

Anguilla National Sport Policy

Towards A Healthier, Happier Anguilla



Developed by:
The Caribbean Sport & Development Agency
After National Consultation with Key Stakeholders

Project Consultants:
Caribbean Sport & Development Agency

Andre Collins

Mark Mungal

RPL 1991 Limited
Gulf View, Industrial Park, La Romaine, Trinidad

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FOREWORD



**The Honorable
Mr. Evans M. Rogers
Minister of Health and Social Development**

It gives me great pleasure as the Minister of Sports and on behalf of the Government of Anguilla, to present the National Sports Policy. It is my belief that the opportunities and potential through sports are limitless and as a people, we should embrace this vehicle to advance our development goals.

This National Sports Policy addresses the rationale and objectives for sports development; and highlights the critical and significant issues which are central to the development of same. This policy also explores the potential in sports while identifying the various institutional and organisational mechanisms for their attainment.

As a government, our ultimate goals are to develop sports to a reputable standard at all levels, ensure that sports contribute to safe, strong and sustainable communities, and that sports are accessible to all citizens regardless of color, creed, race, ethnicity, socio-economic status, physical and cognitive ability, sexual orientation or political affiliation. In order to achieve these goals, this policy, informed by robust stakeholder consultations, aims to ensure that an environment which facilitates increased participation in sports is fortified; programmes that support athletes' development, well-being and progression to high-performance and elite status are coordinated and promoted, and that sports are utilised to promote opportunities which can contribute significantly to our socio-economic development.

I would like to thank the directors of the Caribbean Sports Development Agency for their consultative role in this process. To my Permanent Secretary, Planner, and the staff of the Department of Sports, your lead in facilitating and guiding the process has been greatly appreciated. Thanks as well to the steering committee, the sporting associations and the many public and private stakeholders, we appreciate your involvement in the development of this holistic framework.

Indeed, we are pleased that this document has culminated into a comprehensive guiding framework, that aligns our unified efforts and takes into account our national development priorities, as well as global development trends and best practice models. Though confined by our economic, social and national realities, our Government is committed to provide the requisite support for its implementation.



**The Honorable
Cardigan A. Connor
Parliamentary Secretary
Sports Development**

Having played cricket at the national, regional and international levels, I am fortunate to have benefitted from the many opportunities that could be derived through sports. There is no doubt that sports positively nurture an individual and lead in the development of a nation. Now, in my substantive role as Parliamentary Secretary with responsibility for Youth, Sports, and Tourism, I have been placed in a unique position to offer more support in leading initiatives for sports development on Anguilla; I am humbled by this task.

This process, informed by athletes, sporting association, sports enthusiasts and other key stakeholder consultations, has culminated into a comprehensive policy agenda that seeks to chart the way for an inclusive, facilitating and empowering environment for the development and delivery of sports on Anguilla.

Within this document, Anguilla's vision, goals and objectives for sport development are clearly outlined. Sport as a Tourism driver is strongly articulated, as such, the creation of an environment that could capitalise on the resources in Anguilla to grow a sustainable sports tourism industry should be exploited. Sports' value as a social connector, in reducing risks of anti-social and self-destructive behaviours, while improving society's sense of community and collective pride, has also been addressed. Additionally, the path for structured programmes to support employment opportunities, sports infrastructure enhancement and a drive for athlete development are laid out in this policy document. This policy document is testament that we recognise and understand the power of sports and its role in national development, be it in relation to health and wellbeing, socio-economic growth and sustainability, social cohesion and the promotion of excellence among our people. The responsibility is now ours to ensure that we exploit these opportunities.

I would like to take this opportunity to thank our consultants, our national working team, the Department of Sports and all stakeholders who have informed this document. I am grateful to have been involved in this policy making process.



Mrs. Chanelle Petty-Barrett
Permanent Secretary
Ministry of Health & Social Development
(2008-2016)

This National Sports Policy offers a formal, holistic and systematic framework for the development of sports in Anguilla. As Permanent Secretary with responsibility for Sports Development, I am pleased to have been involved in that process.

This landmark document is based on recognition of the important role which sports play in the life of every resident, the community and Anguilla. It is designed to guide decision-making as regards the development of sporting industries and programmes to benefit everyone regardless of age, gender, ethnicity, ability, interests and belief.

As Permanent Secretary who also holds responsibility for Youth Development, I am particularly keen on the benefits of sports for youth development and empowerment. Research clearly shows that sports are fundamental to the holistic development of children and youth. Sports promote healthy lifestyles, help to foster positive youth development; help to improve academic achievements and assist in the transfer of positive values and life skills that aid in employability. Involvement in sporting groups also contributes to reducing gang related activity and youth involvement in crimes and violence.

I would like to thank the Department of Sports, the steering committee, the national sports associations and all other public and private stakeholders who committed many hours of their time to inform the develop of this document. Your support has not gone unnoticed.

For the first time, a completed overarching, guiding policy that outlines our collective vision, goals and objectives for sports development in Anguilla is presented; and indeed, the fact that this Policy involved a collaborative and inclusive process certainly bodes well for its successful implementation.

ACKNOWLEDGEMENTS

The achievement of a National Sports Policy is no small feat and represents the collaborative and committed efforts of many individuals. We take this opportunity to thank some of the many individuals who have contributed so freely to the development of this National Sports Policy and Strategic Plan.

The Government of Anguilla must be commended for its commitment to holistic development of the nation and its willingness to embrace every avenue that would contribute to that development. The articulation of a clear vision and plan for sports through this National Sports Policy and Strategic Plan exemplify this commitment. The Honourable Evans M. Rogers, Minister of Health and Social Development must be thanked for his vision for an enhanced and improved sports delivery framework, which provided a clear direction for the process. Equally critical was the experience and passion of the Honourable Cardigan Connor, Parliamentary Secretary for Sports Development. A former professional athlete himself, Mr. Connor must be thanked for the positive energy and direction he brought to the process.

Permanent Secretary, Ministry of Health and Social Development (2008-2016), Mrs. Chanelle Petty-Barrett provided critical oversight of the project and must be thanked for her guidance and contributions throughout the process. Mrs. Hyacinth Bradley, Community Services Planner, must also be recognized and thanked for her invaluable efforts in managing the various activities of the Policy development process. Her professionalism and excellent organizational skills ensured that activities were well coordinated and successfully executed.

Mr. Rollins Richardson, acting Director of Sports and his team of officers were also crucial to the process and must all be thanked for their commitment and support without which the project would not have been successfully completed. In this vein the efforts of Mrs. Nadia Benjamin-Linton must be commended in coordinating logistics for the various activities.

Finally expressions of appreciation go out to the members of the working group and the various individuals and civil society groups that participated in the process. Thank you for the staunch reviews and critical feedback to the consultants which guided the process and ensured that the final product spoke to the needs and aspirations of residents of Anguilla.

Definition of key terms:

Accessible

The use of the term 'accessible' refers to the provision of facilities, equipment, curriculum, and pedagogy, which is available to the entire student population including persons with disabilities, girls, or those with specific cultural/religious requirements, and where appropriate is modified or adapted to meet specific needs. Located in a safe environment free from threat and danger, regularly serviced, fully functioning and fit for purpose.

Quality Physical Education – Guidelines for Policy Makers, UNESCO (2015)

Citizens

Refers to persons born in Anguilla, born to Anguillian parentage in foreign lands, legalized resident or any other person holding legal status in Anguilla who is afforded equal opportunity under the law.

CABOS

The Commonwealth Advisory Body on Sport (CABOS) provides advice to the Commonwealth Secretary-General and member governments on sport policy issues, particularly related to Sport for Development and Peace (SDP) and protecting the integrity of sport.

See more at: <http://thecommonwealth.org/cabos-membership#sthash.uvFXyjTd.dpuf>

Department of Sports

Means the department mandated by the government of Anguilla with responsibility for the effective management and delivery of sports on the island.

EU

The **European Union (EU)** is a politico-economic union of 28 member states that are located primarily in Europe. It has an area of 4,324,782 km² (1,669,808 sq mi), and an estimated population of over 510 million. The EU has developed an internal single market through a standardised system of laws that apply in all member states. EU policies aim to ensure the free movement of people, goods, services, and capital within the internal market, enact legislation in justice and home affairs, and maintain common policies on trade, agriculture, fisheries, and regional development.

https://en.wikipedia.org/wiki/European_Union

NGO

Stands for, Non-Governmental Organization, which means that government did not set up the organization nor does government dictate how it is run. Such an organization is generally set-up as a not-for-profit. This status does not debar the organization from accessing governmental support or being contracted by the government to deliver goods and services on its behalf.

NSA

National Sports Association means the organization that is recognized by the agency responsible for sport and the requisite international federation once this organization has met and maintains

the criteria for accepting and performing responsibilities in keeping with a body representative for a specific sport on the island.

Physical Activity

Is a broad term referring to all bodily movement that uses energy. In addition to physical education and sport, PA encompasses active play and routine, habitual activities such as walking and cycling, as well as housework and gardening.

Association of Physical Education, Health Position Paper (2008)

Quality Physical Education (QPE)

Is the planned, progressive, inclusive learning experience that forms part of the curriculum in early, primary and secondary education. In this respect, QPE acts as the foundation for a lifelong engagement in physical activity and sport. The learning experience offered to children and young people through physical education lessons should be developmentally appropriate to help them acquire the psychomotor skills, cognitive understanding, and social and emotional skills they need to lead a physically active life.

Association of Physical Education, Health Position Paper (2008)

Sports

Means all forms of physical activity, which, through casual or organized participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.

UNESCO, Physical Education and Sport Charter (1978)

Sport for Development and Peace (building) SDP

Sport for development and peace building refers to the use of sport as a tool for development and peace. Where actors in sport, academia, private sector, non-profit and non-governmental organisations, government agencies, UN agencies and international organisations, the media, the general public as well as young people deliberately engage in sport as a means to reach personal, community, national and international development objectives. It is also interested in how sport can be used as a tool for addressing some of the challenges that arise from humanitarian crises and in conflict and post-conflict settings.

Adapted from: Sportanddev.org

Values of Sport

Refers to the Sport Movement's core values, beliefs and principles centered on fair play, respect, honesty, friendship and excellence. It is the responsibility of sport organizations to uphold and protect these values.

Olympic Charter (2013)

SECTION 1: The Context

1.1 Executive Summary

This National Sports Policy is one part of the National Sports Sector framework that seeks to create an inclusive, facilitating and empowering environment for the delivery and practice of sports and physical activity. This Policy is meant to be a roadmap towards the achievement of national development goals related to healthy living, economic growth and sustainability, promotion of equity and excellence.

The Policy is informed by robust national consultations that have identified national development priorities as well as global development trends and best practice models. These consultations aided in ensuring that the approach to the delivery of quality sports and physical activity experiences would seek to contribute to the development of nationhood.

The Policy calls on all stakeholders to understand their roles and to willingly participate within the existing local context to find novel solutions. Citizens are encouraged to collaborate and cooperate in order to maximize opportunities for the successful realization of these goals.

Finally, the success of this policy in contributing to national development goals is intrinsically linked to the degree to which this policy could be harmonized with policies in other government departments and its strategies integrated with other approaches towards achieving similar national objectives. The policy therefore must not only be adopted into the national legislative framework but must be understood in such a manner that its tenets could be integrated and built upon in complementary spheres of governance.

1.2 Background

Games were the main source of recreational activity for the people of citizens for a very long time and were very much a part of the culture until the economy took an upward turn in the 1970s. The socio economic culture of Anguilla changed as the island became more prosperous. Games as the main source of recreation played a diminished role in the lives of most citizens. This was due to changes in the work environment namely shift-work in the hotel industry and the advent of technology like television and computers. The lifestyle of many citizens changed as they engaged in less physical recreational activities and more sedentary activities.

Although games played a diminished role in the lives of citizens at this time, interest in organized sport grew. This shift might arguably be attributed to the changes that came from economic development. The availability of televisions and the subsequent viewing of sports programming generated interest, this along with the influx of expatriates brought with it cultural changes that possibly contributed to some changes in the national sporting culture. Whereas before, sports and games were unorganized social cultural activities, as the interest in sports grew, the establishment of mechanisms for the administration of sport became necessary.

Over time the island has seen fairly good results as sport became more and more organized. The department of sport however continued to look for ways to improve its service to the national population. It realized that there were several gaps that contributed to institutional inefficiencies. The most glaring of these was the fact that there was no overarching sport sector plan that was directing their action, no clear goals seemed to inform their decision making.

The department in collaboration with the Ministry of Health and Social Development undertook to address these anomalies and invited the Caribbean Sport and Development Agency to assist in facilitating the formulation of a national sport sector plan and a framework for advancing the sport agenda on island.

The Caribbean Sport and Development Agency (CSDA) has been operating in the Caribbean since 2002 (formerly as TTASPE until December 2012). The CARICOM Secretariat, UK Sport and the Australian Sport Commission among others have recognized them as the leading Sport for Development and Peace (SDP) Agency in the Caribbean. CSDA is committed to the development of individuals and communities through Sport and Physical Education within the region and has delivered programming and technical support in fourteen (14) Caribbean countries to date.

The organisation specializes in enhancing capacity of personnel responsible for delivery of Sport for Development Programs, strengthening organizational capacity and supporting program implementation. CSDA through partnerships with the Australian Sports Commission, Brunel University, University of Western Cape and Southampton Solent University has supported research to inform SDP policy and practice in the region.

This project will see the establishment of a clearly articulated Sport Sector Plan, including a Sport Policy for Anguilla, a Strategic Implementation Plan and a Monitoring and Evaluation framework. These instruments will provide Anguilla and those in the sport industry, a framework for working collaboratively towards agreed national priorities for sport participation, health and wellness, social cohesion and economic development.





1.3 History

Anguilla (eel) is a veritable jewel in the Caribbean. Boasting a population of approximately 13,500 inhabitants this tiny island of just about 35 square miles is a place of tranquil beauty with seemingly endless beaches.

The diversity of the people is best understood against the backdrop of its rich heritage. Originally inhabited by the Amerindians who called the island Malliouhana, the island now a British Overseas territory has a long history of colonization. While there is some confusion as to who were the earliest settlers it is agreed that the island would have had one colonial power or another lay claim to it since the 1500's. It is agreed though, that most of the early colonizers were English settlers who migrated from St. Kitts.

In addition to these colonizers it is believed that African slaves began arriving in the late 17th Century. Many historians agree that the Anguillan Revolutions of 1967 and 1969 were defining moments in the history of this most stoic people. Although full British rule was re-established by 1971, the island was finally seceded from St. Kitts and Nevis by 1980 and was recognized as a separate Crown Colony the status of which was changed to British Overseas Territory (BOT) by 2002.

As an entirely self-governed British Overseas Territory, Anguilla is rich in the diversity of its people as the topography of its land. More than 90% of its population has a religious affiliation most of which are of Christian denomination with Anglicanism and Methodists accounting for the larger percentage of the followers. Music, food, folklore and sport all contribute to the rich heritage that is the Anguillan experience.

The field of sport especially, provides a platform for much national pride. Whether it is Omari Banks, Chesney Hughes and Cardigan Conner in cricket or young phenoms, Shara Proctor, Keith Connor or Zharnel Hughes in athletics or even the Anguilla Eels RFC or the annual sailing regattas there is a legacy of success and accomplishment at the highest levels of athletic performance.

In 1980, a Sports Council was formed to administer sports on the island. This Council comprised entirely of volunteers who were sports enthusiasts and who were also active players in many of the sports. The executive body consisted of a President, Vice President, Secretary and a Treasurer. The Council functioned for a short period and was responsible for the formation of executive bodies to govern the existing sporting disciplines on the island at the time.

In 1983 the Government of Anguilla established a Sport Office which made the sports council redundant. A Sports Officer within the Department of Community and Welfare initially managed the office until 1998. During that time this sole officer undertook the administration of sports and sports facilities. In 2004, the Government established the Sports Department, which was staffed with a Director and a Secretary along with two (2) primary school Physical Education Teachers and two (2) Grounds Men.

The island has continued along the road of steady development. Its population has grown along with its increased socioeconomic activity. Growth and development brings changes and not all of them good. The very cultural fabric of the people has undergone a noticeable change exemplified by several social ills, seen in the fragmentation of the society. Crime and gang violence has become more prevalent and teenage pregnancies are of greater concern.

These issues along with the growing popularity of sport both locally and globally provide adequate impetus for the decision makers to strengthen the resource capacity of the Sports Department and provide a stronger framework for the effective delivery of sport at all levels. Nelson Mandela said, *“Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does. It speaks to youth in a language they understand. Sport can create hope where once there was only despair.”*

The realization of the power of sports in this manner speaks to a development process that necessitates increasing the human resource capacity, strengthening the physical and structural capacity and implementing institutional policies and guidelines. Entrenched in this process of development is strategic planning against the backdrop of national priorities and global realities. All coming together to ensuring that sports chart the right path for the creation of a relevant and sustainable sports sector plan.

This Sports Policy as part of the National Sports Sector plan seeks to build on the foundation of past

successes. It seeks to create a sustainable model for future aspirants and citizens on a whole to pursue and achieve their fullest potential through a robust and enabling environment.

1.4 Developing the National Sport Policy

1.4.1 Guiding Principles

Based on the discussions with the key local stakeholders involved in the administration of sports in Anguilla, including the Minister of Sports, the Parliamentary Secretary for Sports, the Permanent Secretary with responsibility for sports and the Director of Sports along with other stakeholders, the consultants adopted several key principles in their approach to this project.

1.4.1.1 Principle 1: Participatory/ Consultative Approach

A key principle of the overall engagement for this project is the adoption of a participatory/consultative approach that seeks to provide opportunities for a wide cross-section of the national community to contribute to the dialogue. In this regard, consideration would be given to all stakeholders who provide contributions for consideration.

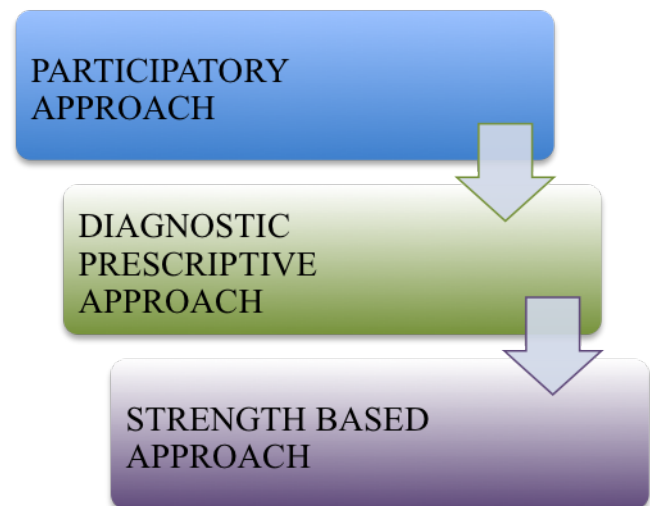


Figure 1: Guiding Principles of the National Consultation

1.4.1.2 Principle 2: Diagnostic/Prescriptive Approach

The diagnostic/prescriptive approach ensures that a thorough scan of the existing status is captured and considered before making any decisions. This approach avoids the risk of adopting models from other cultures that may be trendy, but may not meet the existing needs of Anguilla and its unique status. The final outputs must therefore reflect a coherent set of strategies based on needs and contextual realities of Anguilla.

1.4.1.3 Principle 3: Strength Based Approach

The traditional deficit approach of identifying weaknesses and trying to find appropriate solutions often has the effect of labeling the beneficiaries (in this case, the country of Anguilla)

as inadequate, poor and undeveloped. The strength based approach takes a different perspective, while not ignoring the challenges, this approach focuses on the prevailing strengths of the beneficiary and initiates a sense of possibility, building on the existing successes as a starting point for charting the way forward.

1.5 Phases of the Policy development

1.5.1 Phase 1: Assessment of National Sports Sector in Anguilla

This process involved the review of key national documents that governed the sports sector in Anguilla:

- ◆ The Anguillan Dream: Anguilla United Front Manifesto 2015- 2020 and Beyond
- ◆ Department of Sports Strategic Plan
- ◆ Audit of Government Sporting Facilities 2013-2014
- ◆ Project Proposal for the Renovation of Basketball Courts (2011)

1.5.1.1 Preliminary Consultation

The preliminary consultations involved discussions with the lead agencies involved in the governance of sports in Anguilla and provided an opportunity for sharing of general concerns and ideas on the way forward. Key individuals involved in the preliminary consultation:

- ◆ Minister of Sports
- ◆ Parliamentary Secretary with responsibility for Sports
- ◆ Permanent Secretary in the Ministry of Social Development with responsibility for sports
- ◆ Director of Sports
- ◆ Staff at the Department of Sports
- ◆ Members of the Commonwealth Games Association – Anguilla
- ◆ Representatives of the National Sporting Associations
- ◆ Representatives of Education Sector

- ◆ Representatives of the Health and Wellness Sector & Youth Ambassadors
- ◆ Representatives of NGO's and Community Action groups

1.5.1.2 Environmental Scan

The environmental scan was done prior to the July visit, during the first phase of the project which included working with the National Sporting Associations to create a framework for the effective governance of sports on the island. The scan provided a picture of the status of sports in Anguilla from the perspective of the national associations/ federations. Data collected from the scan was collated and shared at the first stakeholder consultation.

- ◆ Surveys were conducted with:
 - ◆ National Sports Associations
 - ◆ Department of Sports
 - ◆ Commonwealth Games Association - Anguilla

1.5.2 Phase 2: National Consultations

1.5.2.1 Key Stakeholders Consultation

The first key stakeholder consultation was convened to facilitate face- to-face interaction between and among the key stakeholders of sports in Anguilla and included among others, representatives of:

- ◆ National Sports Associations
- ◆ Ministry of Social Development
- ◆ Physical Education Stakeholders
- ◆ Commonwealth Games Association – Anguilla

These consultations provided the opportunity for:

- ◆ Sharing the results of the Environmental Scan

- ◆ Brainstorming of a Vision for Sports in Anguilla
- ◆ Exploring barriers to implementation of a sports policy
- ◆ SWOT analysis of sports sector in Anguilla
- ◆ Exploring the potential narrative for the future of sports in Anguilla

1.5.2.2 Targeted Group Consultations

During the period July 4-8 the consultants conducted a total of 14 consultative meetings. These included community meetings as well as meetings with key delivery personnel in the areas of health and wellness, education and youth development to name a few. These meetings were designed to attract the widest cross-section of nationals. This provided a platform for stakeholders to freely share their thoughts and wishes in relation to sports, its meaning to citizens and how it could be developed to better serve their needs. While some communities were better mobilized than others the consultants felt that all sessions provided good insight into the thoughts and feelings of stakeholders and generated meaningful dialogue and potential solutions. In each instance whether at the community level or in focus group discussions persons were able to identify challenges, point to important lessons from past experiences and provide useful recommendations for consideration.

1.5.2.2.1 Communities visited:

- ◆ East End
- ◆ Island Harbor
- ◆ Adrian T. Hazel
- ◆ The Valley Basketball Court

1.5.2.2.2 Sub-sector Stakeholder Meetings:

Sub-sector consultations were held similarly to acquire feedback from stakeholders who work in the field and lead initiatives that either are wholly sports related or involve strong linkages to sport and physical activity. It was important to have these discussions as each of these areas contributed to the

overall sports sector operations. It was therefore imperative to explore the extent to which these activities and operations could be integrated in a comprehensive and cohesive manner to the overall plan. These meetings proved to be very valuable. Wonderful and useful insights were gleaned that emerged from the health sector, education, youth as well as finance, religion and gender based groups. Discussions highlighted existing activities that were linked to the sport sector and helped facilitate a better understanding of the concept of a national sports sector strategy. Discussions also generated a greater sense of buy-in from individuals who may otherwise have thought that their organizations and activities were not linked to the sports sector. Sub-sector stakeholder meetings included representatives from the following agencies, organizations and departments:

- ◆ National Youth Council, Youth Ambassadors and Social Clubs
- ◆ Health Services and Health Education
- ◆ Finance, Economic Development and Tourism
- ◆ Education, Physical Education, Sports Department
- ◆ National Sports Associations
- ◆ PAVE
- ◆ Sports clubs, fitness gyms, community sports groups
- ◆ Health focused NGO's
- ◆ Gender Affairs, Churches, Social and Community Development agencies

1.5.3 Phase 3: Facility visits

Another element of the activities conducted by the consultants involved site visits to the various sport facilities across the island as well as to proposed sites for the development of new venues.

In this regard Director of Sports, Mr. Rollins Richardson and Mr. Raymond Guishard, Manager for Facilities played an integral role in providing information and insights into the background of the various venues, updates on the operational status as well as plans for the development of future venues.

The visits to several of these sites revealed that there was a significantly high level of disrepair to most of these venues although some were still fairly well used by members of the public.

Recommendations for the upgrade and development of these venues must be seen as critical to the overall national sports sector strategy and will form an integral part of the final report that will be generated.

1.5.3.1 Venues visited:

- ◆ Adrian T Hazell Basketball Court and Playing Field
- ◆ ATHPS Basketball Court and Playing Field
- ◆ Coronation Park
- ◆ East End Basketball & Tennis Courts
- ◆ Fredrick Harrigan Playing Field
- ◆ Island Harbour Basketball Court
- ◆ James Ronald Webster Park
- ◆ North Hill Basketball Court
- ◆ Owen Mussington Playing Field
- ◆ Sandy Ground Playing Field
- ◆ Stoney Ground Basketball Court
- ◆ Stoney Ground Playing Field
- ◆ West End Basketball Court

1.5.4 Phase 4: Establishment of National Sport Sector Working Group

The working group was established to include a cross-section of local expertise. The working group was engaged throughout the process and provided feedback and advice to the consultants as necessary. They helped ensure that the outputs at all stages remained contextually relevant for Anguilla. The consultants held two face-to-face meetings with this group. The objectives included helping members understand the expectations and the process that would be used. It was used to reinforce the importance of the group's timely and thoughtful inputs. It also ensured that the views, wishes and expectations of stakeholders were properly captured, ventilated and addressed in the development of the output documents.

During the second meeting, which occurred at the end of the week of consultations, the

consultants took the opportunity to brief the members on the issues and emerging themes from the various discussions and meetings. The committee also began working on the first draft of the Vision statement for the Sport Policy and generated three options, which were subsequently shared with other stakeholders before finalizing and adopting as the vision for sports in Anguilla.

Members of the working group included:

- ◆ Mrs. Chanelle Petty-Barrette - Permanent Secretary (2008 - 2016)
- ◆ Mrs. Hyacinth Bradley – Ministry of Social Development
- ◆ Mr. Rollins Richardson - Ag. Director of Sports
- ◆ Mr. Bren Romney – Director, Department of Youth and Culture
- ◆ Mr. Ken Banks – Commonwealth Games Association, Anguilla
- ◆ Mr. Keithstone Greaves – Media, Journalist
- ◆ Tr. Sandra Fahie – Curriculum, Education-PE
- ◆ Mrs. Twyla Bradshaw-Richardson – CDU Director
- ◆ Mr. Clive Frankie Smith – Social Worker (disability and the elderly)
- ◆ Mr. Bernard Wattley – Director, National Library Services
- ◆ Mrs. Katrina Richardson – Deputy Director, Sports
- ◆ Mrs. Nadia Linton - Department of Sport, Administrative Assistant
- ◆ Ms. Cleopatra D'Auvergne - Health & Fitness Professional
- ◆ Mr. Nigel Linton - Sport & Health Professional



SECTION 2: The Sports Policy – Towards a healthier, happier Anguilla

2.1 Vision

A people empowered to pursue and enjoy the benefits sports offer for sustainable development, personal enjoyment and wellbeing.

The vision for citizens to be able to pursue sports experiences and opportunities at all levels is based on the principles of:

- ◆ Equity of access for all
- ◆ Quality programs delivered by qualified individuals who are working towards the benefit of Anguillans
- ◆ Support that promotes an enabling environment which is coherent and collaborative

2.2 Mission

In collaboration with national, regional and international partners, we promote, encourage and facilitate the development of sports as a catalyst for the empowerment of all persons and the socio- economic advancement of the nation.

The mission recognizes the collective role of all stakeholders to ensure:

- ◆ The citizens of Anguilla are kept as the focus and purpose of all activities and the beneficiaries of those activities.
- ◆ Effectiveness and efficiency in the delivery of sport.
- ◆ The provision of sufficient, safe, suitable and well-maintained facilities for sport and recreation.
- ◆ Requisite support is provided to agencies and organizations as needed for their improved functioning and sustainability.
- ◆ The deliberate coordination of sport-based initiatives and activities between and among all relevant agencies and stakeholders.



2.3 Conceptual Model-People Centered Outcome Based Sport Model (PCOB)

2.3.1 Overarching Philosophy and Principles of the Policy

The conceptual model for this sports sector plan is based on an understanding that the population of Anguilla is made up of many different sub-sector groups of varying ages, genders, socio-economic circumstances, cultures, interests and needs. These sub-sector groups exist across the island and within different geographic communities, each with its own idiosyncrasies. The PCOB model recognizes the need for a National Policy that responds to the needs of the individual sub-sector groups as well as the national collective through the delivery of effective and efficient sport services with a strong inherent focus on purposeful outcomes.

The PCOB model focuses on the relationship between the respective sub-sector groups and sports-related agencies (government, NSO, private, etc.) within an enabling environment that facilitates the realization of the (sport-related) goals of respective sub-sector groups and by extension, the (sports-related) goals of the national collective.

Critical to the success of the PCOB model is the commitment to provide the highest possible service standards that would ultimately lead to the achievement of high quality national development outcomes for the respective sub-sector groups.

The PCOB model encourages access to the necessary sport-related services to meet the personal needs and goals of individual members of society and that the respective sport-related service providers are operating from a client-centered position.

2.3.2 Description of the PCOB Model

The PCOB model places people at the center and acknowledges that needs may be addressed at the individual, community and national levels. It establishes that in order to reap the benefits of improved health and wellness, improved social stability and sustainable economic growth through the delivery of sports there must be coordinated and collaborative efforts so as to create an enabling environment. It suggests that at all of these levels, the people are served by government agencies, non-government organizations (including NSOs) and private enterprise. The model takes into consideration the roles, responsibilities and relationships between and among the various service-providers while promoting an enabling environment for the efficient delivery of quality sports services that facilitate the achievement of desired outcomes.

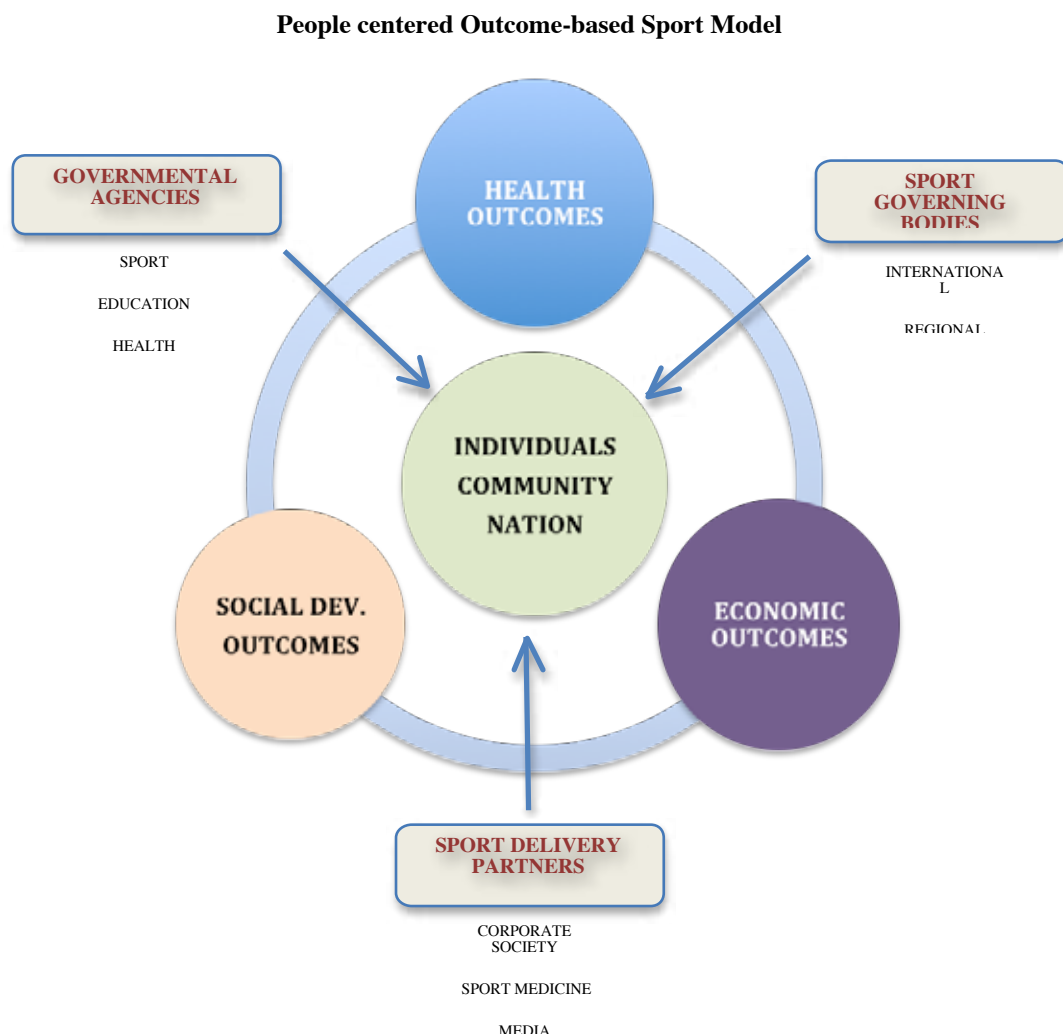


Figure 2: People centered Outcome-based Sport Model
© Collins & Mungal (2016)

2.3.3 Principles that guide the PCOB Model:

1. The quality of the service is determined by the beneficiary;
2. Sustainable success of the model requires the creation of an enabling environment that facilitates and is facilitated by local empowerment;
3. Local (community-based) engagement is incorporated at all stages of the process (planning, implementation, monitoring and assessing);
4. Efficacy of the model relies on an environment of choice and self-direction;
5. Excellence is driven by expert capacity and focus on the client;
6. Self-sufficiency and independence are promoted.

2.4 Sport Policy Statements: Creating an Enabling and Sustainable Model

The following Policy statement seeks to address the key elements that contribute to an effective and sustainable sports sector plan.

2.4.1 Policy Goals

It is important to note that this Sports Sector plan and Policy adopts an approach that is divergent to traditional approaches to Policy development. The consultants strongly believe that due to its rich heritage, small population and national priorities there must be a strong focus on effectively delivering sports to all citizens. The Government of Anguilla cannot afford to ignore any sector and therefore is committed to ensuring that this sports sector plan speaks to quality and effectiveness of delivery towards a healthier, happier population.

The goal of this Policy is to effectively articulate a framework for the effective delivery of sports and physical activity to the citizens of Anguilla so as to satisfy their sporting desires and facilitate excellence in performance while creating a platform for a healthier society.

This goal is guided by extensive consultations with all relevant stakeholders including:

- ◆ Ministry of Health & Social Development (Senior staff)
- ◆ Department of Sports (all staff)

- ◆ National Sporting Organizations/Associations
- ◆ Coaches and Physical Education teachers
- ◆ Health and Wellness professionals
- ◆ Community and Faith-based Organizations
- ◆ National Youth Council (executive)
- ◆ Sports and service delivery specialists (physiotherapists, massage therapists, gym instructors etc.)
- ◆ Other Governmental agencies and officers

These consultations revealed that members of the sporting fraternity and the general public at large were interested in:

- ◆ Ensuring that more sporting and recreation opportunities were provided to all citizens. There was concern that enough was not being done for the aging population and persons with disabilities.
- ◆ Upgrading many of the sporting facilities across the island as well as constructing some high-end facilities that will provide the opportunity for better training facilities for local athletes as well the opportunity for the hosting of higher levels of regional and potentially international events.
- ◆ Creating an environment that could capitalize on the resources and activities in Anguilla to grow a sustainable sports tourism industry.
- ◆ Creating more dependable pathways to elite sports participation.
- ◆ Making sport an activity from which nationals could begin to identify with as providing viable job opportunities
- ◆ Creating more effective sports delivery systems among the Sports Department and other sports stakeholders
- ◆ Making the goal of personal health and wellness a key part of any sports initiatives for citizens
- ◆ Creating a framework and system for quality assurance of sports programs and practitioners
- ◆ Ensuring that integrity in sports issues are appropriately addressed at all levels

2.4.2 Policy Objectives

The objectives of this sports policy include:

- ◆ (To establish a comprehensive framework for the conceptualization, design and implementation of effective and meaningful sports and physical activity experiences for citizens.
- ◆ To establish Policy guidelines to support the effective and targeted delivery of sports and physical activities experiences.
- ◆ To establish policies that meet international standards of best practice to address critical national and global issues through sport.
- ◆ To establish policy that is accepted by the national population and supported by relevant Government agencies, stakeholders and institutions that could facilitate its effective implementation.
- ◆ To establish policy that excites all stakeholders and motivates everyone to cooperatively drive its implementation.

2.4.3 The Role of Government in Sports Delivery

Fundamentally, government's role is to provide and promote safety and security for its citizens, promote and encourage equity and ensure development and advancement of society. Researchers agree that the government's role in sports is very similar, as it should promote national identity, social cohesion and economic growth as well as social development welfare and health.

Governments that recognize the power of sports to advance its goals demonstrate that commitment through appropriate levels of resource allocations, policy development, strategies for the development of the sector and infrastructural development. Such governments understand the role that sport and physical activity can play in:

- ◆ Improving the health and wellness of citizens and reducing the health care costs
- ◆ Improving society's sense of community and collective pride
- ◆ Reducing risks of anti-social and self-destructive behaviors among youth and other vulnerable communities
- ◆ Increasing worker productivity and reducing absenteeism and other forms of low productivity attitudes and behaviors

2.4.3.1 Policy Statement: Role of the Government

The Government of Anguilla recognizes and accepts its role in the enlisting of sports as one of the tools towards the fulfillment of national priorities. We are committed to provide the requisite support for its development through budgetary allocations, resource mobilization strategies, policy implementation, regulatory and management frameworks within the confines of our economic, social and national realities.

2.4.3.2 Policy Goal

Citizens receive quality sport experiences as a result of Government's commitment to aptly support the sports sector.

2.4.3.3 Policy Objectives

1. To maintain the efficiency and effectiveness of the Sports Department (and/or National Sports Council) through an established quality assurance framework that facilitates ongoing review and strengthening of the Department's operations based on established performance targets.
2. To explore the concept and establish if necessary a National Sport Council
3. To recognize and reward individuals and organizations who demonstrate excellence in sports and/or who contribute to the development of sports in Anguilla through the establishment of a National Sports Award Scheme.
4. To uphold appropriate standards of operation for sports sector service-providers through the establishment of relevant regulations and procedures that supports the effective delivery of sports to all stakeholders.
5. To provide adequate resources to facilitate the growth and sustainability of sports in Anguilla through the establishment of a Resource Mobilization Committee that will be responsible for developing and executing resource mobilization strategies in collaboration with other relevant stakeholders.
6. To collaborate with other sectors within the national landscape through the establishment of a Multi-Sectorial (Government) Committee that will identify and support integrated strategies for the realization of national goals to which sports could contribute.



2.4.4 Sport for All

One of the main goals of this sports policy is to articulate a framework for the effective and efficient delivery of quality sports experiences to the citizens of Anguilla and those that visit our shores. Sports are recognized as beneficial to all citizens regardless, of color, creed, race, ethnicity, socio-economic status, physical and cognitive ability, sexual orientation or political affiliation. UNESCO's (1978) *International Charter on Physical Education and Sport* establishes that the practice of physical education and sports is the fundamental right of ALL citizens.

The concept of Sport for All begins by recognizing that sports have a significant role to play in the development of a healthy and productive society. We believe that all persons should have access to regular opportunities to participate in sports, physical activity and recreation.

Moreover, the promotion of quality sports and physical activity for all citizens has long-term health and economic benefits. *Designed to Move* (2012) highlights six potential human capital dimensions where benefits are accrued as a result of quality delivery of sports and physical activity opportunities. These include intellectual, financial, physical, social, individual and emotional benefits and they further suggest that physical activity is an investment in human competitiveness and a mode of maximizing human potential.

The provision of quality sports and physical activity experiences for all citizens as a fundamental right speaks to the delivery of these experiences at every level of sports participation from grassroots sports to elite sports and across all ability levels (including persons with disabilities despite gender, ethnicity or religious persuasion).

2.4.4.1 Policy Statement: Sports for All

The Government of Anguilla recognizes the fundamental and inalienable right of every citizen to participate in safe and developmentally appropriate sporting experiences. All sporting bodies and those that provide goods and services must maintain the best interest of the client at the center of their activities by working to ensure delivery of quality, safe and appropriate goods, services and experiences to these individuals.

Further, this policy will be guided by the principles outlined in the European Union's Sport for All Charter (1975).

2.4.4.2 Policy Goal:

Citizens having equality of access to quality sports and physical activity opportunities in pursuit of health, wellness, recreation and excellence.

2.4.4.3 Policy Objectives:

1. To establish a national framework for the delivery of quality sports and physical activity experiences.
2. To increase access to sport and physical activity opportunities for the various target groups across Anguilla through partnerships with all relevant stakeholders.
3. To develop and maintain suitable spaces for sports, recreation and physical activity and promote full use through developmentally appropriate programming.
4. To develop methods and approaches to safeguard those who participate in sports, in respect to exploitation, safety, security and health and wellness.
5. To provide an avenue for vulnerable communities and groups to gain greater access to sports, recreation and physical activity.
6. To provide an avenue for greater collaboration between various interest groups and service providers re other areas of policy-making and planning such as education, health, tourism, social development, town and country planning, conservation, the arts and leisure services.
7. To secure through partnerships, policies and commitments the requisite resource allocations to effectively deliver these programs and initiatives.

2.4.5 Sports for Development

Right to Play (2011) refers to Sports for Development as the use of sports as a tool to improve people’s lives and enlarge people’s choices. They go on to say that sports for development expands the notion of sport to include a very broad range of physical activities and according to UNESCO these include, structured and unstructured play, recreational activities, physical education and exercise, casual, organized and competitive sport and indigenous sport and games.



The UN Task Force on Sport for Development 2003 suggested that sport offers a cost-effective tool to meet many development and peace challenges and help achieve the MDG’s. This prompted the United States Agency International Development (USAID) department to declare that sports programs merit support because they are

Figure 3: Sport’s contribution to Sustainable Development Goals

powerful vehicles for achieving broader goals, particularly in advancing development and peace agendas.

According to CABOS (2015), sport has the ability to contribute to improving health (SDG 3), education (SDG 4), gender equity (SDG 5), peaceful and inclusive societies (SDG 16), innovation and inclusive, sustainable growth and development (SDG’s 8 & 9). They also called for multi-sectorial approaches and public-private partnerships to scale these contributions. The World Economic Forum (2012) concluded that sports should be given the amounts of money and effort needed to create effective sports-based development programs that give priority to the development objectives.

The International Working Group on Sport for Development and Peace (IWGSDP) (2008) articulated and promoted the adoption of policy positions for Governments to use sports as a tool for development and peace. Sports, it stated, could be used to effectively address developmental issues of education, child and youth development, health, gender, disability and peace.

2.4.5.1 Policy Statement: Sports for Development and Peace

The Government of Anguilla embraces the use of sport as a tool to meet the national development goals and accepts that sports can contribute to the development and realization of national targets in the areas of health, education, social development,

innovation and economic growth, and gender equity. It establishes that the Ministry responsible for Sports, the department of sports and its organs will work collaboratively with other relevant government agencies and departments to support national development through sport.

The Government also recognizes and adopts the guidelines for governments developed by the Commonwealth Secretariat in *“The Commonwealth Guide to Advancing Development through Sport”* as the operational framework for the effective use of sports as a tool for development in the service of our nation.

2.4.5.2 Policy Goal:

The quality of citizens’ lives improved in areas of health and wellness, social cohesion, education, gender equity, innovation and sustainable growth through deliberate planning and coordinated delivery of sport for development interventions.

2.4.5.3 Policy Objectives:

1. To promote the deliberate use of sports as a tool to address national development priorities including relevant Sustainable Development Goals.
2. To build the capacity of youth and other members of society to deliver, monitor and evaluate, quality sports for development interventions and programming.
3. To ensure that all sports for development strategies align to national priorities and meet global standards and international best practice models.
4. To increase the national awareness to the power of sports to make a positive impact on development areas other than sports participation and excellence.
5. To work with stakeholders to integrate sports for development approaches into social development, health and education strategies.

2.4.6 Sports Excellence

Sports excellence is the result of the interplay of many disparate factors (Abbott, Button, Pepping & Collins, 2005; Bailey et al., 2010). All of these work together to create an environment that enables the athlete to experience excellence in performance at each level and dimension of sport and physical activity participation. Sports excellence can also be seen as the process of these

factors working at each stage of the athlete’s development to produce success at the highest levels of sports participation.

Sports excellence for citizens of Anguilla means that everyone is entitled to have quality sports experiences at every level of sports participation. This will ultimately lead to high levels of recreational physical activity as well as elite athletes attaining prominence and notoriety in their respective disciplines through achieving and surpassing global standards of excellence.

Sports excellence therefore speaks to the creation of an enabling environment that leads to sustained achievement, realized through deliberate and purposeful support and development.

The creation of an enabling environment through support of the various elements that contribute to sporting excellence must be a collective responsibility. These elements include among others:

- ◆ building a strong foundation through a quality physical education program at all school levels,
- ◆ promoting sports participation for all citizens,
- ◆ working towards performance standards and best practice models by building the capacity of sports and administrators, coaches and other support staff, as well as
- ◆ creating a pathway to sport employment and entrepreneurship through education and training

As such, the National Sports Policy of Anguilla is informed by the Canadian Sport for Life, Long-Term Athlete Development Model.

Long-Term Athlete Development Framework



Figure 4: LTAD Model used with permission of Canadian Sport for Life

2.4.6.1 Policy Statement: Sports Excellence

The Government of Anguilla holds the ideals of sports excellence as paramount in its support of the delivery of sports and physical activity. It further recognizes that this excellence is achieved and sustained through the combination of several factors including, the provision of financial support, the tooling and resourcing of a Ministry with Responsibility for Sports, the Department of Sports and its organs, the creation of a multi-sectorial approach, the creation of supporting policies in other Ministries, and the facilitation of requisite international arrangements and agreements within the context of our existing status as a British Overseas Territory.

2.4.6.2 Policy Goal:

Citizens who display national pride and satisfaction as a result of the consistent achievement of sports excellence at the school, community, club, national and international levels.

2.4.6.3 Policy Objectives:

1. To establish a framework for the delivery of quality sports and physical activity experiences by the government and other stakeholders for all citizens of Anguilla
2. To develop/adopt a framework for effective sports delivery towards sports excellence as defined herein.
3. To implement physical literacy and sports skill development through quality physical education programs at the pre-school, primary school, secondary school and tertiary institutions.
4. To provide opportunities to enhance the capacity of administrators, coaches, sports medicine practitioners, athletic trainers and other service providers.
5. To develop standards of excellence for coaching at all levels.
6. To establish and implement monitoring and evaluation systems for the sports delivery framework.
7. To provide an enabling, people-centered environment for nationals to develop and pursue their sporting goals and aspirations.
8. To work with local, regional and international partners and stakeholders to ensure the adequate and sustainable resourcing of all components of the sports sector plan

2.4.7 Sports Enterprise

There is no doubt that sport is a multi-billion dollar global industry. Forbes contributor Darren Heitner (2015) notes that the sports market in North America alone was worth \$60.5 billion in 2014 and is expected to reach \$73.5 billion by 2019. A study on the Contribution of Sport to Economic Growth and Employment in the EU (2012) suggests that sports is a major driver of innovation and economic growth, contributing more to the EU economy than agriculture, forestry and fisheries combined, with direct and indirect contributions in 2005 recorded at almost 300 billion euros.

The realities in Anguilla are much different in terms of population size, land mass, economic status and political status for example. Due to these factors as well as the fact that sports has not been given great prominence and support in the past, there is no semblance of a sports industry in existence. However there is a very enthusiastic sports sector.

This policy recognizes that fact and intends to create and maximize opportunities for economic activity that will contribute to GDP through employment, investment in infrastructural development, tourism and hosting of events in the medium to long term.

2.4.7.1 Policy Statement: Sport Enterprise

The Government of Anguilla commits to working with stakeholders and other partners to explore and create a platform for maximizing the economic potential derived through the delivery of quality sports and physical activities.

2.4.7.2 Policy Goal

Increased economic value of the sports sector in Anguilla as a result of efficiently led sporting organizations and innovative fiscal strategies that harness the potential profitability of selected aspects of the sport industry.

2.4.7.3 Policy Objectives

1. To enable the sustainability of sporting programs at the school, club, community and national levels through the use of shared program templates that promote efficiency, accountability, responsibility, collaboration, innovation, ownership and self-sufficiency.

2. To establish Anguilla as a preferred sports tourism destination through the development and promotion of a suite of strategic sports tourism products and services.
3. To incorporate legacy planning as a key precursor to infrastructural development
4. To enhance the efficiency and productivity of national sporting organizations and other sports sector service providers using a quality assurance framework that meets global standards for the education and certification of sports industry professionals.
5. To strengthen commercial opportunities through collaboration among local, regional and international stakeholders.
6. To incentivize sports and motivate nationals to pursue career pathways through sports.

2.4.8 Integrity in Sports

The issue of integrity in sports is one of global concern. In light of the high degree of financial reward, opportunity for notoriety, opportunity for a career and the gain of other benefits that sports offer athletes, agents, coaches and support staff as well as the man on the street are faced with ever increasing demands to take short cuts to get to their goals.

Ministers of sport at the MINEPS V in Berlin (2013) declared that the global prestige of sports depend primarily on upholding core values such as fair play, achievement by merit, and uncertainty of the outcome of competitions. They reaffirmed that public authorities were responsible for promoting the values of sports as part of realizing and spreading the benefits of sport to individuals and communities.

This Policy underscores the need to promote integrity in sports as a core component of an enabling sports environment for Anguillans and covers the areas of Good Governance in Sports, Doping in Sports, Child Protection and Safeguarding and Match Fixing and Illegal Gambling in Sports.

2.4.8.1 Good Governance in Sports

It is accepted that at the very core of an effective and efficient sports system is well structured and managed sports bodies. The good governance of these bodies collectively contributes to high levels of effectiveness and efficiency that is demonstrated through

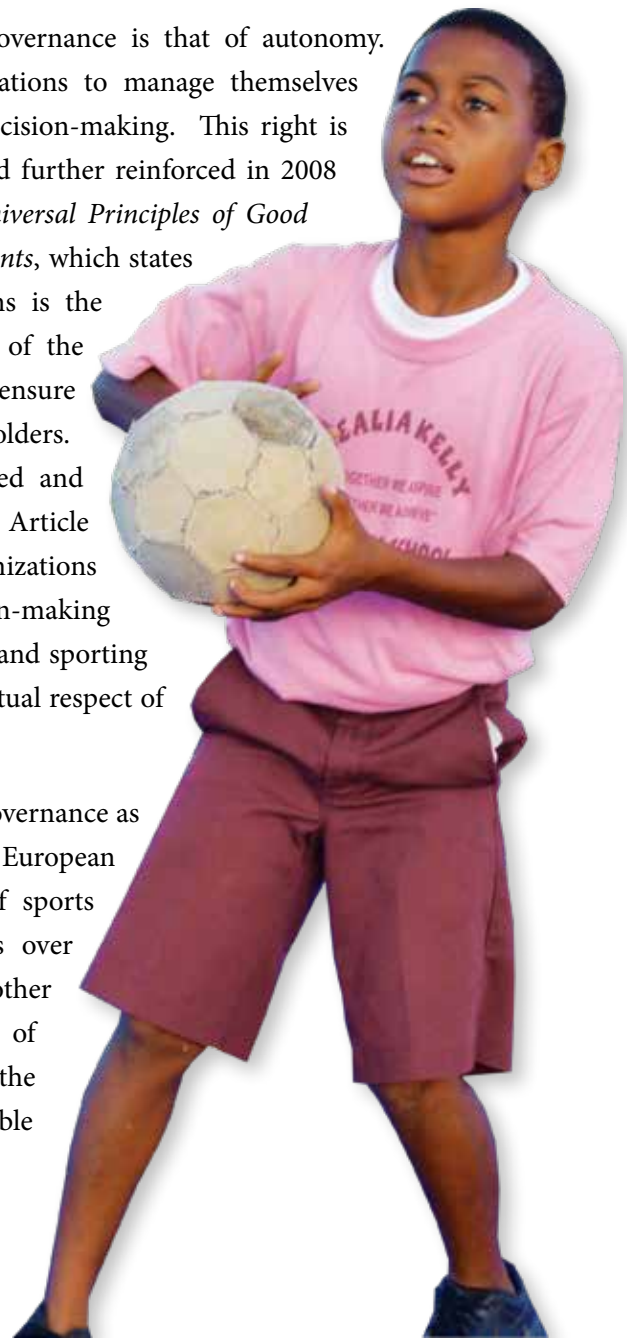
sound decision making that maintains alignment with purpose and policies.

European Union (2013) defines governance as the framework and culture within which a sports body sets policy, delivers its strategic objectives, engages with stakeholders, monitors performance, evaluates and manages risk and reports to its constituents on its activities and progress including the delivery of effective sustainable and appropriate sports policy and regulations.

Chappelet (2016) in his contributions to the *Global Corruption Report: Sport*, published by Transparency International maintains that Governance is an important issue for sports and organizations that co-produce sports (clubs, federations, governing bodies etc.). These organizations increasingly have to work in conjunction with public bodies, non-governmental organizations, other non-profits and commercial companies, most notably sports equipment companies, sponsors and media.

An important element in the concept of governance is that of autonomy. Autonomy speaks to the ability of organizations to manage themselves without outside influences directing their decision-making. This right is enshrined in the Olympic Charter (1949) and further reinforced in 2008 through Article 6 of its resolution: *Basic Universal Principles of Good Governance of the Olympic and Sport movements*, which states that good governance in sport organizations is the fundamental basis to secure the autonomy of the Olympics and Sporting Organizations and to ensure that this autonomy is respected by all stakeholders. The concept of autonomy was also endorsed and adopted in the European Sport Charter (1992) Article 3.3 which states that voluntary sport organizations have the right to establish autonomous decision-making processes within the law. Both governments and sporting organizations shall recognize the need for mutual respect of their decisions.

While no one will challenge this concept of governance as a fundamental right of an organization, the European Union (2013) suggests that the integrity of sports have been subject to significant challenges over recent years. Match fixing, corruption and other criminal activities have arisen and because of the proliferation of integrity issues in sports the autonomy of sports bodies is now more susceptible



than ever before. The Commonwealth Advisory Body on Sport (2015) reiterated this position and stressed that the emphasis on inclusive development, good governance and transparency in the post 2015 development agenda underscores the need for sports stakeholders to intensify efforts to protect the integrity of sports.

It is because of this fact that the Government of Anguilla accepts and adopts the concept of *'responsible autonomy'* as espoused by IOC President, Thomas Bach (2013) who said that, *"Politics must respect this sporting autonomy. For only then can sport organizations implement these universal values amidst all the differing laws, customs and traditions. Responsible autonomy does not mean that sport should operate in a law-free environment."*

2.4.8.1.1 Policy Statement: Good Governance in Sports

The Government of Anguilla recognizes that sporting bodies seek to promote the value of sports through their activities. These activities are delivered to citizens and on behalf of citizens. It is therefore important to note that these bodies exist within the landscape of Anguilla and contribute to national realities. National sporting bodies represent their membership and the country at large. They seek and secure public and private sector resources in support of advancing their goals and objectives and are therefore responsible and accountable to the people of this island.

It is the minimum expectation that all sporting organizations operating within Anguilla or on behalf of Anguilla in a foreign territory meet the requirements of the Good Governance in Sports Principles for Anguilla (2015) and any subsequent iteration of this document.

Satisfying these principles will create the avenue for support of the Government and citizens.

2.4.8.1.2 Policy Goal:

Government sports delivery agencies, National Sporting Associations, sports clubs and other sports delivery and service providers adopt and adhere to the *Good Governance in Sports Principles* for Anguilla (2015).

2.4.8.1.3 Policy Objectives:

Government sports delivery agencies, National Sporting Associations, sports clubs and other sports delivery and service providers:

1. To adhere to an administrative performance standards framework for the sports sector.
2. To clearly articulate purpose statements for the organization in alignment with global trends and reflected in their vision, mission, core values etc.
3. To establish and commit to an organizational structure and systems that drives the effective and efficient functioning of the organization.
4. To ensure that all relevant stakeholders are informed, consulted, involved and openly, objectively and adequately services.
5. To promote and protect the integrity of sports through the establishment of, and adherence to, a Code of Ethics that provides clear ethical positions and guidelines for the conduct of personnel.
6. To establish and adhere to transparent and accountable systems and structures of reporting and evaluating the performance at all levels of the organization's operations.
7. To ensure adequate consideration is given to the local, regional and international context in terms of national development priorities as well as cultural, economic and social realities.

2.4.8.2 Doping in Sports

An ever-increasing challenge in contemporary sports is the issue of doping in sports. Athletes are constantly under pressure to perform and at times they may be tempted to use substances and methods that help them advance their preparations and improve their performance. In most cases this involves athletes using substances or methods that give them an unfair advantage.

International watchdogs for clean sport the World Anti-Doping Agency (WADA) asserts that doping is fundamentally contrary to the spirit of sports and affirms that athletes have doped when one or more of the following criteria are met:

- ◆ Presence of a prohibited substance or its Metabolites or Markers in athlete's sample

- ◆ Use or attempted use of a prohibited substance or prohibited method by an athlete
- ◆ Evading, Refusing or Failing to Submit to Sample Collections
- ◆ Whereabouts failures
- ◆ Tampering or attempted tampering with any part of doping control
- ◆ Possession of a prohibited substance or prohibited method
- ◆ Trafficking or attempted trafficking in any prohibited substance or prohibited method
- ◆ Administration or attempted administration to any athlete in-competition of any prohibited substance or prohibited method, or administration or attempted administration to any athlete out-of-competition of any prohibited substance or method that is prohibited out-of-competition
- ◆ Complicity
- ◆ Prohibited Association

The Code (2015), the International Standards for Testing and Investigation (2015) and the Berlin Declaration (2013) guide this Policy.

2.4.8.2.1 Policy Statement: Doping in Sports

The Government of Anguilla is committed to clean sports and fair sports. Recognizing that the rewards that sports participation offer, we are committed to promoting and enforcing an environment where all forms of cheating are discouraged in the strongest possible manner in keeping with the International principles and guidelines as outlined by WADA in the Code and accompanying documents and in alignment with legal frameworks within Anguilla.

2.4.8.2.2 Policy Goal

Citizens enjoy participating in a fair and drug-free sports environment.

2.4.8.2.3 Policy Objectives

1. To promote clean sports at all levels of sports participation in Anguilla
2. To create a regulatory framework for the effective delivery of this anti-doping Policy in harmony with Anguilla's status as a British Overseas Territory
3. To increase awareness through education programs of the dangers that are associated with doping in sport and the unethical nature of its practice
4. To create mechanisms for the enforcement and monitoring of anti-doping activities in Anguilla

2.4.8.3. Child Protection and Safeguarding of vulnerable communities

This Policy recognizes that children, persons with disabilities and other vulnerable communities are at significant risk of abuse, neglect and inequitable treatment. It is committed to promote a level playing field for all and as such expressly establishes the fundamental right of these groups to access equal opportunities to sports without discrimination or prejudice.

Establishing conditions that foster participation in safe and non-threatening environments contribute to the safeguarding and protection of these groups. It also facilitates these groups realizing the benefits that accrue from sports participation.

The International Safeguards for Children in Sport (2014), the *EU Strategic Framework and Action Plan on Human Rights and Democracy (2012)*, specifically outcomes 19 & 20, and the *Berlin Declaration (2013)* all guide this policy.

2.4.8.3.1 Policy Statement: Child Protection and Safeguarding of vulnerable groups

The Government of Anguilla recognizes that children, persons with disabilities and other vulnerable groups are at risk of being marginalized by the sport system. This Policy is designed for all citizens, no matter their status or ability and therefore commits to the creation of an equitable environment for these communities access to sports.

2.4.8.3.2 Policy Goal

Citizens who may be children, disadvantaged, differently-abled or otherwise vulnerable enjoy access to sports opportunities and acquire the attendant benefits from participation.

2.4.8.3.3 Policy Objectives

1. To provide for the safety of vulnerable/protected groups as they access sports opportunities.
2. To ensure sport facilities are appropriately and sufficiently accessible to person with disabilities.
3. To create and implement policies and systems to protect and safeguard children, older persons and other vulnerable groups.
4. To promote an inclusive environment free of violence, sexual harassment, racism and other forms of discrimination.
5. To increase opportunities for girls and women to participate in sports and physical activity.
6. To increase opportunities for older persons, persons with disabilities and other vulnerable groups to participate in sports and physical activity.
7. To ensure that persons who prey on children, persons with disabilities or any other vulnerable group are prosecuted according to the law and be listed on an offenders registry.
8. To ensure that all staff are trained in child protection and safeguarding strategies.
9. To create a framework for the children, persons with disabilities and other vulnerable communities to access suitably developed and administered sports opportunities.

2.4.8.4 Match Fixing and Illegal Gambling in Sports

Gambling in sports is an age-old practice. As more and more financial transactions occur in the sports arena however the integrity of sport comes under threat from unscrupulous individuals who wish to make gains in very dishonest ways.

Hill (2013) describes match fixing as occurring when a player or referee deliberately underperforms during a sporting context to ensure that one team loses or draws the match. In their policy on match fixing in sports the Australian Government expanded this definition to include:

- ◆ the deliberate fixing of the result of a contest, or of an occurrence within the contest, or of a points spread;
- ◆ deliberate underperformance;
- ◆ withdrawal (tanking);
- ◆ an official's deliberate misapplication of the rules of the contest;
- ◆ interference with the play or playing surfaces by venue staff; and
- ◆ abuse of insider information to support a bet placed by any of the above or placed by a gambler who has recruited such people to manipulate an outcome or contingency.

This policy is informed and guided by the *Declaration of Berlin (2013)*, Australia's *National Policy on Match Fixing (2011)*, the Sorbonne ICSS *Guiding Principles for Protecting the Integrity of Sports Competitions* and the *Council of Europe Convention on the Manipulation of Sports Competitions (2014)*.

2.4.8.4.1 Policy Statement: Match Fixing and Illegal Gambling in Sport

The Government of Anguilla affirms its commitment to creating a safe, healthy and fair sports sector through discouraging illegal activities surrounding sports participation, performance and management. The Government and its relevant agencies will promote inter-agency collaborations and work with foreign and local entities to develop a regulatory framework. This framework will seek to create an environment that addresses the concerns of match fixing and illegal gambling according to international standards of good practice.

2.4.8.4.2 Policy Goal

Citizens enjoy sports in an environment that promotes and encourages fairness, equity and the right to human achievement by healthy and honest means.

2.4.8.4.3 Policy Objectives

1. To engender confidence and credibility in sports in Anguilla by foreign and local stakeholders.
2. To promote awareness around match fixing and illegal gambling in sports.
3. To develop a regulatory framework to protect the integrity of sports in Anguilla from match-fixing and illegal gambling.
4. To promote inter-agency collaboration in the monitoring and enforcing Policy and legal positions around match fixing and illegal gambling in sports.

SECTION 3: Organization and Delivery

The sports policy aims at outlining the specific areas that will be targeted and addressed in order to achieve the vision for sports in Anguilla. These ideals can only be achieved through patient, deliberate and coordinated effort.

The framework for the implementation of strategies is therefore fundamental to the successful achievement of our goals and vision. This section outlines the organizational framework that is necessary for advancing the implementation process and provides a clear description of the types of roles, responsibilities and relationships necessary.

3.1 Organizational Plan: Roles / Responsibilities / Relationships

In order to contribute to the successful implementation of this Policy, all stakeholders must clearly understand their roles, responsibilities and their relationships. While maintaining the beneficiaries at the core of our activities must be kept in focus, all stakeholders need to work together to help advance the ideals of this Policy.

For each of the subsequent stakeholders described their requisite role, responsibility and proposed relationships will be delineated.



3.2 The Ministry with responsibility for sports

3.2.1 Role:

The Ministry with responsibility for sports plays the integral role of overseeing the design, development and delivery of sport in keeping with the Policy and

Figure 5: Organization of Sport in Anguilla

strategic plan for sports in Anguilla.

3.2.2 Responsibilities:

- ◆ To develop and maintain international partnerships and alliances
- ◆ To establish and enter into mutually beneficial relationships with foreign partners
- ◆ To sign onto and promote the implementation of international treaties and agreements that are in keeping with British Overseas Territory status as well as national priorities and policies
- ◆ To establish and support the National Sport Council
- ◆ To establish a National Sports Fund
- ◆ To secure adequate budgetary allocations to support the effective delivery of sports
- ◆ To manage and coordinate funding disbursements to the Sport Department and National Sports Council
- ◆ To plan, resource and monitor all major infrastructural development initiatives
- ◆ To establish a Multi-Sectorial Committee for sports

3.2.3 Relationships:

The Ministry with responsibility for sports must critically maintain relationships with International partners so as to promote sports development in Anguilla with respect to resource mobilization and infrastructural development.

They must also work to maintain relationships with International federations, regional bodies and local national sporting associations and other service providers through its arms of the Sports Department and the National Sports Commission.

As the government arm ultimately responsible for sports in Anguilla the Ministry with responsibility for sport must maintain communication links with the public through the various forms of media.



3.3 Sports Department

3.3.1 Role:

The Sports Department is the implementation arm for sports on behalf of the Government of Anguilla in respect to Policy as well as all aspects of grassroots, recreational and high performance or elite sports.

3.3.2 Responsibilities:

- ◆ To establish and maintain recreation grounds and sporting facilities across Anguilla
- ◆ To formulate, monitor and evaluate policies relating to sports and recreation.
- ◆ To implement and enforcement of national Policies, Treatise and Agreements
- ◆ To monitor and manage compliance and Policy implementation by stakeholders
- ◆ To work collaboratively with the National Sports Council to ensure effective program design

and delivery

- ◆ To manage and report on budgetary allocations
- ◆ To maintain and manage relationships forged with international partners
- ◆ To maintain relationships with other governmental and non-governmental organizations on the Multi-Sectorial committee.

3.3.4 Relationships:

The Sports Department must maintain relationships with officials within the Ministry with responsibility for sports and to execute any directives emanating from this Ministry.

The Sports Department will also maintain relationships with international and regional partners in keeping with established agreements and policies. The relationship with the National Sport Council is especially significant to the effective delivery of sports and the Department must work closely with the Council to ensure smooth and complimentary servicing of sports to the national community, sporting associations and other service providers.

3.4 The National Sports Council

3.4.1 Role:

The National Sports Council will be responsible for the delivery of support to national sporting associations and the promotion of grassroots and elite sports to all citizens.

3.4.2 Responsibilities:

- ◆ To establish financial, organizational and administrative criteria for the support of Sporting Organizations
- ◆ To establish criteria and support of Sports Excellence through High Performance and Emerging national athletes through athlete development initiatives.
- ◆ To establish procedures and guidelines in keeping with the Sports Policy that will assist in effective implementation

- ◆ To provide technical and resource support to National Sporting Associations and other service providers in sports
- ◆ To provide support to grassroots organizations in the promotion and use of sports
- ◆ To establish an annual national awards for excellence in sports
- ◆ To establish and maintain a Sport Hall of Fame

3.4.3 Relationships:

The National Sports Council will be responsible to maintain close and collaborative relations with the Sports Department to ensure each organization is effectively meeting its mandate in the delivery of sports in Anguilla.

Positive working relationships should be developed with the various national sporting associations, non-governmental agencies and community-based agencies in an effort to ensure that the beneficiaries get the most effective and efficient service in the delivery of sports across the island.

3.5 National Sports Associations

3.5.1 Role:

National Sporting Associations represent the respective sports international body locally and is responsible for the development and effective management and delivery of the respective sport to all nationals.

3.5.2 Responsibilities:

- ◆ To ensure that the requisite governance structures are established and adhered to in the delivery of the sports
- ◆ To effectively represent the sport and its International Federation locally
- ◆ To establish strong management structures and procedural guidelines to aid in the execution of its responsibilities
- ◆ To maintain good relations with the International affiliate for the sports

- ◆ To secure appropriate levels of resources to effectively execute planned activities
- ◆ To pursue and ensure adequate levels of training for coaches and other technical officials
- ◆ To provide accurate reporting of its activities including financials to the Ministry with responsibility for Sport and its organs as well as other stakeholders as necessary
- ◆ To ensure compliance with and implementation of the National Sports Policy and other relevant guidelines

3.5.3 Relationships:

National Sporting Associations should maintain relationships with their international and regional affiliates as well as the Sports Department and National Sport Commission as government's implementation arms. Maintenance of strong bonds with the sporting fraternity whether recreational, developing or elite athlete is also important to the national sporting association as they are the beneficiaries of the sports delivery activities and therefore the conduit to achieving the goals of the Policy.

3.6 Sports & Fitness Clubs

3.6.1 Role:

The roles of sports clubs and fitness clubs are to assist in the organizing, coordinating and delivering sport at the grassroots, community and national levels.

3.6.2 Responsibilities:

- ◆ To ensure that the requisite governance structures are established and adhered to in the delivery of the sports
- ◆ To effectively represent the sports and its national association to its members and the community at large
- ◆ To establish strong management structures and procedural guidelines to aid in the execution of its responsibilities
- ◆ To maintain good relations with the national body responsible for the sports locally
- ◆ To secure appropriate levels of resources to effectively execute planned activities
- ◆ To pursue and ensure adequate levels of training for coaches and other technical officials

- ◆ To maintain accurate reports of its activities including financials and provide such to the Ministry with responsibility for Sports and its organs as well as other stakeholders as necessary
- ◆ To ensure compliance with and implementation of the National Sport Policy and other relevant guidelines

3.6.3 Relationships:

Sport and fitness clubs should maintain relationships with their requisite national associations as well as the Sports Department and National Sport Council as government's implementation arms. Maintenance of strong bonds with the sporting fraternity whether recreational, developing or elite athlete is also important to sport and fitness clubs, as they are the beneficiaries of the sports delivery activities and therefore the conduit to achieving the goals of the Policy.

3.7 NGO's, CBO's and other service providers

3.7.1 Role:

The role of these organizations is to assist in the use of sports as a tool for development as well as to deliver support services to the sports industry.

3.7.2 Responsibilities:

- ◆ To ensure that the requisite governance structures are established and adhered to in the delivery of sports-based activities
- ◆ To establish strong management structures and procedural guidelines to aid in the execution of its responsibilities
- ◆ To work collaboratively with all relevant stakeholders in the design and implementation in sports-based programming in addressing the sustainable development goals
- ◆ To secure appropriate levels of resources to effectively execute planned activities
- ◆ To pursue and ensure adequate levels of training for officials operating within programs
- ◆ To maintain accurate reports of its activities including financials and provide such to the Ministry with responsibility for Sports and its organs as well as other stakeholders as necessary

- ◆ To ensure compliance with and implementation of the National Sports Policy and other relevant guidelines

3.7.3 Relationships:

Non-governmental organizations, community-based organizations and other service providers within the sports landscape should maintain relationships with their requisite national associations as well as the Sports Department and National Sports Council as government's implementation arms. Maintenance of strong bonds with the community and relevant interest groups will be important for the effective execution of its activities in pursuit of and contribution to the goals of this Policy.

SECTION 4: Implementation

The National Sports Policy outlines the broad vision for sports in Anguilla, the guiding principles and the key positions adopted across thematic areas for the development of the sport sector in Anguilla. The implementation of the policy requires a commitment by all stakeholders to ensure the realization of the intended outcomes. The National Sports Policy should not be viewed as a government document, but rather as a national instrument that guides decision-making for all stakeholder partners within the local sports sector.

This section of the National Sports Policy identifies some of the possible barriers to implementation and captures key positions regarding quality assurance, resource allocation and systems for feedback.

4.1 Barriers to Successful Implementation

Identifying the possible barriers to implementation of the National Sports Policy provides a tool for stakeholders to help mitigate against those possibilities. Noting that these barriers may include one or more of the following:

- ◆ Financial constraints
- ◆ Limitations in the mobilization of resources at various levels (club, community, national)
- ◆ Shifting national policy priorities
- ◆ Shifting community priorities
- ◆ Lack of understanding of the development value of programs
- ◆ Limitations with infrastructure
- ◆ Short-term versus long term commitments
- ◆ Competing agendas at various levels
- ◆ Lack of clarity re roles, responsibilities, relationships of stakeholders
- ◆ Lack of open communication between and among stakeholders
- ◆ Lack of a clear understanding of the Policy positions laid out herein
- ◆ Lack of the skill sets needed to effectively execute roles and responsibilities
- ◆ Limitations created as a result of being a British Overseas Territory

In response to the possible barriers listed above, this Policy adopts the following positions:

Policy implementation is both an individual and collective responsibility;

All stakeholders (not only Government) are individually and collectively responsible for working toward the alleviation of any/all possible barriers to successful implementation

Adopting a success/strength-based approach at all levels to avoid failure paralysis;

Possible solutions should ideally arise from the source of the (real or perceived) barriers;

External interventions should only be a last resort;

4.2 Quality Assurance

Ensuring that high standards are maintained in the implementation of this policy is important to ensure that citizens are provided with quality sports experiences that meet their needs. Activities should be designed and delivered so as to avoid the pitfalls associated with poorly organized activities, events and related services. Adopting a quality assurance process enables us to avoid major challenges associated with shoddy work, while providing opportunities for continuously enhancing the quality of programs, activities and sports-related services. The quality assurance principles adopted by this policy are guided by the *ISO 9001 Quality Management Standards (2015)*.

4.2.1 Customer Focus:

- ◆ Ensuring that programs, activities and sports-related services are designed to meet the needs of the beneficiaries/target populations.
- ◆ Involve members of the beneficiaries/target populations in the planning, design and delivery phases of the programs, activities and sports-related services.
- ◆ Communicate customer needs and expectations of the beneficiaries/target populations to all involved stakeholders.
- ◆ Measure and monitor customer satisfaction and take appropriate actions to maintain quality of the programs, activities and sports-related services.



4.2.2 Quality Leadership:

- ◆ Identify and support leaders at all levels as the drivers of the vision, mission and guiding principles of the Policy.
- ◆ Provide leaders with required resources, training and authority to act with responsibility, stewardship, accountability and fairness.
- ◆ Ensure that leaders at all levels are positive examples to the Anguillan people.

4.2.3 Quality Engagement:

- ◆ Promote collaboration throughout the organization.
- ◆ Facilitate open discussion and sharing of knowledge and experience.
- ◆ Empower people to determine constraints to performance and to take initiatives without fear.

4.2.4 Quality People:

- ◆ Select/Recruit persons who have the competency to successfully implement programs, activities and sports-related services.
- ◆ Invest in building capacity of people at all levels to achieve improvement linked to intended objectives of programs, activities and sport-related services.
- ◆ Recognize and acknowledge people's contribution, learning and improvement.

4.2.5 Quality Relationships:

- ◆ Establish relationships with key stakeholders based on openness, trust and common values and purpose.
- ◆ Pool and share information, expertise and resources with relevant interested parties.
- ◆ Establish collaborative development and improvement activities with beneficiary target populations, stakeholders and other interested parties.

4.3 Resource Allocation

The successful implementation of this Policy requires a significant allocation of resources at various levels. The Policy views this as an investment in the development of citizens rather than expenditure. The following guidelines are applied in the context of ensuring that we manage the limited resources available to maximize on the return of investment.

- ◆ The Government of Anguilla will establish and empower the necessary agencies as outlined in Section 3 above to mobilize adequate resources for the implementation of this policy through a strategic plan.
- ◆ Resource allocation decisions at the various levels will be informed by the strategic plan, on which all key stakeholders would be consulted.
- ◆ Resource allocation will always be informed by the need to uphold quality standards that meet the needs of the beneficiary/target populations.

4.4 Systems for Feedback

Monitoring the efficiency and effectiveness of this policy and its attendant strategic plan requires an organized system that informs the key stakeholders of success, progress, gaps, weaknesses and potential threats to the intended purpose of the policy. This feedback system must be ongoing in order to determine the need for further action and possible changes as well as the possible need to review policy positions and related plans.

This section outlines key policy statements linked to an effective and efficient system for feedback.

- ◆ The feedback system for monitoring and evaluating the policy and related plans must be directly aligned and coherent with the intended outcomes of the policy and related plans.
- ◆ The system must facilitate inputs at all levels of the implementation process and by individuals across beneficiary target populations and stakeholder agencies.

- ◆ Monitoring and evaluation tools and instruments should be designed for efficient and uncomplicated data collection processes without compromising the integrity of the data.
- ◆ An electronic management system should be developed or sourced to allow easy access for input and review by all stakeholders and the general public.
- ◆ An ongoing public communication plan should be established to provide frequent objective updates on the status of programs, activities and sports-related services that are being monitored.

SECTION 5: Recommendations and Conclusions

5.1 Recommendations

The impact of this Sports Policy as part of a comprehensive and strategic National Sport Sector Plan in the contribution and realization of national development goals will be hinged on 4 key success factors:

- i. Stakeholder Collaboration
- ii. Institutional Development
- iii. Human Resource Development
- iv. Resource mobilization and distribution



Figure 6: Success Factors of the National Sport Sector Plan

- 5.1.1 *Stakeholder Collaboration* is a key success factor, as it will demonstrate the levels of commitment by each stakeholder as well as an understanding of the role and responsibility of each. Stakeholders at every level must work together as necessary to contribute to the realization of goals in keeping with strategic objectives and plans.
- 5.1.2 *Institutional Development* is another key factor that will contribute to the overall success of this Sport Policy and National Sports Sector Plan. Effectiveness and efficiency must become the



driving ideals of organizational aspirations effected through improved leadership, improved governance and goal directed activities.

- 5.1.3 *Human Resource Development* is a third success factor, in order to achieve the goals associated with institutional development the persons who assume responsibility for sport related management and operations must be properly tooled and empowered to function efficaciously.
- 5.1.4 *Resource mobilization and distribution* is not just another success factor but one of the most critical, in moving Anguilla towards the realization of its national development goals. In that regard there must be a clear strategy for the adequate resourcing of the strategic initiatives. Accountability and transparency must be accepted as paramount elements of the operations as they will provide the opportunity for milestone posting but also create the evidence for greater and broader levels of access to further resources.

5.2 Conclusions

In conclusion, this Policy has the potential to make a lasting impact on the development of Anguilla. The fact that citizens through shared visioning have articulated the priorities identified, means that this document is not simply an exercise in meeting academic, political or any other agendas. Rather it is a relevant and meaningful process in the national development discourse. The fact that global perspectives and contextual best practices have influenced this Policy means that its usefulness goes beyond rudimentary existence and considers excellence and sustainability. Improved-health, happiness and national pride are all possible through sports and within the reach of every citizen whether in their private or professional capacities.

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