoters, proprietors and managers of the sporting and recreational facilities. The IPL's mission is to manage the entities under its control as viable facilities ensuring that they are maintained at "world class" standards and are available for use by the people of Jamaica. The IPL is also required to ensure that its facilities generate sufficient revenue for their proper management and upkeep.

13.2 Other Government Ministries and Agencies

Sport is a multi-disciplinary industry which will engage a number of government Ministries, Departments and Agencies (MDAs) at various levels in order to garner support in its implementation, management and development. The Government is responsible through town planning, urban development and other agencies for providing adequate sporting and recreational facilities in all communities either existing or planned. Additionally:

13.2.1 Ministry of Education

The Ministry of Education will ensure that the curricula of all schools include physical education and sport and that adequate time is provided for implementation and participation. Each school should seek to have qualified full-time physical education teachers and/or coaches. Where school size does not permit this allocation, smaller schools should be organized in groups or zones in order to share personnel. Competitions among the primary, secondary and independent schools are the responsibility of their respective governing bodies. These activities should be age-appropriate.

13.2.2 Ministry of Tourism and Entertainment and its Related Agencies

The Ministry of Tourism and Entertainment and its related agencies are responsible for partnering with the Ministry with responsibility for Sport in order to market the sport component of Brand Jamaica and increase the number of visitors who travel to Jamaica for sport-related activities.

13.2.3 Ministry of Finance and Planning

The Ministry of Finance and Planning will through a set of defined criteria provide incentives for sport development to registered associations and federations, which are affiliated with the Jamaica Olympic Association.

13.2.4 Ministry responsible for Industry, Investment and Commerce

The Ministry responsible for Industry, Investment and Commerce and its related agencies are responsible for developing the sport sector as a viable industry by supporting efforts of the Ministry with responsibility for Sport in developing a vibrant sport manufacturing sector and in attracting capital investment to the sport industry.

13.2.5 Ministry of Health

The Ministry of Health is responsible for providing support to the Ministry with responsibility for Sport in advancing the message that promotes healthy lifestyle through sport, sport medicine to keep athletes injury free, provide adequate medical care and rehabilitation utilizing state-of-the-art technology and specialized treatment methods.

13.2.6 Ministry responsible for the Environment and Climate Change

The Ministry responsible for the Environment and Climate Change will provide support in ensuring that facilities are equipped with environmentally-friendly technology to reduce the carbon footprint from participation in sport and promote recycling of refuse, gear and equipment so as to minimize the detrimental impact on climate change.

13.2.7 Ministry responsible for Labour

The Ministry responsible for Labour will seek to ensure that athletes who represent Jamaica at the national level are not placed at a financial disadvantage as it relates to their pursuit of jobs or careers. Civil service regulations already provide special leave of absence for this purpose, while private sector employers are encouraged to give similar consideration.

13.3 Other Ministries, Departments and Agencies (MDAs)

Other Ministries, Departments and Agencies (MDAs) such as those responsible for Agriculture, Foreign Affairs and Foreign Trade, National Security, Science, Technology, Energy and Mining, Youth and Culture, and Local Government and Community Development also play significant roles in the delivery of sport to all Jamaicans.

13.3.1 Social Development Commission (SDC)

The **Social Development Commission (SDC)** is the national community development agency with a vast community network spanning just fewer than 800 communities. The SDC utilizes sport activities at the community level to assist in identifying and prioritizing the social, economic and recreational needs of rural and urban communities. The agency works in partnership with sport associations and federations, Government and other Non-Government Organizations (NGOs) in order to fulfil its mandate. The SDC can be found organizing inter- and intra-community sporting events in various sporting disciplines.

13.4 Inter-Secondary Schools Association (ISSA)

The **Inter-Secondary Schools Association (ISSA)** was founded in 1910 with the mandate to facilitate the development of sport at the secondary school level through competition including the Boys and Girls Championship (track and field), the Manning and DaCosta Cups (football) and the Sunlight Cup (cricket).

13.5 National Sport Associations and Federations

There are just over forty (40) national sport associations and federations representing a myriad of sporting disciplines. These associations and federations are membership based and attract broad participation among various age groups, genders, business houses, educational institutions, clubs and community groups.⁷

13.6 Tertiary Institutions

13.6.1 G.C. Foster College of Physical Education and Sport

The G.C. Foster College of Physical Education and Sport provides a high standard of training for physical education teachers and coaches. Focus will always be given to ensuring that both the curriculum and the physical facilities will continue to be brought up to international standards so as to attract qualified academic staff, overseas students and the hosting of national and regional short courses for the training of coaches, administrators, other officials and members of the community. The facilities and staff of the College are available for the preparation and support of national teams in the various sporting disciplines.

13.6.2 University of the West Indies

The University of the West Indies (UWI) is Jamaica's oldest and largest regional university. The UWI (Mona Campus) is home to the UWI/Usain Bolt Track, the IAAF High Performance Training Centre (HPTC) for Track & Field and the Jamaica Football Federation (JFF) Academy as well as the Racer's Track Club and the Jamaica Basketball Association's (JaBA's) Mini Academy at the Mona Bowl. The Mona Bowl provides good quality facilities which are available year-round for both recreational and competitive sport.

13.6.3 University of Technology, Jamaica

The University of Technology, Jamaica (UTech) was established in 1958 as the Jamaica Institute of Technology. UTech has grown significantly in both student population and course offering. It has also had considerable success in reversing the trend of athletes migrating to study overseas in order to advance their careers in sport. The Faculty of Science and Sport (FOSS) has under its umbrella the Department of Sports, known as the "Home of World Class Athletes" which has developed a variety of sport programmes geared towards producing athletes at the elite level. Also under this faculty is the Caribbean School of Sport Sciences (CSOSS) which was established to produce sport professionals for various segments of the sport industry in the areas of management, athletic training and coaching. It is the home of the Maximising Velocity and Power (MVP) Track and Field Club.

⁷ A list of the National Associations and Federations is attached as Appendix 3.

13.7 Other Educational Institutions

In recent years, several other tertiary institutions have begun to play significant roles in the development of sport in Jamaica through the training of Physical Education teachers, coaches, sport administrators and officials or through offering tertiary level training to high performance athletes who would otherwise have migrated to other jurisdictions for post-secondary training. Among these institutions are Northern Caribbean University, the Mico University College, Church Teachers' College, Sam Sharpe Teachers' College, Moneague Teachers' College, Bethlehem Teachers' College as well as the HEART Trust/NTA system. The value of local educational institutions cannot be overstated as it emphasises the commitment to keeping our athletes in their current environment while bolstering their international competitiveness.

13.8 Private Sector and the Diaspora

The private sector has consistently played a vital role in the development of sport in Jamaica. The private sector provides necessary sponsorships and investments through direct contributions, endorsements and public/private partnerships. The Diaspora has also supported the development of sport in Jamaica through direct contributions. The private sector and the Diaspora will be encouraged to complement the efforts of the government in providing financing for sport development, the funding of athletes and teams to prepare for and participate in competition, the construction and maintenance of sporting facilities, the funding of sport programmes at all levels and other supporting systems such as sport manufacturing.

13.9 Community-Based Organizations

Community Based Organizations (CBOs) are civil society, not-for-profit entities that operate within a single local community. They are essentially a subset of the wider group of not-for-profit entities. Like other not-for-profit entities, they are often run on a voluntary basis and are self-funded. There are over 4,637 active Community Based Organizations (CBOs); 415 active Community Development Committees (CDCs) representing 53% of 783 communities, 44 active Development Area Committees (DACs) accounting for 61% of 73 Development Areas; and 11 or 85% of active Parish Development Committees (PDCs). These organizations have a critical role to play in encouraging and sustaining total participation in sport at the community level and include a wide cross-section of youth and sport clubs across the county.

13.10 Media

Media is an important part of sport development. The sale, ownership and control of media rights can account for a significant percentage of the profits realized by a sporting activity, a team or an athlete. Broadcast coverage of sport is big business for the Jamaican media (print, radio, television, billboards and multimedia).

The overall goal of the Media Association Jamaica Limited is to seek to strengthen the Jamaican society and democracy through the fostering of a vibrant, independent and responsible media. Additionally, the Association seeks to develop the advertising and media industry by promoting, encouraging and fostering practices that are current, forward looking and professional.

STAKEHOLDER ROLES AND RESPONSIBILITIES IN ADDRESSING POLICY ISSUES

Stakeholders	Sport for All	Sport for Peace & Unity	Physical Education & Sport	Sport for Economic Development	Sport & the Environment	Sport Administration & Governance	Athletes' Development & Well-being	Financing for Sport
Ministry with responsibility for Sport	✓	✓	✓	✓	✓	✓	✓	✓
National Sport Council	✓	✓	✓	✓	✓	✓	✓	✓
INSPORTS	✓	✓	✓	✓	✓	✓	✓	
JADCO	✓	✓	✓			✓	✓	
SDF	✓	✓	✓	✓	✓	✓	✓	✓
IPL	✓	✓	✓	✓	✓	✓	✓	✓
Ministry of Education	✓	✓	✓	✓	✓	✓	✓	
Ministry responsible for Industry, Investment & Commerce	✓			✓	✓			✓
Ministry of Finance				✓	✓		✓	✓
Ministry of Health	✓		✓		✓		✓	
Ministry of Tourism	✓			✓	✓			✓
Ministry of Labour	✓			✓			✓	
Ministry responsible for Local Government and Community Development		✓			✓			
SDC	✓	✓	✓	✓	✓	✓	✓	
Ministry of Agriculture	✓			✓	✓		✓	
G.C. Foster College of Physical Education and Sport	✓	✓	✓	✓	✓	✓	✓	
Sport Associations and Federations	✓	✓	✓	✓	✓	✓	✓	✓
Private Sector and Diaspora	✓	✓	✓	✓	✓	✓	✓	✓
Other Educational Institutions	✓	✓	✓	✓	✓	✓	✓	
Community-based Organizations	✓	✓	✓	✓	✓	✓	✓	✓
Media	✓	✓	✓	✓	✓	✓	✓	✓

14. NEXT STEPS

The Office of the Prime Minister in collaboration with the sporting portfolio agencies will lead the development of an Implementation Plan for the National Sport Policy.

15. MONITORING AND EVALUATION

A number of the institutions and agencies named above will be involved in the monitoring and evaluation of the National Sport Policy. The Office of the Prime Minister as the Ministry with responsibility for Sport and its sporting portfolio agencies will be the primary implementing entity of the Sport Policy. Other Ministries, Departments and Agencies will provide the requisite data and make the necessary policy shifts and monitor the impact in order to facilitate Policy implementation.

The National Sport Council, chaired by the Prime Minister, will provide oversight for the technical coordination and monitoring of the Policy and report to Cabinet on the progress of implementation. The Planning Institute of Jamaica (PIOJ), the national secretariat for Vision 2030 Jamaica, will analyse and consolidate social and economic data along sectoral lines in order to produce comprehensive reports on Vision 2030 Jamaica's achievements and results. The Office of the Prime Minister will work closely with all stakeholders to analyse data and measure impact. The monitoring of the Policy will require the development of suitable indicators to measure and track progress toward achievement of the Policy goals and outcomes.

The Government of Jamaica will conduct an Interim Review of the Policy in 2017 to assess its impact in advance of 2020 when the Policy is slated to be revised.

16. CONCLUSION

Jamaica is an ideal country for promoting 'Sport for All', 'Sport for Peace and Unity', 'Sport and the Environment' and a market with opportunities to promote the development of sport and the business of sport. The growth and development of sport in Jamaica requires innovation and creativity. Investing in sport provides excellent opportunities for healthy lifestyle among our people, and expansion of the reach to expand the reach of Brand Jamaica across the global marketplace. Increased exposure to careers in sport will create greater and diverse career opportunities for young people entering the job market. Improved training opportunities for professionals involved in sport will ensure delivery of new and improved techniques and practices to ensure greater competitiveness.

In the past, Jamaica would develop athletes at the high school level but was unable to entice them to remain in the country due to our inability to provide full or partial scholarships to tertiary institutions such as those offered in other jurisdictions with state of the art facilities. The trend has begun to change. The majority of Jamaica's high performance athletes have remained in Jamaica post-secondary school and have pursued tertiary training at home while representing Jamaica internationally.

As we increase and widen the base of participation in sport, we also recognize that sport will help to achieve a wide range of socio-economic objectives at the domestic, regional and international levels. Working together with our partners in local government, tourism, health, education, finance and planning,

environment, industry, investment and commerce, community development, and our Diaspora partners we can make a difference and improve the quality of life of all Jamaicans.

Portia Simpson Miller, ON, MP

Prime Minister

25 March 2013

17. APPENDICES

17.1 APPENDIX 1

Summary of the Consultation Process

The Sport Policy Green Paper was presented in Parliament in November 2011. Eleven stakeholder consultations including four regional consultations were subsequently held with different stakeholder groups beginning on May 11, 2012 and ending July 6, 2012.

METHODOLOGY

The first stage of the consultations involved targeted groups considered to be major stakeholders in sport. These included Ministries, Departments and Agencies, umbrella sporting organizations, the media and companies who are major sponsors for sporting events

For the most part, participants received the Green Paper prior to the date of the consultation. This was done in an effort to familiarise them to the contents of the Green Paper as well as to allow them to answer a questionnaire which asked them to identify three critical areas that should be included in the draft Policy; to state the extent to which the areas they identified were addressed in the Green Paper; to identify areas that needed modification, to remain as is or be omitted; and to make three recommendations.

A Power point presentation outlining key areas of the Green Paper was shared. The participants were then guided by facilitators through the activity which was conducted in smaller discussion groups. A plenary session allowed from the groups to share their findings and observations.

The second stage of the consultations was done in regions and included Community-based Organizations, Parish Councils and the general public. A plenary approach was used for these sessions. A Power point presentation outlining key areas of the Green Paper was shared with the participants who were then encouraged to share the ideas and recommendations they felt were critical to sport development, delivery and governance and should to be included in the Policy.

A list of all persons who participated in the first and second phases of the consultations is attached hereto. This consultative process informed the preparation of the National Sport Policy.

Participants

Office of the Prime Minister

Hon. Natalie Neita-Headley, MP, Minister without Portfolio with responsibility for Sports

Ms. Dahlia Klein, Senior Advisor to the Minister

Mrs. Colette Roberts-Risden, Acting Chief Technical Director, Planning and Development Division

Mrs. Suzzette Ison, Acting Senior Director of Sports

Miss Michele Smith, Administrative Assistant

Miss Ann-Marie Thompson, Sports Manager

Facilitator/ Moderator

Professor Neville Ying, Executive Director, Jamaica Diaspora Institute

Rapporteurs and Transcribers

Olivene Burke, Director, Mona Social Services

Melesha Manderson, Executive Assistant, Jamaica Diaspora Institute

Chantal Simpson, Student University of Technology

Michael-Edward James, Administrator, University Township

Government Implementing Agencies

Mr. Ian Andrews, Administrative Director, INSPORTS

Mr. Bruce McFarlane, National Coordinator, INSPORTS

Ms. Charmaine Hanson, Acting General Manager, Sports Development Foundation

Major Desmon Brown, General Manager, Independence Park Limited

Miss Corine Clarke, Assistant Services Officer, Sports Development Foundation

Mr. Warren Blake, SDF, JAAA

Mr. Don Anderson, Chairman, INSPORTS

Dr. Dwayne Vernon, Acting Executive Director, Social Development Commission

Mrs. Florette Blackwood, Acting Executive Director, JADCO

Mr. Terrence Richards, Programme Coordinator, Social Development Commission

Miss Takisha Barnes, Director, Youth Programmes, NCYD

Other Government Ministries, Departments and Agencies

Mr. Donovan Brown, Acting Head, Social Sector, Ministry of Finance and Planning

Ms. Althea Heron, Senior Director, Tourism Policy, Ministry of Tourism and Entertainment

Ms. Moveta Munroe, Director, Office of the Prime Minister

Mr. Jason Hall, Deputy Director, Jamaica Tourist Board

Ms. Pamela Ingleton, Ministry of Foreign Affairs and Foreign Trade

Ms. Christine Hendricks, Executive Director, Jamaica Council for Persons with Disabilities

Ms. Carrole A.M. Guntley, Director General, Ministry of Tourism and Entertainment

Mrs. Joyce Graham Royal, Education Officer, Ministry of Education

Ms. Jacqueline Bennett, Senior Social Worker, Jamaica Council for Persons with Disabilities

Mrs. Carla-Anne Harris Royal, Director Legal Division, Ministry of Labour and Social Security

Representatives from Corporate Jamaica

Miss Monique Todd, Vice President, Marketing, Public and Corporate Affairs, Bank of Nova Scotia Jamaica Limited

Mrs. Michelle Wilson-Reynolds, Senior Vice President Marketing and Corporate Affairs, Capital & Credit

Mr. Craig Plunkett, Brand Manager, Petroleum Corporation of Jamaica

Miss Stacia Nosworthy, Sales Manager, Seafreight Jamaica Limited

Miss Michelle Marks, Director Sales, Seaboard Freight and Shipping Jamaica
Miss Simone Mahabeer, Product Manager, Singer Jamaica Limited
Mr. Deane Shepherd, Managing Director, Blueprint Consulting
Mr. Chris Dehring, Chairman, LIME
Mr. Julian Patrick, Marketing Manager, National Commercial Bank
Miss Francine Daley, Manager Marketing and Sales, Xsomo International Limited
Mr. Errol Anderson, General Manager, Xsomo International Limited
Miss Kim Marie Spence, Manager Creative Industries, JAMPRO
Miss Kim Lee, Head of Marketing, Trade Winds Citrus
Mr. Garnett Geddes, Brand Manager, Red Stripe
Ms. Erin Michell, Brand Manager, Red Stripe
Mr. Happy Sutherland, JFF Director, Jamaica Football Federation
Mr. Conor Looney, Marketing Director, DIGICEL
Mr. Austin Thompson, Product Controller, Jamaica Broilers
Mr. Barry Groves, Brand Manager, Sagicor
Carlo Redwood, Head of Marketing, Pepsi Jamaica

Tertiary Institutions

Mr. Neville Graham, University of Technology
Mr. Edward Shakes, GC Foster College of Physical Education and Sport
Miss Grace Jackson, University of the West Indies
Mr. Altamont Solomon, Mico University College
Dr. Colin Gyles, UTECH
Miss Moy-Ann Simpson, General Secretary, Inter-Collegiate Sports Association
Mr. K.C. Graham, Sports Director, Mico University College

Mr. Dalton Myres, Director of Sports University of the West Indies

Mrs. Joyce Graham Royal, Education Officer, Ministry of Education

Representatives from Education Associations

- | | | |
|--------------------------|---|---|
| Dr. Walton Small | - | Inter-Secondary School Association |
| Miss Claudette Jones | - | Jamaica Physical Education Association |
| Ms. Carol Blanchard | - | Jamaica Independent Schools Association |
| Mrs. Joyce Graham-Royale | - | Ministry of Education |

Representatives from Media and Sponsoring Companies

Janique Forbes, Marketing Manager, Columbia Communication

Gabriele Sang, Global Brand Support Manager, Grace Kennedy & Co. Ltd

L. Anthony Lawrence, Global Brand Manager, Grace Kennedy & Co. Ltd.

Nadine Roberts, Marketing Manager, Dairy Industries Ltd.

Jennifer Cheesman, General Manager, News Talk 93 FM

Gary Allen, Managing Director, RJR Communications Group

Kayode Stewart General Manager, KLAS Sports Radio

Trudy Binns, Administrative Assistant, KLAS Sports Radio

Lincoln Liking, Producer, Public Broadcasting Corporation of Jamaica

Al Edwards, Chief Executive Officer, CVM

David Shirley, Chief Executive Officer, Locker Room Sports Group

Carl Chang, Managing Director, Western Sports

Ken Williams, Chief Executive Officer, Western Broadcasting HOT 102 FM

Damien Bogle, Reporter, Jamaica Observer

Ocho Rios

Jardine Vassell, Oracabessa Police Youth Club

Tashala Lindsay, Oracabessa Police Youth Club

Kadian Harriott, Oracabessa Police Youth Club

Junion Bailey, Annotto Bay Police Youth Club

Sandre Clarke, Annotto Bay Police Youth Club

Jermaine George, Annotto Bay Police Youth Club

Cleo Bennett, Community Development Officer, Social Development Commission

Shawn Reynolds, Community Development Officer, Social Development Commission

Stephen Williams, Port Antonio

Port Antonio

Dennis Graham, Swift River Community Centre

Horace Grossett, Windsor Castle Community Centre

Lester Taylor, Buff Bay, St Georges Community Centre

Nadine Simpson, Community Development Officer, Social Development Commission

Michael Andreson, Reds Boxing Club

Colline King Mnt. Vernon Police Youth Club

Ricardo Jones, Survivors Track and Police Youth Club

Michael Palmer, Manager, West Port Sports Club

Rushane Bird, Kensington Community Centre

Stephen Grey, Kensington Community Centre

Kenneth Leigh, Buff Bay, St Georges Community Centre

Eloysia Subaran Community Development Officer, Social Development Commission

Bevon Blackstock, St Ann Cricket Association

Kay Hendricks, Regional Field Officer, National Youth Service

Racquel Wray, Community Development Officer, Social Development Commission

Roydell Weir, Fire Fighter

Kofi Mendes, PRO, Reach Community Development Centre

Teisha Allen, Secretary, Fairy Hill Community Club

Elton Mille, Castle Priest Mancrieve

Cleon Smith, National Cricket Coach, St. Ann Cricket Association

Marlon Garvey, Parish Councillor, St. Ann Parish Council

Desmond Gutmore, Mayor, St. Ann Parish Council

Lee Arboun President, D Bay Community Development Centre

Sean Duncan, President, Bamboo CDC/Freedom Strikers Football Club

Val Snowdon, Pease Corp Volunteer, Free Hill Roots

Bunton McIntosh, Steer Town, CDC

Deidre Pryce Secretary/Parish Administrator, St. Ann Parish AIDS Association

Philemon Wynter, Secretary, Alexandrian CDC

Oneil Nelson, Old Folly, St Ann

Montego Bay

Marva Reis, Secretary, Belmont CDC

Granville Robinson, Clarks Town CDC

Gausia Burchell, President Garlands CDC

Demario Forskin, Member, Garlands CDC

Hernie Brown, Assistant General Secretary, Trelawny Football Association/ Clarks Town Football Club

Kemar Brown, Member, Stewart Town Police Youth Club

Rose-marie McNeil, President, Samuel Prospect Youth Club

Danree Delahay, Deputy Manager, Westmoreland Parish Council

Curtis Hylton, Vice President, Spring Mountain Police Youth Club

Mereika Strachan, Project Officer, Trelawny Parish Aids Association

Rita Spencer, Teacher, Herbert Morrison Technical

Clifton Dryden, Vice President, Barneyside CDC

Philip Service, Jamaica Cricket Association/ West Indies Cricket Board

Richard Bourke, President, Trelawny Chamber of Commerce

Stephanie Baker, Secretary, Norwood Youth Club

Tracey read, President/ Centre Manager, Granville Community Centre

Paul Hibbert, President, Seven Rivers CDC

Ricardo Evans, Member, Calabar/ Rio Bueno Citizens Association

Charles McKenzie, Trelawny Cricket

Bruce Gaynor, General Secretary, St. James FA

Bryan Mille, Regional Manager, JIS

Paula Barrett, Parish Manager, SDC, Trelawny

Christina Gardener, Youth Empowerment Officer, NCYD – St James

Courtney Wallace, Journalist/ Promoter

Clement Clarke, Minister of Religion, St James Ministers' Fraternity

Andrein Drummond, President, Spot Valley Cricket Club

Vincent Blair, Public Cleansing Inspector, NSWMA Trelawny

Hayden Tummings, Barneyside CDC

Gina Haughton, Lecturer, Sam Sharpe Teachers' College

Karene Smith, Secretary, Mendez Town Youth Club

Rhoden Walters, Youth Officer, National Centre for Youth Development – Trelawny

Kerron Allen, Youth Club

Mandeville

Carlene Benjamin, Administrative Assistant, Emanuel Strikers Community Development & Youth Sports Club

Airon Lucey, Milk River Sports Club

Keneisha Campbell, Secretary, Milk River Sports Club

Herman Blake, Board Chairman, St Elizabeth Parish Netball Association

Osom Bailey, President, Real Santa Football Club

Kemar Daley, True Star Academy

Jordon Waldman, Intern STEP DC

Hughlet Dyght, Treasure Beach

Andre Gordon, Consultant Sports Strategy, STEP DC

Melbourne Mcthenon, PRO, Canaan Heights CDC

Winston Brown, Manager, May Pen

Adrian Haynes, President, Spalding Police Youth Club

Roltan Cameron, Pastor/ Manager, Church of God of Prophecy/ Turtle Pond Cricket Club

Millard McLeod, Principal, Decarteret College

Nadine Sharpe, Mineral Heights Community

Patrick Reid, Head of Department, Manchester High School

Dwayne Waley, Head of Department May Way High School

Ferdinand Boyd, Past Lecturer, Church Teachers College

Gordon Gowans, Principal, Knox College

Dalton Wint, President, Manchester Football Association

Junio Maragh, Special Assistant, Office of the Minister of Local Government & Community Development

Patrick Anderson, President, Manchester Cricket Association

Albert Corol, Principal, Munro College

Lance Robinson, Field Officer, SDC

Michael Peart MP/ Speaker of the House

Glenroy Williamson, Sports Coordinator, Brandon Hill Patriots

Percival Arthurs, Youth Officer, NCYD

Lyndale Walcot, Photo Journalist JIS

Baron Watson, Sports Officer, INSPORTS

Jonoi Edwards, President, Clarendon Youth Council

Geno Gordon, Assistant Engineer, JIS

Marke Simpson, Videographer, JIS

Wensworth Steffenson, Teacher/ Councillor

Anthony Davis, Director, BREDS

Leroy Neish, Umpire, Jamaica Cricket Umpire Association

Wallisha Blair, Teacher, Bagatelle Progressive Youth Club

Karie Samuels, Sports Coordinator, Mandeville Police Youth Club

Colin Rose, Sports Director, North West Clarendon

Richard Walters, Sports Officer, INSPORTS

Verrol Smith, Teacher, Black River High

Hanif Mahabeer Teacher/ Umpire, Kemps Hill High

Rohan McPherson, Central Manchester

Kingston

Patrick Nunes, President, Prospect FC

Narda Francis, Sports Coordinator, St Andrew DCS/ North Police Youth Club

Maurice Morgan, Youth Programme Coordinator, Spring Village Development Foundation

Hezekan Bolton, Youth Facilitator, Spring Village Development Foundation

Barrington Downer, Chairman, Molynes Sports and Social Club

Dwight Miller, PRO, St Thomas Reference Group

Arnaldo Brown, HMOS, Ministry of Foreign Affairs and Foreign Trade

Lenworth Higgins, President, Dallas Stikers Sports Club

Wayne Bartley, President, Tivoli Gardens CDC

Hugh Graham, Government

Ann, Councillor, Central Kingston

Glen Brown, President, Papine Development Area Committee

Kenyara Brown, Advisor, MIIC

Jerdine Dickson, President, Kintyre Sports and Social Club

Roxann Hayles, Vice President, Kintyre Sports and Social Club

Milton Reid, Videographer, RJR

Andrew Geohagen, Sports Officer

Ian Muirhead, Chairman, Greater Grants Pen Ministers' Fraternity

Patrick Dick, Jamaica Cricket Association

Marvin Thompson, President, Queensborough United Youth Club

Marva Espuet, Secretary/ Manager, Lysson's United Social Club

Paul Williams, Sports Coordinator, Majesty New Creation Youth & Sports Club

Claudette Samuels Tivoli Gardens SDC

Milton Tomlinson, Mountain View CDC

Rayon Patterson, Head of Department Physical Education and Sports, St. Thomas Technical High

Renais, Benjamin, Representing Councillor Colin Fagan

Sean Williams, Journalist, Jamaica Observer

Desmond Bailey, KSAC

Trevon Garvey, representing MP Olivia Grange

Andre Hardy, Student, Mico University College

Gillian Forbes, Youth Director, Windsor Meadows Youth Club

Marlon Reid, Photographer, Jamaica Observer

David Chambers, Police, Jamaica Constabulary Force

Romaine Butlet, Student, Mico University College

Rupert Rankine, Ministry of Foreign Affairs and Foreign Trade

Blossom Thomas

Cheyolane Logma

Athletes and Sports Associations

Kane Watson, Athlete, Jamaica Table Tennis Association

Charles Hussey, Retired Jockey, Jamaica Racing Commission

Gresford Smith, Race Horse Trainer, Jamaica Racing Commission

Ruth Smith-Sutherland, General Manager, Jamaica Racing Commission

John Bailey, President, Tennis Jamaica

Howard Bell, General Manager, Jamaica Football National Teams

Franz Jobson, C.E.O, Caymanas Track Limited

Warrenton Dixon, President, Jamaica Volleyball Association

Audley Astwood, First V.P., Jamaica Badminton Association

Tony Robinson, Chief Instructor, Seido Karate Jamaica

Ajani Williams, President, Jamaica Basketball Association

Violeha Reid, Secretary, Jamaica Softball Association

Clyde Shaw, C.E.O., Jamaica Softball Association

Reynold Smith, President, N.A.D.B.
Baneight Satchell, TABBFA
Edward Harper, President, Jamaica Cycling Federation
Karen Anderson, V.P., Jamaica Squash Association
Marva Bernard, President, Jamaica Netball Association
Yvette Smith, First V.P., Jamaica Netball Association
Richard Russell, Director, Tennis Jamaica
Rayne Russell, Director, Russell Tennis
Brittaney Bailey, N.A.D.B.
Sean Davis, N.A.D.B.
Humbert Davis, V.P., N.A.D.B.
Juliet Cuthbert, Personal Trainer
Lorna Neita-Brown, First V.P., Jamaica Softball Association
Joel Senior, Footballer, Jamaica Football Federation
Wayne Chai Chong, President, Jamaica Golf Association
Richard Wisdom, V.P., Jamaica Hockey Federation
Leroy Brown, General Secretary, Jamaica Boxing Board
Shawn Forrester, Athlete, Jamaica Badminton Association
Brett Thwaites, President, Jamaica Skeet Club
Leighton Sasso, V.P., Jamaica Skeet Club
Marek Carby, President, Jamaica Race Drivers Club
Hilary Jardine, Past President, Jamaica Race Drivers Club
Andre Martin, Jockey, Jamaica Racing Commission
Jamila McEwan, Captain, Meadowbrook High School Softball Team
Inilek Wilmot, V.P., Jamaica Surfing Association

Denis Lee, Treasurer, Jamaica Rifle Association

Dr. Kingsley Ford, Coach, J.B.A.

Anif Gordon, Athlete, Jamaica Baseball Association

John Ralston, President, Equestrian Federation of Jamaica

Kermani Doctor, Coach, Jamaica Amateur Gymnastics Association

Alan Beckford, V.P., Jamaica Triathlon Association

Mark Jones, V.P., Amateur Swimming Association of Jamaica

Ian Wilkinson, President, Jamaica Chess Federation

Yoni-Melissa Doyley, Athlete, Jamaica Softball Association

Marvalyn Campbell, Technical Director, Jamaica Softball Association

17.2 APPENDIX 2

Jamaica's Medals at the Olympic Games

Games	Gold	Silver	Bronze	Total
1948 London	1	2	0	3
1952 Helsinki	2	3	0	5
1956 Melbourne				
1960 Rome	(as part of the British West Indies)			
1964 Tokyo	0	0	0	0
1968 Mexico City	0	1	0	1
1972 Munich	0	0	1	1
1976 Montreal	1	1	0	2
1980 Moscow	0	0	3	3
1984 Los Angeles	0	1	2	3
1988 Seoul	0	2	0	2
1992 Barcelona	0	3	1	4
1996 Atlanta	1	3	2	6
2000 Sydney	0	5	4	9
2004 Athens	2	1	2	5
2008 Beijing	6	3	2	11
2012 London	4	4	4	12
Total	17	29	21	59

Jamaica's Medals at the Paralympic Games

Games	Gold	Silver	Bronze	Total
1968 Tel Aviv	3	1	1	5
1972 Heidelberg	8	3	4	15
1980 Arnhem	7	7	5	19
1984 New York/ Stoke Mandeville	0	0	0	0
1988 Seoul	1	4	3	8
1992 Barcelona	0	1	2	3
1996 Atlanta	0	0	1	1
2000 Sydney	0	0	0	0
2004 Athens	1	0	1	2
2008 Beijing	0	0	1	1
2012 London	1	0	0	1
Total	21	16	18	55

17.3 APPENDIX 3

NATIONAL SPORTING ASSOCIATIONS AND FEDERATIONS		
Amateur Swimming Assn of Jamaica	26	Jamaica Rugby Football Union
Deaf Sports Jamaica	27	Jamaica Rugby League Association
Equestrian Federation of Jamaica	28	Jamaica Skeet Club
Jamaica Amateur Bodybuilding & Fitness Association	29	Jamaica Ski Federation
Jamaica Amateur Gymnastics Association	30	Jamaica Squash Association
Jamaica Amateur Softball Association	31	Jamaica Surfing Association
Jamaica Athletics Administrative Association	32	Jamaica Table Tennis Association
Jamaica Badminton Association	33	Jamaica Taekwon-Do Association
Jamaica Baseball Association	34	Jamaica Taekwon-Do Federation
Jamaica Basketball Association	35	Jamaica Triathlon Association
Jamaica Bobsleigh Federation	36	Jamaica Visually Impaired Cricket Association
Jamaica Boxing Board of Control	37	Jamaica Volleyball Association
Jamaica Chess Federation	38	National Association of Domino Bodies
Jamaica Cricket Association	39	Seido Karate Jamaica
Jamaica Cycling Federation	40	Special Olympics Jamaica
Jamaica Football Federation	41	Tennis Jamaica Limited
Jamaica Golf Association		
Jamaica Hockey Federation		
Jamaica Inter-Collegiate Sports Association		
Jamaica Millennium Motoring Club		
Jamaica Netball Association		
Jamaica Olympic Association		
Jamaica Paralympic Association		
Jamaica Racing Commission		
Jamaica Rifle Association		