MINISTRY OF YOUTH DEVELOPMENT AND SPORTS

2012 - 2017
DEVELOPMENT PLAN

The Pursuit of Excellence
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It is with much honour and pride that I introduce this policy document of the Ministry of Youth Development and Sports to you so that you can share and bask in the collective vision for the elevation of youth development and sports to unprecedented heights in Saint Lucia.

This framework document was meticulously and collaboratively developed to ensure the establishment of policies with the best interest of youth development and sports. Having said this I want to appeal to all stakeholder in youth development and sports from the National Sport Associations, National Youth Council, Physical Education Teachers, Principals, Parents, District Youth and Sports Councils, Sponsors, Officials and most importantly the sportsmen and women to peruse this document and more critically examine strategies in which greater synergies and better youth development and sports achievements can be derived.

As we pave the way for the successful hosting of the Commonwealth Youth Games in 2017, let us renew our resolve to commit to the continued growth and development of our citizens particularly the youth. One sure way in which we can do this is by supporting the Ministry of Youth Development and Sports in the execution of its programmes and activities emanating from this policy document.

Yours in service

[Signature]
Forward

There has been no shortage of suggestions and ideas when it comes to youth development and sports in Saint Lucia. The issue has always been translating the myriad of ideas to actions and securing the right personnel to implement them. The regular talk shows and talk shops provide a tremendous amount of information that can be useful in processing action. In sifting through the wants and desires of citizens, it is clear that there is a national desire for a landscape focused on meaningful participation of citizens in youth development and sport.

Over the last four years there have been several national consultations on the way forward for both youth development and sports. Several documents have been produced recommending directions in both sectors. In 2008, the Commonwealth Secretariat through its regional office in Guyana (Commonwealth Youth Program, CYP) assisted Saint Lucia in developing a Strategic Plan for Youth Development which is yet to be executed. In reviewing that plan, it appeared that there are elements that are very much relevant today, and as a consequence some aspects of that plan have been captured in shaping this document.

In 2007, the Ministry of Social Transformation, Youth and Sports held a consultation for sports and a document outlining recommendations for improvement in service delivery was produced. As recently as May 2012, another major consultation was held with key stakeholders in Saint Lucia’s quest to host the Commonwealth Youth Games in 2017. That consultation was hosted by the Saint Lucia Olympic Committee and facilitated by Commonwealth Games Canada. The consultation focused on a vision for Saint Lucia in 2022, looking beyond the Games in 2017 and its legacy. The recommendations from this consultation also guided the development of this plan.

In November 2011, the Government of Saint Lucia recognizing the value of Youth Development and Sport to nation building established a Ministry with the exclusive responsibility for the development of the two sectors. This document attempts to place in perspective the mandate of the new Ministry by creating the nexus between the two sectors, and also outlines the approach that will be taken in delivering on its obligations for the next five years.
Youth and Sports as a specialist area within Government has been in existence for the past thirty one years. Much has been achieved since 1980 when a Division was set up within the Ministry of Community Development and Social Services, to focus on the development of an appropriate structure that would provide the opportunity for all Saint Lucians through their respective communities to have equal access to youth, sports and leisure programs and facilities. The Ministry of Education also in that same year appointed two Curriculum officers for Physical Education. By 1987 it was clear that the goals of the Division were being achieved as programming was at its peak and Saint Lucia was dominating the sub region in all competitions. Saint Lucia also stood out regionally particularly in football, netball and tennis with best rankings of second and third in the Caribbean. Saint Lucia was also known as one of the best hosts in the region. The youth of the nation too, after a long battle, finally received the endorsement of Government for the National Youth Council which was established in 1985.

In 1997 the Division of Youth and Sports was upgraded to a Department within the Ministry of Education, Youth and Sports. However, the same structure was maintained even though the scope of the Department had now broadened to include the Schools Sports Programme which served to monopolize the programming of the Department. The achievements during that time were significant, as Saint Lucia moved on to attain international recognition in sports through outstanding accomplishments in body building, athletics and cricket. In body building, stalwart Julian Felix won the Commonwealth Middle Weight title in 1998. In athletics, eleven time Sports Women of the Year, Levern Spencer, dominated the high jump event in the North American region. She also won Saint Lucia’s first international medal in Track and Field and is the proud holder of a bronze medal from the World Junior Championships in 2001. She won the event under the guidance of coach Gregory Lubin. Levern also holds the distinction of smashing the 1989 record of 1.88meters set by Sylvia Costa of Cuba at the Central American and Caribbean Championships (CAC). In 2005, she leapt 1.94meters to capture the title in the Bahamas placing herself in the CAC record books. She is also the proud holder of a Commonwealth Games Federation bronze medal which she achieved in Delhi, India 2010. Levern is also a two time Olympian and shares that spotlight with swimmer Danielle Beaubrun both of whom represented Saint Lucia at the 2008 and 2012 Olympic Games.

Other outstanding Saint Lucians in the field of sports include: Darvin Edwards who gained prominence at the IAAF World Athletic Championships in Daegu, South Korea in 2011 with a stunning first place finish to the finals with a personal best jump of 2.31meters; and pole vaulter and Olympian, Dominic Johnson, who was the first Saint Lucian to present Saint Lucia at a multisport event. He did so at the Commonwealth Games Federation Games in Manchester 2002, where he won a bronze medal before a capacity crowd of forty thousand (40,000).

Saint Lucia was once again in the limelight when on June 7th 2007, Darren Sammy became the first Saint Lucian cricketer to play for the West Indies Test Team. Darren also created cricketing history by becoming the second West Indian after Malcolm Marshall to take 7 wickets in a match at Old Trafford in Manchester, England. Additionally, his figures of 7 for 66 were the best by any West Indian on debut since Alf Valentine took 8 for 102 way back in 1950. In 2010 he became the first Saint Lucian and Windward Islander to captain the West Indies Team.

In addition to the individual performances mentioned above, in 2011, the country was able to be crowned champions for the first time in a team
sport at the Caribbean level. The National Under 16 Netball team after years of participation in the event emerged winners.

Other programme successes in sport include the National Sports Awards which remains one of the most significant events on the annual sporting calendar. While sports personalities were recognised as early as 1968, it was not until 1980 in the George the V Park that the first real celebration of sports persons took place. The ceremony was upgraded with a formal dinner in 1982 after then Minister of Sports witnessed the impressive 1981 ceremony at the Castries City Hall. A list of sports personalities of all time is attached in Appendix 1.

Prior to the new millennium foreign coaches had been recruited sporadically to assist in the development of sports. However in 2000 a bilateral agreement with Cuba made coaches readily and consistently available to Saint Lucia. Since the launch of the programme nine (9) coaches in four (4) sporting disciplines have graced our shores from Cuba. In 2008 four coaches were assigned to the Department of Youth and Sports in the sports of basketball, boxing, volleyball and athletics. The efforts of these coaches remain evident particularly in Boxing and Athletics which currently boast increased membership, as well as improvements in the image and performance of the respective associations at the regional level. One athlete, Lyndel Marcellin was able to attain a fifth place finish at the 1st Youth Olympics Games held in Singapore in 2010.

Despite recognition for more sporting facilities in the country; until 1997, the Mindoo Phillip Park, formerly known as Victoria Park, was the premiere sports facility in Saint Lucia. It hosted many local, regional and international events including the Windward Island Cricket and Football tournaments, West Indies Cricket series and the historic Caribbean Netball Championships in 1973.

In 1986 the Vigie Sports Complex was built by the then Minister of Sports who mobilized the country with a sponsored walk to Vieux Fort to raise funds for the project to host the Caribbean Netball Championships. Today, Saint Lucia boasts two major world class facilities the National Stadium and the world renowned Beausejour Cricket Ground which were established in 2001 and 2002 respectively. In 2004, the country was rated by the International Cricket Council (ICC) as the second best prepared Caribbean island to host the 2007 ICC Cricket World Cup. That reputation afforded the country the opportunity to host the better of the two semifinals of the prestigious event. The professional delivery of this event by Saint Lucia sealed Saint Lucia's place in the international cricket community and in 2011, the country was again awarded matches in the International Cricket Council 2020 tournament which was held in the Caribbean.

With regards to Youth Development the other substantial areas of work of the Ministry, a National Youth Policy development process was undertaken from 1999 with the Policy finally being enacted in 2004. This policy document has served to guide the work of the Ministry over the years. Since 1980, Outstanding Youth have been recognized at the National Youth Awards. Winners of this award are listed in Appendix 2.

From June 2004 to September 2006 the Department of Youth and Sports in collaboration with the Commonwealth Youth Programme and the University of the West Indies (Mona) undertook a Diploma Course in Youth Development Work with at least fifteen local students completing the course. Some of the outstanding Youth Leaders who emerged during this period include Mr.
Jonathan Chalon, currently the immediate past President of the National Youth Council, Twain Edward former CARICOM Youth Ambassador, Marcia Dolor – Lashley, President for Clubs Vieux Fort District and Jadia Jn. Pierre – Emmanuel, who won the award of best female participant in the Regional Youth Exchange programme which was held in the B.V.I. in 2006.

With these accomplishments, it is necessary that Saint Lucia continues to maintain its image at all levels. The legacy impact of the Cricket World Cup has not been exploited to the extent that it could have except in the case of the National Volunteer Programme which is still operational and effective today. However, with the country’s successful bid to host the 2017 Commonwealth Youth Games a platform has again been presented so that the country can evaluate its vision and develop the appropriate environment for a greater level of success, as well as, undertake legacy initiatives that would serve to enhance the country long after the games are over. Miss Jeannelle Scheper who won Saint Lucia’s first medal at the Commonwealth Youth Games in 2011 in the Isle of Man must be celebrated during the process of preparation. Jeannelle is also the CARIFTA highjump record holder for 2013 at 1.87m, breaking fellow Saint Lucian Levern Spencer’s record of 1.86m.

Given the above, the managers of youth development and sport must strategically plan and make a conscious effort to ensure that Saint Lucia thrives. Youth and sport development initiatives are critical in shaping the social fabric and development ethos of the country. The fact that our society is plagued with rampant crime, unemployment, dependency syndrome and a surge in sedentary lifestyle diseases is reason enough to support the development of appropriate structures and systems that would facilitate a greater level of empowerment of all. The apparent absence of strong and effective community base programming - for health, wellness, youth and sport development and participation - must be seen as a priority and must be given the level of impetus and support required. The poor performance of Saint Lucian teams in sport, the poor crowd attendance at events, the general lack of parental support and involvement in initiatives for youth and sport are urgent priorities to be addressed. The weak club and community structures, the absence of transformational leadership and succession planning are issues that continue to haunt the Nation. This is compounded by the lack of adequate communication and collaboration amongst stakeholders and the absence of a well-developed schools youth and sports programme that serves to inspire the youth of the country. Saint Lucia has limited resources and it is incumbent on those responsible to ensure that resources are maximized so every citizen can have access to realize their maximum potential in making their contribution to the society.

It is against this background that the Government of Saint Lucia in 2011 established a Ministry with the responsibility for Youth Development and Sports. This Ministry has been mandated to facilitate the development, coordination, implementation and evaluation of policies, programmes and other initiatives that would empower citizens, particularly the youth, with unconscious competence in fitness and wellness and nation building for sustainable global recognition.
STRATEGIC Direction

NATIONAL VISION

We envisage a Saint Lucia where citizens are confident, proud, fitness conscious and eager to participate in a diversity of quality youth development and sports related programmes offered by service providers who are professional and business like in their approach to management. Citizens are empowered to volunteer, engage in physical activity and nation building. Persons qualifying to represent Saint Lucia attain international standards and recognition for their performance and are role models of excellence in the society. People are provided with incentives at all levels and businesses are fulfilling their corporate responsibility. There are also attractive, creative and equitable employment opportunities in nontraditional areas of sport and youth development.

Recreational and training facilities are environmentally friendly, accessible, affordable and efficiently managed. International facilities and infrastructure have appropriate technology and are hubs of excellence, staging international events where people, particularly the youth, are actualizing their potential.

MANDATE OF THE MINISTRY OF YOUTH DEVELOPMENT AND SPORTS

The Ministry of Youth Development and Sports exists to facilitate the development, coordination, implementation and evaluation of policies, programmes and other initiatives that would empower citizens particularly the youth with unconscious competence in leadership, fitness and wellness, and nation building for sustainable global recognition.

MISSION STATEMENT

To provide the enabling environment and be the main facilitator and catalyst of all youth and sport development by collaborating with key partners to empower youth, promote sportsmanship, recreation, and the well being of all citizens for sustainable, national, regional development and global recognition.

OUR VALUES

We value our young people and acknowledge that they are a vital resource and are critical for the successful execution of our mandates. Trust and respect are integral to all that we will undertake with and for young people and all other stakeholders and clients. We value commitment, honesty and integrity, dedication, transparency, accountability, empathy and cooperation in all our work with young people and all other stakeholders.
THE PILLARS OF THE PLAN
/OUR PLEDGE

In executing our mandate, the Ministry of Youth Development and Sports will focus on engaging citizens through lifestyle marketing to ensure that they make the choices that would facilitate their effective participation and contribution to the development of the society. This will be achieved in the spirit of democracy working in collaboration with key stakeholders and making accessible the services and opportunities that are necessary for citizens to be physically active and realize their potential.

OUR PHILOSOPHY

YOUTH

Youth Development is a natural process which cannot be left to chance. Today, youth are being challenged by societal forces that have the potential to dramatically impact them. Lack of opportunity, substance abuse, change in family dynamics and other factors place a large number of youth at risk. Young people are therefore vulnerable and we must create the environment for them to grow and flourish as adult members of the society. We believe that the wholesome development of the young person should be facilitated through youth-centered programme offerings that allow for the acquisition of core competences to enable effective participation in all aspects of nation building. These competences are:

• Vocational competence - awareness of vocational and career options as well as understanding the value of work and leisure.

• Health and Physical competence - understanding food and current health knowledge and skills to ensure future health.
  • Cognitive competence - broad base knowledge, creative expressions, language skills and interest in learning.
  • Personal social competence - understand personal emotions, developing friendships, self discipline, coping / systems skills and judgment skills.
  • Citizenship competence - understanding nation/community history and values.

SPORTS

We recognize the potential of sports in developing the national identity and bringing people together. We believe that the larger the pool of persons to choose from the better our nation will be. As a consequence we will engage citizens in broad base community programming (grass roots) focused on
lifestyle marketing. Simultaneously, we will focus on ensuring the provision of accessible facilities for their active participation thereby improving their fitness and well being. This will ultimately ensure greater levels of competitiveness and productivity and the creation and harnessing of opportunities for global recognition for the country.
1. Youth and Sport Development are important aspects in developing the national identity.

2. Access to Physical Education and Sports is a fundamental right of each Saint Lucian citizen.

3. Sports and physical activity are essential for health and well being and active participation in nation building.

4. The club structure is fundamental to youth and sport development and the building of strong communities.

5. External agencies, Ministries, National Associations, District Youth and Sports Councils, clubs, parents, communities, and private sector are all partners in the youth development and sports processes.

6. Recreational spaces and facilities are fundamental provisions for development of youth, sports and nation building.

7. The pursuit of excellence at all levels in youth and sport development is essential for the growth and development of youth and sport.

8. Sports tourism is a component of national economic development that affords employment and economic avenues for our youth.

9. Commitment to a sport culture that values embracing and pursuing excellence, respect for others, and sportsmanship for Saint Lucia’s citizens in recreation and competitive sports.
OUTCOME OF
The Plan

1. Citizens Actively Participating in Nation Building

An enabling environment that allows for the effective participation of citizens particularly young people in the decision making process at the individual, community and national levels.

- Active clubs and communities with diversified programmes.
- Youth represented/involved in critical decision making areas and organization.
- Vibrant youth, sports and community organizations.
- People volunteering particularly the youth.
- Residents of communities influencing their neighborhoods.
- Parents supporting their children.
- Collaborative initiatives and Koudemain spirit.
- Corporate responsibility through shared value.
- Partnerships being created.
- Recognition and award schemes in effect.
- Professional staff servicing and monitoring communities.

2. Education, Lifelong Learning, Wellbeing and the Development of a Positive Culture

The creation of and support for opportunities and avenues for citizens, particularly young people and community leaders, to access healthy behaviour and lifestyles, and growth and development opportunities, to improve their social, emotional and physical health and well-being.

- Sports and physical activity are visible island wide.
- People taking up sports and physical activity as a lifetime endeavor.
Citizens naturally gravitating to sports.

Every child has the opportunity to participate in one sport or physical activity programme in school.

Community and national recognition/award schemes are in effect.

Parents are actively involved in organizations.

National Sports Federations are active and deliver quality sports programmes and events.

Youth and Sports organizations have established headquarters.

Operating standards and manual of operations in effect.

District Youth and Sports Councils are functional.

Sports and recreational facilities and spaces available, utilized and maintained to established standard.

National Youth Campsite in operation.

Import duties removed on sports equipment purchased for organised groups.

3. Society Embracing and Pursuing Excellence

Citizens self-actualizing through participation in competition at the highest level, engendering, national pride and patriotism through youth development and sporting excellence as well as creating a portal to higher education.

High performance centres are in operation locally.

Potential ambassadors in the field of youth and sports being professionally groomed for national duty.

Sports Scholarship Desk in operation. See appendix 3

A cadre of officials who are highly trained and recognised globally.

People pursuing careers in sports and youth development.

Hall of fame is established and maintained.

Current stars (local and international celebri-
ties) serving as mentors and advocates for sport and youth development.

- Saint Lucia wins medals and/or awards in the international arena.
- Saint Lucia host and participates in regional and international events.
- International obligations are fulfilled
  - Commonwealth plan for action for youth empowerment defining programming for youth.
  - Saint Lucia host the Commonwealth Youth Games in 2017.

4. Economic Empowerment of Citizens through Youth Development and Sports

Promotion and facilitation of programmes that provide citizens, particularly young people, with access to gainful employment and sustainable livelihood opportunities.

- Youth empowered to exploit employment opportunities.
- Financing available for micro enterprise for youth.
- Creative and literary arts become employment areas.
- Sports exploited for economic gain.
GOAL 1

To create an enabling environment for the effective participation of citizens, particularly young people, in the decision-making process at the individual, community and national levels.

STRATEGIC OBJECTIVES

Promote, encourage and support the institutional base (Clubs, District Youth and Sports Councils, communities, leagues, associations) critical to the sports and youth developments processes and facilitate the necessary linkages between the various sectors within the base annually.

1. Review and enhance the Reward and Incentive programme of the Ministry
2. Establish a recognition system for all organizations in Saint Lucia
3. Establish a leadership, democracy and governance scheme for at least 500 Youth
4. Strengthen the capacity of at least eighteen Youth and Sports Councils within the planning period.
5. Update and implement the National Youth Policy within a five year period.
6. Ratify and adopt the Physical Education and Sports Policy during the planning period.
7. Support the implementation of at least one innovative youth project per district during the planning period.
8. Promote opportunities for children through participation, volunteerism and club development schemes through the school system in twenty schools during the planning period.
9. Encourage and support the capacity of fourteen communities to manage youth and intergenerational relationships in the planning period.
10. Provide opportunities for young people to access appropriate technology and to become skilled in the use of such technology within the planning period.
11. Facilitate the development of strategic plans for at least six National Sports Federations annually.
12. Assist at least two national organizations for youth and sports in obtaining a permanent headquarters in the planning period.
13. Execute at least four leadership and management training programmes for organizations annually.
14. Develop and execute training programmes and modules for at least five organizations annually.

15. Develop a Sports and Physical Education resource center within the planning period.

16. Produce a biannual newsletter for youth and sports consistently for the next five years.

17. Undertake annual training initiatives to build capacity of staff and support the delivery of quality services to stakeholders.

**GOAL 2**

To create opportunities for citizens particularly young people and community leaders to develop healthy behaviour and lifestyles, and growth and development opportunities to improve their social, emotional and physical health and wellbeing.

**STRATEGIC OBJECTIVES**

1. Ensure the development of the appropriate marketing and communication strategy for all programmes available or presented for public consumption by the Ministry.

2. Encourage at least six communities to develop a systematic programme of activities designed to generate increased citizens participation in physical fitness and wellness activities annually (establish Active Community Clubs).

3. Improve the capacity of at least three major public recreational facilities annually to cater for extended use by residents over the next five years.

4. Develop and circulate a calendar for Saint Lucia Sports and Wellness activities annually.

5. Establish an annual recognition and incentive program for organizations involved in the promotion of fitness and health.

6. Promote and encourage the involvement of citizens in physical activity annually through the use of indigenous activities.

7. Observe an annual National Health and Wellness Day in collaboration with the Ministry of Health dedicated to promoting and encouraging regular physical activity and good nutrition and showcasing those communities, groups and individuals exhibiting best practices.

8. Establish mandatory daily physical education in all schools.
9. Monitor and evaluate physical education and sports programs which are offered at all levels.

10. Promote healthy lifestyles to influence healthy behavior in at least ten thousand young persons within the next three years.

11. Provide and encourage 10% of the unattached youth through the provision of enhanced opportunities to live productive lives during the planning period.

12. Advocate for the creation and effective utilization of safe spaces for young people to meet and socialize within the planning period.

13. Provide opportunities for at least three hundred young people to receive training in personal development, social and life skills.

14. Facilitate the execution of the annual schools sports program through the organization and implementation of coaching programmes, competitions, tournaments and the establishment of rewards and incentives programmes.

15. Facilitate the establishment of a Physical Education Teachers Association.

16. Facilitate and advocate for the employment of suitably qualified personnel to execute programs in Physical Education and Sports during the planning period.

17. Advocate for the institutionalization of PE in the Primary Schools Curriculum within the planning period.

18. Facilitate at least four national sports associations annually in further extending their reach and programming in communities.

19. Maintain at least 75% of available public playing fields and recreational spaces annually.

20. To establish at least two world class sporting facilities within the next five years.

21. To upgrade at least two major community recreational facilities annually.

22. To develop four mini stadia during the planning period.

23. Support and implement recognition programmes in the following areas annually – national sports awards, national youth awards, community awards, clubs awards, schools awards, association awards, business awards.

24. Establish and update a database of all outstanding national youth and sports persons, past and present annually.

25. Support at least two national organizations in obtaining permanent office space annually.
GOAL 3

To facilitate self-actualization through participation in competition at the highest level, engendering, national pride and patriotism through youth development and sporting excellence as well as creating a portal to higher education.

STRATEGIC OBJECTIVES

1. Develop and improve the knowledge and practice of sport in the interest of the holistic development of the individual and the enjoyment by the public at large.

2. Provide support (finance, technical and administrative assistance) annually to elite athletes and officials.

3. Establish Centers of Excellence in at least four (4) communities in the planning period.

4. Celebrate the accomplishments of all Saint Lucians in youth development and sports annually.

5. Conduct bi-annual grooming sessions for Saint Lucian ambassadors in youth and sports.

6. Establish a scholarship desk to secure scholarships (local, regional and international) for talented athletes, administrators and prospective coaches annually. (Specific attention need to be placed on children entering the secondary school system from the primary school). See Appendix 1.

7. Establish a Hall of fame during the planning period.

8. Encourage the utilization of all available outstanding local, regional and international athletes and officials in the programs of the Ministry and the wider community in the planning period.

9. The Commonwealth Plan for Action for Youth Empowerment (CPAYE) defining programming for youth within Saint Lucia in the planning period.

10. Saint Lucia is the leading English speaking Caribbean nation in youth and sports development initiatives annually

11. Saint Lucia hosts at least three (3) regional events for youth and sport annually.

12. Saint Lucia host at least one (1) international sports/youth event each year

13. Saint Lucia hosts at least one (1) International multisport/youth event every five years.

GOAL 4

To promote and encourage programmes that provide young people with access to gainful employment and sustainable livelihood opportunities particularly in the creative industries.

STRATEGIC OBJECTIVES

1. Support the access of at least twenty (20) young people per year in entrepreneurial activities.

2. Provide referral services to young persons and agencies concerned with youth entrepreneurial promotion and training activities.

3. Support and encourage training opportunities in entrepreneurial mentorship and achievement motivation skills at all levels.

4. Create and provide opportunities for young people to access the appropriate technology for the advancement of youth entrepreneurial development activities in the planning period.

5. Support entrepreneurial initiatives by young people and agencies concerned with the development of youth business in the planning period.
1. Citizens Actively Participating in Nation Building
   • Strengthened capacity within youth and sports organizations.
   • Increased reward and recognition at the community level.
   • Updated database of active organizations.
   • Leadership training programs implemented.
   • Training and certification of volunteers at all levels.
   • National youth service programme in operation.
   • Diversified package of programmes for youth engagement implemented at the community and school level.
   • A national youth policy that is relevant.
   • A PE and sports policy that is relevant.
   • Increased schools participation in the Schools Sports Programme.
   • School sports as a model for sports organization in the country.
   • Strategic plans developed and implemented for youth, sports and recreational service providers.
   • Trained and competent staff delivering services.
   • Youth and sports development officers assigned to service communities.
   • Work plans match vision objectives.

2. Health and Well-being Enhanced and a Positive Culture Developed
   • Parental involvement highly regarded and appreciated in sport.
   • Increased partnerships with private and public sector for program delivery at all levels.
   • Increased support - administrative, technical and financial - to school sports and community programs.
   • Highly promoted and recognized physical fitness programmes and activities at the community level.
   • Functional mini stadia in major communities.
- Management Committees for recreational facilities being monitored and evaluated.
- Recreation facilities maintenance teams in communities monitored and appraised.
- Recognition programs are implemented – national sports awards, national youth awards, community awards, clubs awards, schools awards, association awards, business awards.
- Updated database of all national sports persons, past and present.
- National Associations have permanent office space.
- Increased number of citizens engaging in physical activity.
- National calendar of physical activity and sports available to the community.
- Mandatory Physical Education in schools.

3. **Society Embracing Excellence**
- Scholarship desk within the Ministry (local, regional, international).
- Elite Athlete program in operation.
- Youth Ambassadors program in operation.
- Centers of excellence in operation.
- George Odlum Stadium a comprehensive sports complex or center of Excellence.
- Increased training programs implemented for all levels of officials in sport.
- National teams supported in regional and international events.
- Saint Lucia hosts regional and international events.
- Saint Lucia celebrates success on the attainment of milestones/every occasion.

4. **Youth Empowered to Exploit Employment Opportunities**
- Increased entrepreneurial development training available.
- Referral services for youth in operation.
- Career development and guidance programs for young people supported.
- Mentoring programs available.
IMPLEMENTATION

Strategy

In an effort to achieve the mandate of the Ministry of Youth Development and Sports, the Ministry must be equipped with professional and committed human resources. There is need for internal capacity upgrades at the Ministry to acquire the range of competencies required for professional youth development and sports programmes. The Ministry currently does not have the capacity to manage programming for both of its youth and sports portfolios. In 2008 a Draft Strategic Plan was developed for Saint Lucia for Youth Development which provides clear direction for the staffing. The recommendations are still relevant today. The Draft Strategic Plan reveals “while most of the staff has served the department well, in so far as sports, youth development competence is inadequate at the community level. It defined the professional youth development practice as follows:

“A multi-disciplinary profession, which engages young people and a range of other stakeholders to facilitate the participation of youth in their personal, social and educational development and to empower them to play an assertive and constructive role in national development.”

In this context the central purpose of the youth development worker has been described as one which is to “facilitate the personal, social and educational development of young people and to empower them to explore their optimum potentials and to play an assertive and constructive role in the regeneration of their communities, and ultimately the development of their countries.”

1. Adapted from the Human Resource Development for the New Millennium: A Strategy for the Commonwealth Youth Programme
2. ibid

There is therefore need to upgrade skills and professional competencies to create a dedicated cadre of personnel who are excited about the youth work profession and who have the range of skills to engaging communities and youth at all levels in youth work.

Some challenges noted for the Ministry of Youth Development and Sports within the context of youth empowerment and engagement is to be functionally and intrinsically proficient in core operating competencies such as:

i. Formulating a policy framework for mainstreamed youth development.

ii. The strategic management (including monitoring and evaluation impacts) of the national youth development portfolio.

iii. Facilitating the personal, social and educational development of young people.

iv. Working face to face with young people and community leaders in a variety of settings in accordance with core values of youth development work.

v. Developing and managing research in support of youth development.

vi. Providing technical assistance to partner agencies for the professional development of youth people, youth networks and for community programs.


viii. Meeting the specific requirements of program delivery in the three program areas and for cross-cutting themes.

ix. Providing information and generating systemic input for national policy planning
The existing Youth Officers will require customized upgrading training to plan, manage, discharge activities, and monitor performance consistent with the implementation of the Commonwealth Plan of Action for Youth Development and four strategic goals integrate of cross-cutting themes in all work for youth in Saint Lucia.

Such systemic implementation will also require skills and competencies to be developed for project management, training facilitation, participatory research and research methodologies; policy analysis; and project reporting and evaluation. We also recognise that effective youth development must be based upon scientific evidence to establish the relevance, scope and appropriateness of programmes and their implementation. Adequate resources and time will therefore have to be devoted into research-based programme development and implementation”.

In view of the foregoing, the new Ministry will be configured with the following posts:

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<th>Position Title</th>
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<tbody>
<tr>
<td>Policy Direction</td>
<td>Minister for Youth Development and Sports</td>
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<tr>
<td>Programme Management</td>
<td>Permanent Secretary</td>
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<td>Programme Operations</td>
<td>Deputy Permanent Secretary position held by the Director of Youth Development</td>
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<td>and Sports</td>
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<td>Programme Development Officer</td>
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<td>Human Resource Officer</td>
</tr>
<tr>
<td>Administration</td>
<td>Administrative Assistant</td>
</tr>
<tr>
<td></td>
<td>Event Planners</td>
</tr>
<tr>
<td></td>
<td>Clerk</td>
</tr>
<tr>
<td></td>
<td>Receptionist</td>
</tr>
<tr>
<td></td>
<td>Drivers</td>
</tr>
<tr>
<td>Finance</td>
<td>Accountant</td>
</tr>
<tr>
<td></td>
<td>Assistant Accountant</td>
</tr>
<tr>
<td></td>
<td>Accounts Clerk</td>
</tr>
<tr>
<td>Programme Supervision</td>
<td>Assistant Director(s)</td>
</tr>
<tr>
<td></td>
<td>Coaching Coordinator</td>
</tr>
<tr>
<td></td>
<td>Recreational Facilities Coordinator</td>
</tr>
<tr>
<td></td>
<td>Schools Sports Program Coordinator</td>
</tr>
<tr>
<td>Program Implementation</td>
<td>Youth and Sports Officers 1, 11, 111</td>
</tr>
<tr>
<td></td>
<td>Scholarship Desk Officer</td>
</tr>
<tr>
<td></td>
<td>Elite and Emerging Athlete Programme Officer</td>
</tr>
<tr>
<td></td>
<td>Schools Tournament and Festival Officer</td>
</tr>
<tr>
<td></td>
<td>Coaches</td>
</tr>
<tr>
<td></td>
<td>Tournament staff</td>
</tr>
<tr>
<td></td>
<td>Caretakers</td>
</tr>
<tr>
<td></td>
<td>Watchmen</td>
</tr>
<tr>
<td></td>
<td>Open spaces maintenance personnel</td>
</tr>
</tbody>
</table>
Strategic Partnerships

Finally, limitations of funding, structure and systems and other resources for youth programmes cannot be allowed to undermine our systemic programme to mitigate the negative impacts of modern living that face youth and sport development.

As such, it will be even more critical to establish strategic working partnerships with several key state and private sector agencies as full and empowered partners in national youth and sport development. The Ministry will seek to establish consensus-based dedicated Memoranda of Understanding with the following agencies to ensure the holistic and harmonious development of initiatives to facilitate achievement of its mission for the development of youth and sports.

- Ministry of Education
- Ministry of Social Transformation
- Ministry of Health and Family Affairs and Gender Relations
- Ministry of Agriculture
- Ministry of Commerce
- National Conservation Authority
- Sir Arthur Lewis Community College
- Belfund
- NICE
- PRF
- SEDU
- National Development Corporation
- National Sports Federations
- Saint Lucia Olympic Committee
- Regional and international donors and organisations
- BILD (Beckwith International Leadership Development)
- UK Sport
- National Youth Council
- U.S. Peace Corps
- National Lotteries Authority

We recognise that the National Youth Council (NYC) is a vital and non-negotiable partner in the process of national youth development. The organization is critical in galvanizing the support of youth and advocating on policies and issues that will lead to improvement in the quality of services and life for the youth of the nation. It is fair to say at present that the organization does not have the capacity - human, material or financial to operate on a sustainable value-adding basis. Today’s environment demands strategic interventions. There are numerous agencies providing support services.
to youth. The NYC must therefore be deliberate and focused in its planning to ensure that the goal of effective representation of youth at all levels is achieved. It too, must deliver quality programmes for youth. It must operate from a position of knowledge. It must be transparent, and above all, it must be clear on where it is headed so that the youth of the nation can rally with it.

Every effort will be made to position the NYC and youth governance networks for strategic and democratic leadership, and to further their important advocacy and catalytic role for youth development by engaging other young people at all levels.

The Ministry of Youth and Sports is committed to assisting the organization in refocusing and reengineering. This is not only so the NYC would regain the confidence of young people but for it to assume its critical role as a valued and trusted partner in the implementation and monitoring of the National Youth Policy and the piloting and measurement of youth and community projects that should have the potential for replication across communities in Saint Lucia.

While the importance of technology to the development of young people is provided for in our strategic planning, there is also demonstrable need for the Ministry to harness up-to-date information and data as the basis for decision-making and planning. In short, the Ministry must become relevant to young people through its use of ICTs to market its services and to reach young people on their own terms.

The Ministry also recognises the importance of providing a mechanism for our youth, stakeholders and the public to be kept fully apprised of developments and to share their views on our work. The Ministry recognises the role of the media as a valuable partner in this process. We will also rely on a regular internal communications strategy to reach all strategic partners and the national public on a continuous basis about our goals and our progress in engaging all citizens. This is vital so that our programmes can be well known and fully supported at all levels. This will be a critical mechanism to ensure that young people and their development remain a national mainstreamed priority.

We will continue our work with internal and external customers to endorse the rights-based approach to youth development through the genuine participation of young people in development and the adoption of an integrated approach to youth mainstreaming within national policies and other broader development agendas. This approach is already clearly indicated for the implementation of the National Youth Policy. The proposed strategic human resource structure is as follows. (See page 24)
## Appendix 1: Sports Personalities of All Time

<table>
<thead>
<tr>
<th>Year</th>
<th>Sportsman</th>
<th>Sport</th>
<th>Sportswoman</th>
<th>Sport</th>
</tr>
</thead>
<tbody>
<tr>
<td>1968</td>
<td>Stanley Phillips</td>
<td>Football</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1969</td>
<td>Brian Maurice</td>
<td>Cricket</td>
<td>Joyce August</td>
<td>Netball</td>
</tr>
<tr>
<td>1970</td>
<td>Martial Francis</td>
<td>Cricket</td>
<td>Martha Biscette</td>
<td>Netball</td>
</tr>
<tr>
<td>1971</td>
<td>Vincent Devaux</td>
<td>Tennis</td>
<td>Martha Biscette</td>
<td>Netball</td>
</tr>
<tr>
<td>1972</td>
<td>Martial Francis</td>
<td>Cricket</td>
<td>Lyndell Noon</td>
<td>Netball</td>
</tr>
<tr>
<td>1973</td>
<td>Earle Frates</td>
<td>Cricket</td>
<td>Lydia St. Omer</td>
<td>Netball</td>
</tr>
<tr>
<td>1974</td>
<td>Earle Sandiford</td>
<td>Body Building</td>
<td>Mary Ann Martial</td>
<td>Netball</td>
</tr>
<tr>
<td>1975</td>
<td>Johnny Easter</td>
<td>Tennis</td>
<td>Jane Du Boulay</td>
<td>Tennis</td>
</tr>
<tr>
<td>1976</td>
<td>Micheal Pierre</td>
<td>Athletics</td>
<td>Sybil Corion</td>
<td>Athletics</td>
</tr>
<tr>
<td>1977</td>
<td>Desmond Collymore</td>
<td>Cricket</td>
<td>Sybil Corion</td>
<td>Athletics</td>
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<tr>
<td>1978</td>
<td>Johnny Easter</td>
<td>Tennis</td>
<td>Sybil Corion</td>
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<tr>
<td>1979</td>
<td>George Belrose</td>
<td>Table Tennis</td>
<td>Una Francis</td>
<td>Tennis</td>
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<td>1980</td>
<td>Canice Louis</td>
<td>Cricket</td>
<td>Theresa In Charles</td>
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<tr>
<td>1981</td>
<td>Ignatius Cadet</td>
<td>Cricket</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1983</td>
<td>Teddy Mathews</td>
<td>Table Tennis</td>
<td>Monica Williams</td>
<td>Netball</td>
</tr>
<tr>
<td>1984</td>
<td>Vernon Lewis</td>
<td>Tennis</td>
<td>Cornelia In Baptiste</td>
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<tr>
<td>1985</td>
<td>Daniel Louis</td>
<td>Cycling</td>
<td>Ellen Marcellin</td>
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<td>Julian Charles</td>
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<td>Laurette Isaac</td>
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<td>Guy Lawrence</td>
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<td>1991</td>
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<td>Abigail Williams</td>
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<td>Tennis</td>
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<td>Abigail Williams</td>
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<td>Athletics</td>
<td></td>
<td></td>
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<tr>
<td>1996</td>
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<td>Verena Felicien</td>
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</tr>
<tr>
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<td>Body Building</td>
<td>Eugena Gregg</td>
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<td>Netball</td>
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<td>Dominic Johnson</td>
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<td>Lavern Spencer</td>
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<td>Lavern Spencer</td>
<td>Athletics</td>
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**JUNIOR SPORTS PERSONALITIES**

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<th>JUNIOR SPORTWOMAN</th>
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<td>Sergio Fedee</td>
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<td>Tressa Ann Charles</td>
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<td>Darvin Edward</td>
<td>Athletics</td>
<td>Danielle Beaubrun</td>
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<tr>
<td>2006</td>
<td>Christian Wayne</td>
<td>Swimming</td>
<td>Merica Moncherry</td>
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<tr>
<td>2007</td>
<td>Albert Reynolds</td>
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<td>Siona Huxley</td>
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<tr>
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<td>J. Augier</td>
<td>Swimming</td>
<td>Siona Huxley</td>
<td>Swimming</td>
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<td>2012</td>
<td>Marbez Edgar</td>
<td>Athletics</td>
<td>Jeannelle Scheper</td>
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# Outstanding Youth Winners

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<tr>
<th>Year</th>
<th>Name</th>
<th>Community/Organization</th>
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</thead>
<tbody>
<tr>
<td>1980</td>
<td>Elphege Browne</td>
<td>Ciceron Seagulls United Club</td>
</tr>
<tr>
<td>1983</td>
<td>Nicholas Jn Baptiste</td>
<td>Mon Repos Youth and Sports Council</td>
</tr>
<tr>
<td>1984</td>
<td>Peter Feverier</td>
<td>Mon Repos Youth and Sports Council</td>
</tr>
<tr>
<td>1985</td>
<td>Faustinus Faisal</td>
<td>Mon Repos Youth and Sports Council</td>
</tr>
<tr>
<td>1987</td>
<td>Augustin Dominique</td>
<td>Laborie Youth and Sports Council</td>
</tr>
<tr>
<td>1988</td>
<td>Catherine Jn. Charles</td>
<td>Mabouya Valley Youth and Sports Council</td>
</tr>
<tr>
<td>1989</td>
<td>Armstrong Alexis</td>
<td>Gros Islet Youth and Sports Council</td>
</tr>
<tr>
<td>1990</td>
<td>Patrick Mathurin</td>
<td>South Castries Youth and Sports Council</td>
</tr>
<tr>
<td>1991</td>
<td>Fitzgerald John</td>
<td>Central Castries Youth and Sports Council</td>
</tr>
<tr>
<td>1992</td>
<td>Sylvester Joseph-Sonson</td>
<td>Laborie Youth and Sports Council</td>
</tr>
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<td>1993</td>
<td>Teshiro Aldonza</td>
<td>Mabouya Valley Youth and Sports Council</td>
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<tr>
<td>1994</td>
<td>Paul Lord</td>
<td>Gros Islet Youth and Sports Council</td>
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<tr>
<td>1995</td>
<td>Rose Mary Desir</td>
<td>SDA Pathfinders</td>
</tr>
<tr>
<td>1998</td>
<td>John Victorin</td>
<td>Canaries Youth and Sports Council</td>
</tr>
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<td>1999</td>
<td>John Victorin</td>
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<tr>
<td>2002</td>
<td>Twain Edward</td>
<td>Laborie Youth and Sports Council</td>
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<tr>
<td>2003</td>
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<td>Laborie Youth and Sports Council</td>
</tr>
<tr>
<td>2004</td>
<td>Hyacinth Norbert</td>
<td>Mon Repos Youth and Sports Council</td>
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<tr>
<td>2005</td>
<td>Hyacinth Norbert</td>
<td>Mon Repos Youth and Sports Council</td>
</tr>
<tr>
<td>2006</td>
<td>Kendal Elva</td>
<td>Vieux Fort North Youth and Sports Council</td>
</tr>
<tr>
<td>2007</td>
<td>Rohan Lubon</td>
<td>Central Castries Youth and Sports Council</td>
</tr>
<tr>
<td>2011</td>
<td>Marcellus Cazaubon</td>
<td>Soufriere Youth and Sports Council</td>
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Background Information

Sport Scholarships have been in existence for several decades in Saint Lucia. In fact, scores of Saint Lucian students have been the recipients of these scholarships through the Government and direct relations with institutions abroad. Recently, national sports federations and coaches have become the prime agencies securing and offering scholarships for student athletes. As a result, a number of students have been awarded sport scholarships in Athletics, Basketball, Boxing, Rugby, Volleyball, Sailing, Soccer and Tennis. However, the current arrangement is ad hoc and needs to be synchronized with the goal of enhancing professional sport development.

The Ministry of Youth Development and Sports is committed to the development of sporting excellence amongst students and has allocated resources towards supporting talented athletes. Therefore, the Ministry wishes to facilitate this vision through the Sports Scholarship Programme (SSP), which recognizes the increasing need for talented athletes to successfully balance both academic and sporting commitments. The SSP is an athlete led development programme whereby a network of support services and expertise are tailored to the individual needs of the athlete.

The programme grades support depending on the athlete’s achievement, potential and need, with the objective of remaining flexible to support the diverse needs of the athlete. In that respect, the Ministry will work with the National Sports Associations to identify highly motivated individuals who hold a vision for their future through sport participation. The program of support will go beyond the traditional services and will offer empowerment through scholarship, mentorship and leadership. The initiative will be opened to. The Initiative will be opened to Primary School Graduates, Secondary School Graduates and individuals interested in pursuing undergraduate and graduate programmes.

Objectives

This Scholarship Programme offered by the Ministry of Youth Development and Sports is expected to:

- Facilitate access to educational institutions for student athletes to pursue higher learning and/or become professional athletes
- Increase the number of Saint Lucian student athletes on university and college sports scholarships.
- Improve coordination of efforts involved in seeking and facilitating student athletes with the best possible educational opportunities
- Better prepare potential student athletes to take advantage of scholarship opportunities
Establish a database of potential sports persons for training and those on training abroad

**Services**

The Sports Scholarship Programme will offer a wide range of support services for talented athletes as part of a balanced approach to training, performance and academic excellence. The programme offers:

- Financial support for (tuition), equipment, books, travel to competition (and other related miscellaneous fees)
- High Performance Education Talks and Workshops
- Goal Setting and Performance Planning
- Career Guidance Support
- Access to National & International elite competition
- Fitness Testing
- Sports Injury Management
- Strength & Conditioning
- Sports Psychology
- Sports Nutrition
- Elite multi-day leadership training experience led by a team of professionals
- Mentoring by caring adults in similar career paths and access to professional networks

The Sports Scholarship Programme is co-ordinated by the Scholarship Desk Coordinator and is separate and distinct to the Elite Athlete Program. The Sport Scholarships will be offered only to individuals who meet the specified eligibility criteria for the programme advertised. The offer of a Sport Scholarship award does not include any special reductions in entry criteria. Talented athletes who wish to be considered for the Elite Athlete Program will need to make a separate application to the Ministry of Youth Development and Sports.

**Eligibility Criteria**

- Must be a citizen of Saint Lucia
- Must be a student attending a primary or secondary school in Saint Lucia OR a student or graduate of SALCC
- Must not be the recipient of any other scholarship award
- Must be an outstanding academic student
- Must compete and participate in sport at the school and community and/or national level
- Must be a needy student

It is important to note that individuals meeting all the eligibility criteria are not guaranteed automatic acceptance to the Scholarship Programme. The eligibility and selection criteria reflect the evolving nature of the Sport Scholarship Programme and that of The Ministry of Youth Development and Sports.

**The Process**

Athletes are allocated a Sport Scholarship at one of two levels – Elite or Talented and will be assessed based on NEEDS and PERFORMANCE.

Applicants will be expected to complete an application form which will be assessed and evaluated by a team of persons. Short listed applicants will be invited to attend an interview. The Interview Panel will comprise representatives from the Ministry of Youth Development and Sports, the Ministry of Education and the relevant National Sports Federation or District Youth and Sports Council. Due consideration will be given to all applications. Particular attention will however be paid to current level of performance, achievement to date, need and potential in sport.

All awards are based on eligibility requirements that must be met at the time of initial offering. Successful candidates will be expected to maintain quality standards to remain eligible for the scholarship award.

Students selected for educational opportunities overseas will be subjected to the policies as outlined by the Ministry of Education, Human Resource Development and Labour.
INTRODUCTION

This document has been developed to facilitate the ease of access to information on the various services offered by the Ministry to groups and organizations.

SUPPORT SERVICES PROVIDED BY THE MINISTRY OF YOUTH DEVELOPMENT AND SPORTS

1. Role of the Ministry of Youth Development and Sports in the organization of events organized by national associations/federations.

   a) For Local Events the Ministry:
      • Provides technical and administrative support
      • Facilitates access to facilities
      • Provides equipment
      • Provides funding (special cases only)

   b) For Regional and International Events the Ministry:
      • Endorses application or bid for staging the event in Saint Lucia when necessary
      • Meets with host organization to clarify issues of concern and guide on the way forward
      • Encourages organizers to establish a broad base committee comprising key stakeholders
      • Monitors systems for quality assurance
      • Protects and enhance the country’s image
      • Provides financial, administrative and technical support where necessary

2. Role of the Ministry with respect to national teams.

   a. In selection of athletes the Ministry has no role.

   b. In selection of coaches, officials and other management personnel the ministry has no role except in the case of events and games for children within the school system for example the Windward Islands Games.

   c. With respect to preparation of national team the Ministry:
      • Assist with the provision of transportation services where possible
      • Provide subsidy for use of training facilities
      • Provide technical assistance when required
• Ensure that the ambassadorial curriculum is covered by team
• Support for letters of time off (six weeks maximum and two weeks minimum)
• Facilitate the acquisition of passports and other travel documents for athletes
• Process request for compensation for athletes (three weeks minimum time)

d. Departure of teams from Saint Lucia.
• Waiver on taxes
• Loan equipment and other supplies to organizations as needed
• Provide transportation as needed
• Obtain details of team travel plans
• Arrival of teams at airport

(I) Clubs
• The Youth and Sports Officer for the district is expected to offer the courtesy services.

(II) School Teams
• The Youth and Sports Officer for the district is expected to offer the courtesy services.

(III) District Teams
• The Youth Officer should meet and greet the group with a representative of the District Youth and Sports Council.

(IV) National Teams
VIP status will be afforded to the team on condition that:
• The Ministry is notified of the itinerary of the team in advance of the team departure from Saint Lucia.
• Teams are appropriate attired in team uniform
• Indicate a point of contact and address of the team overseas

The Team
• They will be received at the airport
• They will have access to the VIP Lounge
• Press conference convened (optional)
• Presence of Representative of the Ministry
• Presence of Representative of the Association
• Presence of the media

The Team Travelling Overseas
The Saint Lucia missions will be alerted when the teams are travelling

3. Assistance provided by the Ministry to its core stakeholders.

Clubs
• Technical and administrative assistance

Districts
• Technical and administrative support
• Financial assistance through grants and subventions
• Provision of facilities
• Support for community coaching and enrichment programs
• Waiver of taxes for imported goods

National Associations
• Technical and administrative support
• Financial assistance by way of subventions and grants
• Endorse projects and initiatives
• Subsidies use of facilities for national training
• Recognize effort annually
• Waiver of taxes for imported goods

Schools
• Make coaches available
• Technical assistance in executing events
• Training for teachers
• Facilities

For further information please contact the Ministry of Youth Development and Sports at 468-5410/02
STRATEGIC Partners

Clubs
Schools
Uniform Groups
Media
National Sport Federations
National Youth Councils
Saint Lucia Olympic Committee/Commonwealth Games Association
National Volunteer Programme
R.I.S.E
National Skills Development Centre
BELFUND
Chamber of Commerce
Junior Achievement
Government Ministries
Non-Governmental Organizations
Community Organizations
National Lotteries Authority