

# MINISTRY OF SPORT AND YOUTH AFFAIRS ADMINISTRATIVE REPORT 2010



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## About Us

The Ministry of Sport and Youth Affairs (MSYA) is a social sector organization established in the early 1980's to facilitate the development of sport and physical recreation and act as an enabling organization for the development of youth. Its primary goal is to facilitate the participation of each citizen in some form of physical activity and sport as well as empower the nation's youth to make informed choices in their daily lives. The Ministry is mandated to achieve this fundamental goal through its two main Divisions of Youth Affairs and Sport.

Functioning out of its Head Office at #12 Abercromby Street in Port of Spain, the Ministry delivered support services to the national community through its six (6) decentralised offices, eighteen (18) sport and nine (9) youth facilities across Trinidad and Tobago.

## Where we can be found

<b>MINISTRY'S OFFICES/FACILITIES</b>				
<b>Facility/Office</b>	<b>Address</b>	<b>Phone Contact</b>	<b>Date Established</b>	<b>Courses Offered</b>
<b>Head Office</b>	#12 Abercromby Street, Port of Spain	625-5622/4	Early 1980's	
<b>Youth Development &amp; Apprenticeship Centres</b>				
<b>El Dorado</b>	St. Cecelia Road, El Dorado, Tunapuna	662-4854, 645-7918 645-7357	1976	Trade Classes, Auditorium and Dormitories
<b>Chatham</b>	Southern Main Road, Chatham, Point Fortin	648-2397/2356	1966	Trade Classes, Auditorium and Dormitories
<b>Persto Presto</b>	La Cuesa Road, Freeport	673-1992/1995	1964	Trade Classes, Auditorium and Dormitories

<b>Facility/Office</b>	<b>Address</b>	<b>Phone Contact</b>	<b>Date Established</b>	<b>Facility Features</b>
<b>Youth Facilities</b>				
<b>Malick</b>	Seventh Avenue, Malick, Barataria	675-7491	1979	Trade Classes, Computer Access and Multi- Purpose Court
<b>Woodbrook</b>	Hamilton Holder Street, Woodbrook	624-8803, 623- 4175	1945	Gymnasium and Football Field
<b>Los Bajos</b>	Bennett Village, Los Bajos	649-5671	1985	Trade Classes and Basketball Court
<b>Basilon</b>	18 Basilon Street, East Dry River, Port of Spain	625-5539	1965	Trade Classes
<b>Laventille</b>	Desperlie Crescent, Upper Laventille	624-6582/ 624-2681	1968	Trade Classes, Auditorium and Music Studio
<b>California</b>	Yallery Street, California	679-2738	1967	Trade Classes
<b>Indoor Sporting Arenas</b>				
<b>Jean Pierre</b>	Wrightson Road Extension, Port of Spain	623-0304/5, 623-5160/627- 5502	1979	Multi-Purpose Gym Floor, Netball & Tennis Courts and Pavilion
<b>Southern Regional</b>	Pleasantville, San Fernando	657- 0756/0757/0759	1998	Multi-Purpose Gym Floor, Netball & Tennis Courts and Pavilion
<b>Central Regional</b>	Saith Park, Manic Street, Chaguanas	665-9114/9836	1999	Multi-Purpose Gym Floor, Netball & Tennis Courts and Pavilion

<b>Facility/Office</b>	<b>Address</b>	<b>Phone Contact</b>	<b>Date Established</b>	<b>Facility Features</b>
<b>South West Regional</b>	Egypt Village, Point Fortin	648-4137/4136/4266	1997	Multi-Purpose Gym Floor, Netball & Tennis Courts and Pavilion
<b>St Paul Street</b>	St Paul Street, East Dry River, Port of Spain	625-3016/7136	1989	Multi-Purpose Gym Floor, Netball & Tennis Courts and Pavilion
<b>Eastern Regional</b>	Orange Grove Road, Tacarigua	640-4759/1855/5058	1997	Multi-Purpose Gym Floor, Netball & Tennis Courts, Pavilion and Hockey Turf
<b>Mayaro</b>	Plaisance Road, Mayaro	222-6873	2008	Multi-Purpose Gym Floor, Netball & Tennis Courts and Pavilion
<b>Maloney</b>	Maloney Gardens, Maloney	642-8231	2002	Multi-Purpose Gym Floor, Netball & Tennis Courts and Pavilion
<b>Community Swimming Pools</b>				
<b>Diego Martin</b>	Wendy Fitzwilliam Boulevard, Diamond Vale, Diego Martin	633-6756	1975	Pool Basin, Pavilion, Change Rooms, Conference Area, Tennis & Basketball Courts
<b>Sangre Grande</b>	Sukhram Street, Sangre Grande	668-1180/2131	1975	Pool Basin, Pavilion, Change Rooms and Conference Area

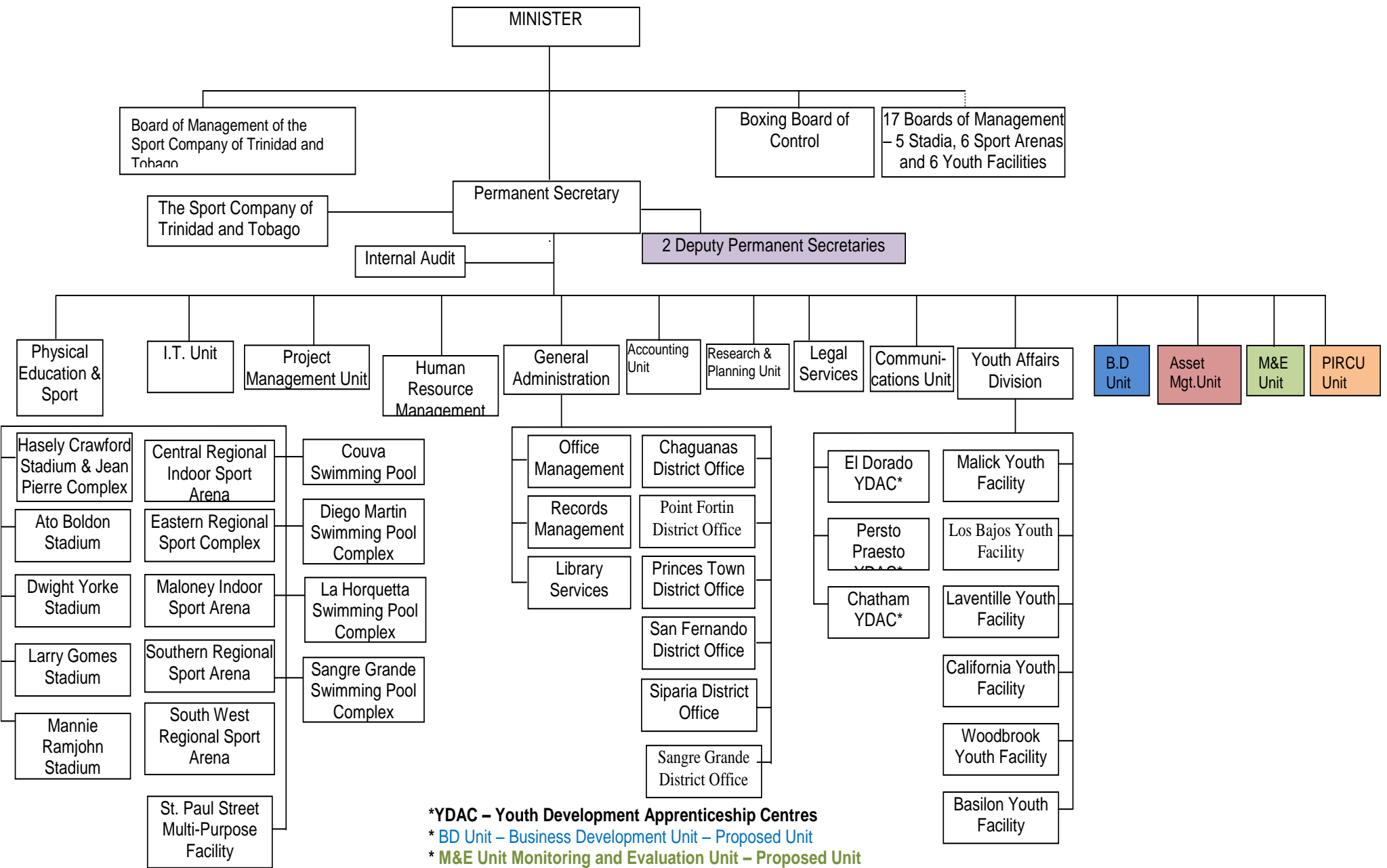
<b>Facility/Office</b>	<b>Address</b>	<b>Phone Contact</b>	<b>Date Established</b>	<b>Facility Features</b>
<b>Couva</b>	Railway Station Road, Couva	636-6606	1994	Pool Basin, Pavilion, Change Rooms, Conference Area and Basketball Court
<b>La Horquetta</b>	Slinger Francisco Avenue, La Horquetta	643-3609	1997	Pool Basin, Pavilion and Change Rooms
<b>Siparia Community Swimming Pool</b>	Park Street, Siparia	649-9571/9572	1999	Pool Basin, Pavilion, Change Rooms, Conference Area and Classrooms
<b>Multi Purpose Stadia</b>				
<b>Hasely Crawford</b>	Wrightson Road Extension, Port of Spain	623-0304/5, 623-5160/627-5502	1982	Football Field, Media Rooms, VIP Areas, Athletic Track and Conference Facility
<b>Larry Gomes</b>	Corner Nutones Blvd & Malabar Ext. Road, Arima	643-2560	2001	Football Field, Media Rooms, VIP Areas, Athletic Track and Conference Facility
<b>Dwight Yorke</b>	Off Claude Noel Highway, Bacolet, Tobago	639-4673/3526, 660-7655	2001	Football Field, Media Rooms, VIP Areas, Athletic Track, Conference Areas and Conference Facility

<b>Facility/Office</b>	<b>Address</b>	<b>Phone Contact</b>	<b>Date Established</b>	<b>Facility Features</b>
<b>Ato Boldon</b>	Central Park, Balmain Main Road, Couva	679-8839	2001	Football Field, Media Rooms, VIP Areas, Athletic Track and Conference Areas
<b>Mannie Ramjohn</b>	Old Race Course Road, Union Park, Marabella	658-6817	2001	Football Field, Media Rooms, VIP Areas, Athletic Track and Conference Areas

### District Offices

- Caroni - O.E. Williams Premier Building #7 M.R. Chaguanas
- Nariva/Mayaro - Corner Mota & Elie Street, Rio Claro
- St. Andrew /St. David - Ojoe Rd, Sangre Grande
- St. George East - Corner Maloney Blvd & Flamingo Blvd, Maloney
- St. Patrick - #6-8 Neverson Street, Point Fortin
- Victoria - # 146-148 Coffee Street, San Fernando

# *Ministry of Sport and Youth Affairs-Proposed Organizational Structure*

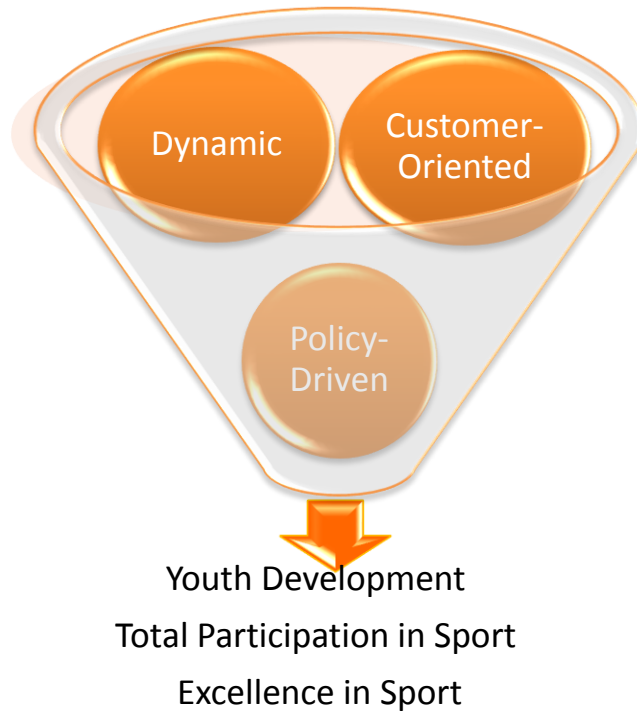


- \*YDAC – Youth Development Apprenticeship Centres
- \* BD Unit – Business Development Unit – Proposed Unit
- \* M&E Unit Monitoring and Evaluation Unit – Proposed Unit
- \*Asset Mgt. Unit- Proposed Unit
- \*PIRCU- Proposed Unit
- \*2 Deputy Permanent Secretaries

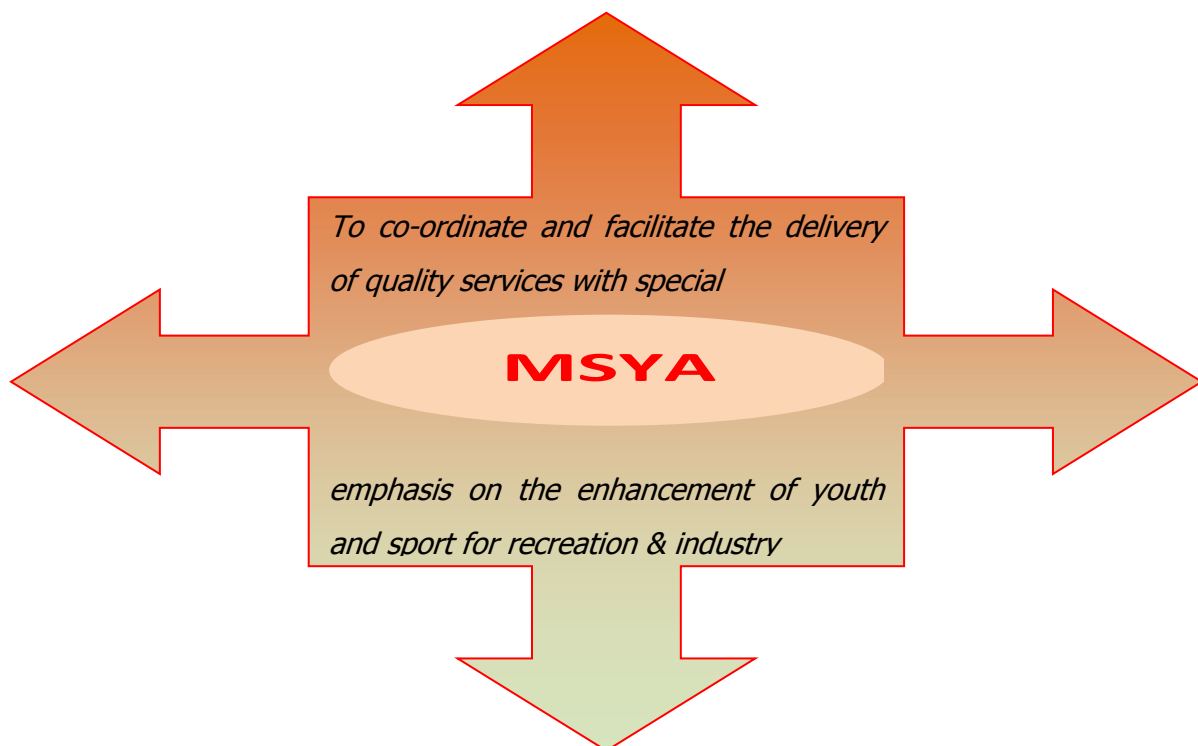


# Vision

*to be*



# Mission



# Master Strategy

The Master Strategy is described as the Ministry of Sport and Youth Affairs establishing itself *as a premier facilitator and provider of policy direction and professional services for sport and youth development in an equitable manner, utilising appropriate technologies, research and development*

## Strategic Goals

The Ministry has outlined a number of strategic goals and accompanying objectives toward the attainment of its Vision. These are:

To market Trinidad and Tobago as a destination for competitive sporting activities in the Caribbean

To develop more effective and efficient mechanisms for the utilization of sport and youth facilities

To implement the National Sport Policy

To disseminate information on sport and youth services through the use of Information Technology

To create opportunities for specialised development of young people through sport and the expansion of selected youth based programmes

To facilitate implementation of the fifteen Courses of Action presented in the Strategic Implementation Plan of the National Youth Policy

To market Trinidad and Tobago as a destination for competitive sporting activities in the Caribbean

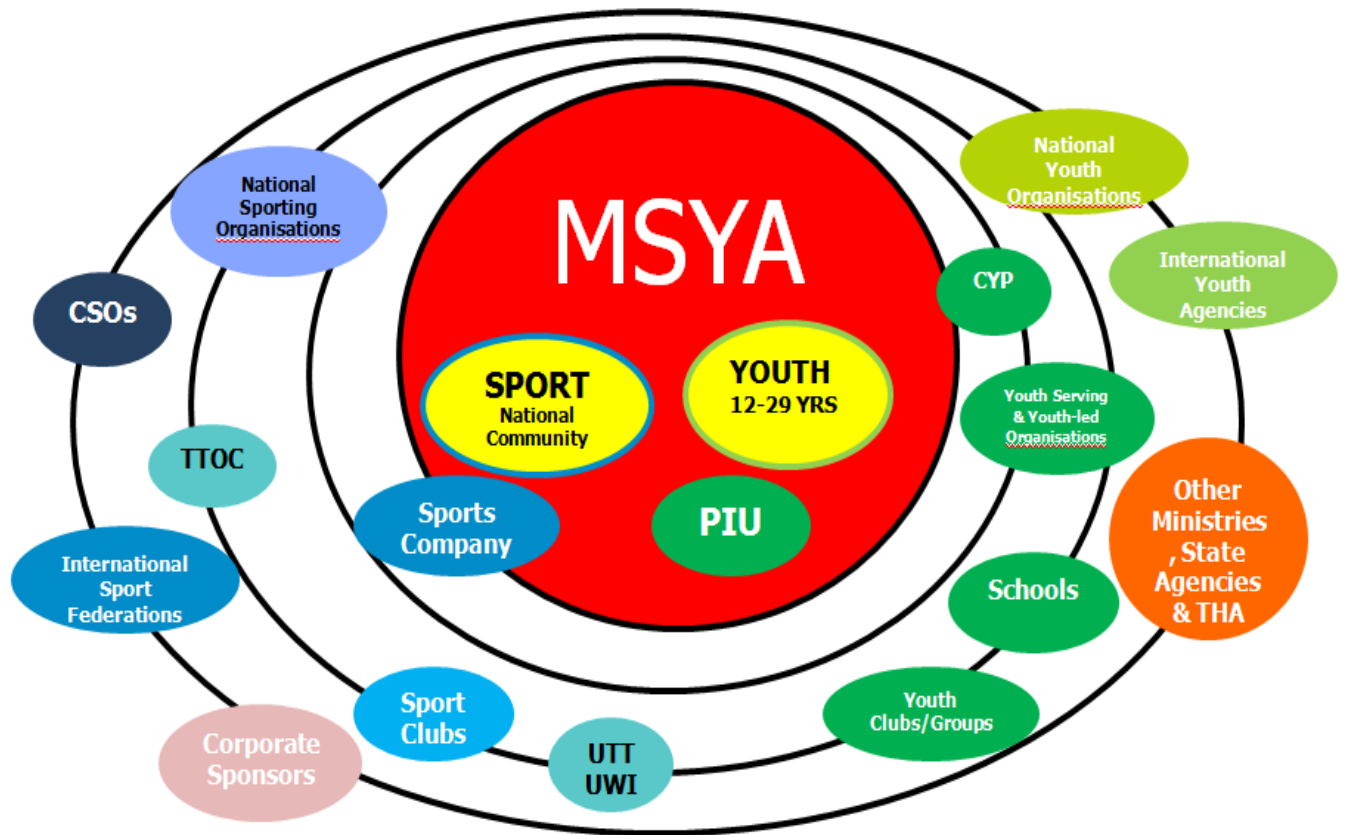
# Strategic Objectives



# Core Values



# Key Stakeholder Interests



## ABSTRACT

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Fiscal 2010 was a defining year for the Ministry of Sport and Youth Affairs in that major decisions on strategic policy issues governing its operations were determined and significant achievements were made in the development of both sport and youth nationally. In keeping with the Government's mandate, a one (1) year Operational Plan was developed, together with the continued operationalization of the Ministry's 2007-2011 Strategic Plan to meet its strategic objectives. This Plan which was designed to effect priority implementation for the expansion of the sport product, the development of Youth Delivery Structures and the Change/Reform of the Ministry, articulated the resources required, the support initiatives and frameworks to be developed. It also covered the major components of: Administration, Organisation, Change Management, Growth and Resource and comprised the following three (3) key priority areas:

- Expanding the sport product through measures to develop sport as an industry, encourage total participation and investment in high performance sport;
- Drive change/reform throughout the organisation via organisation development and ICT initiatives; and
- Develop Youth Delivery Structures through needs assessment strategies and determining a delivery system for youth services

The key deliverables of this Plan included the conduct of a National Youth Survey, strengthening of existing units, establishment of a Monitoring and Evaluation Unit, development of a framework for the proposed Sport Commission of Trinidad and Tobago, development of a Master Plan for Sport and Youth Facilities, promotion of T&T as a regional sporting hub, development of a new and strengthening of existing supporting policies to encourage the advancement of both the youth and sport products in keeping with international best practice and standards.

During this time, the Ministry conducted a 3-day senior management retreat to review the Ministry's performance in relation to its Strategic Plan and re-assess its role given the dynamic socio-economic environment. Coming out of this exercise, the Ministry's new role is that of a *Facilitator, Policy Maker and Monitoring and Evaluation of Actors* in the areas of sport and youth development. The Ministry also outlined a new and exciting Vision which included sport as a fundamental component of national development particularly at the youth level, as well as significant restructuring of the Youth Service Delivery System. A proposal for a new delivery system which encourages a multi-sectoral approach to the delivery of youth services was drafted and the views of stakeholders will be solicited.

The Ministry, through the diligent work of the Task Force/Transition Team, made significant advancements toward the re-establishment of the National Youth Council of Trinidad and Tobago (NYCTT), housed at the Ministry's Youth Facility in Malick. Apart from the hosting of the 7<sup>th</sup> Commonwealth Youth Forum as a parallel event to the Commonwealth Heads of Government Meeting in which the Ministry played a contributing role, there were no major Youth-Sport international events for 2010, except for the hosting of the FIFA U-17 Women's World Cup.

During this year, the Ministry also made some major policy decisions on strategic issues such as the approval of a 'New Pathway' project to chart the development of Sport from foundation to excellence and which provided a systematic approach to achieving the optimum potential of athletes, coaches, officials and administrators from the fundamental to the elite level. Some of the projected outcomes were:

- sustainable sport programmes and services
- increased performances given established national standards with an emphasis on children and youth
- improved standard of teams and athletes in basic co-ordination and motor skills
- improved performance by national teams and an increased number of qualified coaches and sporting professionals

### **Review of Fiscal Year 2010**

In 2010, the Ministry was assigned a budgetary allocation of TT\$388,035,600 to meet the costs of both Recurrent and Capital investment in the **Sport** and **Youth** services sectors, as detailed below:

- *Recurrent Expenditure* - \$ 295,035,600
- *Development Programme* - \$ 93,000,000 of which:
  - a) \$33,000,000 represents allocation under the Consolidated Fund; and
  - b) \$60,000,000 represents allocation under the Infrastructure Development Fund

**Table reflecting Budgetary Allocation to the MSYA for FYs 2009-2010**

<b>Items</b>	<b>Estimates FY 2009</b>	<b>Estimates FY 2010</b>	<b>Variance</b>
Personnel Expenditure	41,385,291	35,800,900	
Goods and Services	129,406,135	126,865,550	
Minor Equipment Purchases	3,522,746	2,668,100	
Current Transfers & Subsidies	183,719,000	129,701,050	
Development Programme (includes IDF)	131,000,000	93,000,000	38,000,000
<b>TOTAL</b>	<b>489,033,172</b>	<b>388,035,600</b>	<b>38,000,000</b>

The Ministry continued to be assisted by Special Purpose State Enterprises in the implementation of its Development Programme projects funded under the Infrastructure Development Fund. There were also considerable departures from budgeting norms such as financing on the local market and a shift to the use of the design-build project methodology. Projects assigned to the National Insurance Property Development Company, the Urban Development Corporation of Trinidad and Tobago and the Sports Company of Trinidad and Tobago Ltd., represented 65% of the Ministry's total capital budget.

Finally, in re-defining its role as architects of policy and facilitator of policy implementation, the Ministry sought to revisit its public image and services through a Consultant led re-branding process, together with the development of the Ministry's website. A beta version of this website can be viewed at [www.msya.gov.tt/home](http://www.msya.gov.tt/home).

## SPORT

### PERFORMANCE AND ACCOMPLISHMENTS

In alignment with Government's plan for sport development under the Development Pillar of 'Nurturing a Caring Society,' this Ministry presents its major sport accomplishments for Fiscal 2010:

# Sport

## NUTURING A CARING SOCIETY

The screenshot shows the official website of the Ministry of Sport, Government of the Republic of Trinidad and Tobago. The page features the national coat of arms and the 'gov.tt' logo. A navigation bar includes links for 'Services', 'About T & T', and 'Feedback', along with a search box. The main content area contains the ministry's mission statement: 'The Ministry of Sport believes that the individual is at the heart of our ambition. We believe that if we all show commitment, through participation and personal endeavour, we'll help Trinidad & Tobago become the best that we can be.' Below this is the heading 'Are you in?' and a menu with options: 'Home', 'About The Ministry', 'Physical Education and Sport', 'Sport Programmes', 'Media Room', and 'Contact Us'. A banner image displays five athletes in action: a boxer, a gymnast, a male sprinter (bib 1919), a female sprinter (bib 519), and a male hurdler (bib 520). The text 'Elite Athlete Assistance Programme (EAAP)' is overlaid on the bottom of the banner.

Government of the Republic of Trinidad and Tobago

gov.tt

Services | About T & T | Feedback search... Search

**MINISTRY OF SPORT**

The Ministry of Sport believes that the individual is at the heart of our ambition. We believe that if we all show commitment, through participation and personal endeavour, we'll help Trinidad & Tobago become the best that we can be.

**Are you in?**

Home About The Ministry Physical Education and Sport Sport Programmes Media Room Contact Us

Elite Athlete Assistance Programme (EAAP)



## SPORT DEVELOPMENT



Through the Sport Development Delivery Structure shown above, the Ministry continued the Implementation of the National Sport Policy, with the following projects conducted:

### National and Community Sport Programmes

These programs, an amalgam of sporting initiatives conducted in targeted communities to expose residents to training in basic motor skills as well as encourage participation in physical activity for healthy living, included:

- **Freedom Cup**

Also referred to as the Morvant/Laventille Freedom Cup, this project which seeks to break down barriers and border lines in marginalised communities, was implemented in ten (10) top 'hot spot' communities namely Never Dirty, Beetham Gardens, Basilon Street, Straker Village (Picton), St Barbs, Sogren Trace, St Joseph Road, Coconut Drive, Chinapoo Village and Rock City.

During this 3 month tournament, 112 teams with 1,125 players participated in 1,195 games of small goal football, with 6 participants having the following successes:

- 2 were enrolled in the Fatima Inter-Col Football Team
- 2 were drafted into the Joe Public Football Club
- 2 got into North Zone Clubs

Other **Community Outreach Sport Programmes** included:

Jump Off Basketball Tour in Diego Martin, Petit Valley, Carenage and Cocorite
Four Star Coaching Programme
Community Football at President's Grounds
Tennis Programme in Chinapoo
Soccer Programme in St. Ann's, Cascade
Sports & Family Days in Bon Air, Squadron Grounds and Arouca
Football Tours in Herde Park
Trinidad and Tobago Youth Sport Camps
Aerobics Marathons & Burnouts in Chaguanas, Maloney, Santa Rosa and Pinto Road
Jump Rope Display in St. Paul Street
Golf Workshops in Sevilla
Community Sports Festival in the Eddie Hart Ground
"Shoot for the Stars" – Basketball & Netball Programme in Pascal

- **School and Community Coaching Programme**

Under the Ministry's Coaching programme, 14 Primary and 11 Secondary Schools with approximately 419 participants were exposed to basic motor skills in the sporting disciplines of Hockey, Volleyball, Tennis, Cricket, Athletics and Netball.

- **Community Swimming Programme**

The Ministry continued its outreach to schools and surrounding communities in Siparia, La Horquetta, Diego Martin, Sangre Grande and Couva, through its **Learn to Swim Programme**. Of the 71 schools which participated, students from 61 primary and 10 special schools for mentally and physically challenged persons were in attendance.

### **Financial Assistance to Elite Athletes**

The objective of the Elite Athlete Assistance Programme is to provide athletes with the finances required to attain excellence at the highest level of competition. In 2010, 40 elite athletes received approximately \$5,010,000.00 (**Appendix 1 refers**) to facilitate their nutritional, transportation, training and physiological needs in preparation for their participation in track & field, cycling, squash, boxing, rifle shooting, trap & skeete, golf and swimming at the 2010 Commonwealth Games, 2010 Central American and Caribbean Games, 2010 FINA World Swimming Championships, 2010 World Swimming Championships, 2012 and 2016 Olympic Games and other regional and international championships.

One of the major successes of this programme was the achievement of Jehue Gordon (aged 17), this country's youngest athlete to qualify for an IAAF World Championship final. Mr. Gordon was awarded 'Athlete of the Future' by the IAAF and 'Best Athlete' at the 2010 Carifta Track and Field Games. Another 2010 achievement was the earning of a silver medal by Amateur boxers at the CAC games in Puerto Rico and the Commonwealth Games in India.



**Aleesha Barber  
100 Hurdles**



**Minister Anil Roberts presents a token of appreciation to the 2010 Commonwealth Silver Medalist in Boxing, Tariq Abdul-Haqq.**

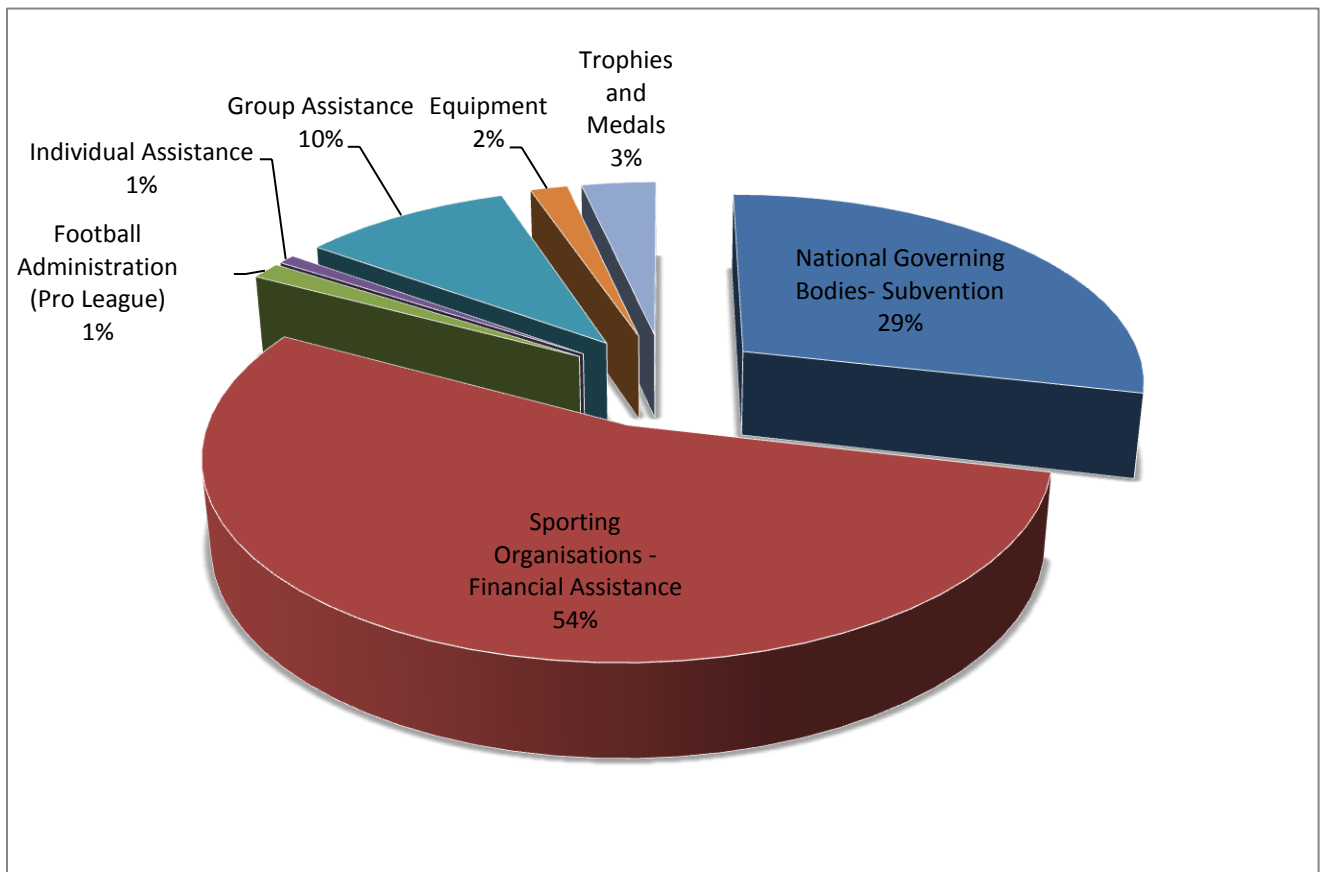
Plans are in place to revisit this Policy to consider the accommodation of Team sports, non-Olympic Sports, sub-elite athletes and flexible ranking.

### **Grants Funds provided by the Ministry of Sport and Youth Affairs**

In support of their plans, programmes and activities, this Ministry provided Grant Funds, in accordance with Grant Funding Guidelines, to groups, organisations and other entities which promote and encourage the development of youth and sport activities, facilitate athletic performance and engender a spirit of community living. In 2010, funds in the sum of **\$14,342,302.17** were disbursed (as detailed below) to, *inter alia*, National Sporting Organisations (NSOs) to support their annual Development Programme, increase participation

levels in their sport and provide opportunities to improve performance on the international stage:

<b>FUNDING CATEGORY</b>	<b>ACTUAL EXPENDITURE</b>	<b>PERCENTAGE OF ALLOCATION</b>
National Sporting Organisations - Subvention	4,104,821.61	28.62
National Sporting Organisations - Financial Assistance	7,774,132.36	54.20
Football Administration (Pro League)	200,000.00	1.39
Individual Assistance	114,711.80	0.80
Group Assistance	1,401,037.96	9.77
Equipment	250,632.75	1.75
Trophies and Medals	496,965.69	3.47
<b>TOTAL</b>	<b>14,342,302.17</b>	<b>100</b>



Subventions provided to NSOs in 2010 totaling \$4,104,821.61, were provided as follows:

NATIONAL SPORTING ORGANISATION	AMOUNT
Trinidad and Tobago Judo Association	243,966.00
Trinidad and Tobago Karate Federation	359,953.20
Trinidad and Tobago Karting Association	237,650.00
Trinidad and Tobago Paralympic Organisation	98,944.85
Trinidad and Tobago Scrabble Association	268,830.00
Trinidad and Tobago Surfing Association	319,719.00
Trinidad and Tobago Bodybuilding Association	250,000.00
Trinidad and Tobago Contract Bridge Association	92,920.00
Trinidad and Tobago Equestrian Association	248,106.20
Trinidad and Tobago Game Fishing Association	46,832.46
Trinidad and Tobago Gymnastics Association	299,863.05
Trinidad and Tobago Cricket Umpire Association	73,500.00
Trinidad and Tobago Darts Association	53,757.00
Trinidad and Tobago Rugby Football Association	143,705.00
Trinidad and Tobago Rally Club	309,920.00
Trinidad and Tobago Triathlon Association	175,440.00
National Ballroom Dance Association of Trinidad and Tobago	100,583.75
Trinidad and Tobago Table Tennis Association	159,836.00
Trinidad and Tobago Blind Cricket Association	122,602.00
Trinidad and Tobago Draughts and Checkers Association	29,855.00
Trinidad and Tobago Archery Federation	405,675.00
Trinidad and Tobago Chess Association	63,163.10
<b>TOTAL</b>	<b>4,104,821.61</b>

Financial assistance provided to NSOs in 2010, is detailed in **Appendix II**.

#### Hosting of the FIFA U-17 Women's World Cup

Upgrades to the value of \$36,100,814.35, which include works to the practice fields, were undertaken at all 5 stadia for the hosting of the 2010 FIFA U-17 Women's World Cup. 16 teams comprising representatives from all 6 confederations participated in the final competition, in which Trinidad and Tobago was guaranteed a place as the host nation.



## Rehabilitation and Upgrade of Community Recreation Grounds

In 2010, the Ministry embarked on an expansion programme to improve existing and provide new recreational facilities, at sites located in high demand, suburban and rural areas, to provide adequate opportunities for citizens to participate in sport.

Of the 32 community recreation grounds identified for rehabilitation and upgrade works, an initial 15 were earmarked under an accelerated programme of implementation. Substantial works were undertaken (approximately 75%) on the following recreation grounds:

- Pascall recreation ground, Diego Martin
- Moka recreation ground, Maraval
- Palo Seco recreation ground, Palo Seco
- New Lands recreation ground, Guayaguayare

## Foreign-based Training in Sporting Academics

Under the Bi-Lateral Agreement between T&T and Cuba, nationals on scholarship at the Escuela de Deportes in Cuba, graduated in 2006 with a Bachelor's Degree in Physical Education and Sport. These graduates, who returned to assist the Ministry in developing and promoting physical education and sport at both the district and community levels, were also involved in providing technical support services to enhance and improve the operations of sporting clubs and organizations. 5 other scholars are expected to complete their training by 2010.

Also under the Bi-Lateral Agreement, 7 Cuban Coaches worked with primary and secondary school students and individuals from the community, in the disciplines of Track and Field (Throws, Jumps), Boxing, Hockey and Baseball/Softball.

## Advocating against the use of Illegal Drugs in Sport

The fight against crime and illegal drugs has permeated the realm of the sporting world with increasing incidences of the abuse of performance enhancing drugs by athletes. Trinidad and Tobago, as a signatory to the World Anti-Doping Agency's (WADA) Code, is responsible for enforcing and preparing relevant supporting legislation and anti-doping rules in keeping with the tenets of the Code, as well as the conduct of random testing and education of its national sport elites. To date:

- Legislation is being drafted for the establishment of a **National Anti-Doping Organisation** to enforce compliance by athletes to the rules of the World Anti-Doping Code
- With proper training, the pool of local Doping Officers will have to be increased to enforce the WADA Code
- Trinidad and Tobago, as a state party to the **UNESCO International Convention** against Doping in Sport, has adopted and will enforce the Anti-Doping Code and Rules.

## Revisiting the Trinidad and Tobago Boxing Control Act of 1934

The revision of this Act was undertaken in 2010, given the dynamic nature of the boxing discipline. It is envisaged that management, through the newly elected Board of Directors, who were entrusted with the responsibility of reviewing the Regulations made under the Act in order to modernize all the provisions relating to licensing and addressing issues of promotion, referees, fight rules and requirements, will better position this sport in Trinidad and Tobago.

### Strategic Sport Development

- **Programme for Optimal Athletic Development**

The Optimal Athletic Development Programme which outlines a structured approach for Optimal Athletic Development to achieve and sustain High Performances in Sport internationally, focuses on both the Psychological and Physical preparation of athletes. This programme was conducted utilizing a framework for optimal athletic development with specific emphasis on the junior level athletes, given that they will be adolescents at the time of the 2016 Olympics.

Under this Programme, Coaches and Sport Administrators are empowered to determine and ascertain the fitness levels of the athlete-charges and chart programmes for continuous performance, which includes regulating repeated injuries and establishing remedial strategies for athletes. Some of the benefits to be derived from this programme, facilitated by the leading pioneer of Functional Training, the world-renowned Vern Gambetta are:

- Sustained medal success on the international stage
- Reduction in athlete injury rates among elite athletes at the junior level
- High Fitness levels among National Teams in time for the 2012 and 2016 Olympic Games
- Increased mental preparation of the athlete
- Development of a positive attitude in sport and physical activity
- Athletes have the opportunity to be selected for an Advanced Apprenticeship Module

The 1<sup>st</sup> phase of this Programme was conducted with 120 participants from National Sporting Organisations, inclusive of Coaches and Sport Administrators. The 2<sup>nd</sup> & 3<sup>rd</sup> phases included the training of Evaluators, conduct of a physical competency assessment of elite athletes and the use of the 'Gambetta Model,' through Sport Specific Coaching workshops for the 4 major sports of Volleyball, Netball, Rugby and Soccer.

- **Sport Psychology Programme**

This 4 phased programme which also focuses on the psychological and physical preparation of athletes, included Sport Psychology Principles and Periodization Skills Training, Collection/Research Methods, Intervention Techniques and Pre-Olympic Conference. This training is particularly beneficial for elite athletes preparing for the 2012 London Olympics. Coaches, athletes and sport administrators from NSOs participated in this programme which commenced in 2010 and which will culminate in a Regional Sport Psychology Conference in May 2011.

- **“The Way – Pathways to Sporting Excellence”**

With a philosophy of Athlete-centered, Coach-driven and Administratively supported, this Programme, “Way – Pathways to Sporting Excellence,” has the following Pathways and Partners:

- Podium Pathways (Medal-ready for Olympics/World Championships)
- Structured Development Pathways (Championship-ready and Pathway to Podium)
- Equality and Inclusion Pathways

It is envisaged that the implementation of this project which has as its Goals, the promotion of excellence, attainment of healthy and productive lifestyles and total participation in sport, will result in:

- The Introduction of baseline data to measure the impact of the new Pathway on the country’s athletic performance on the world stage
- Sustainable Sport Programmes and Services by NSOs, University of the West Indies and the University of Trinidad and Tobago
- Increased performance consistent with established National Standards and with an emphasis on children and youth
- Improved Standards of Teams and Athletes with basic co-ordination and motor skills delivered by qualified coaches
- Improved performances by National Teams at Olympic, Paralympic Games and other World Championships

When implemented, this programme concept which was launched in May 2010 to NSOs and sport stakeholders, is expected to chart the course for sport development for the 2012 Quadrennial and beyond.

#### [SPORTS COMPANY OF TRINIDAD AND TOBAGO LIMITED](#)



The Sports Company of Trinidad and Tobago Ltd. (SporTT) was established in 2004 under the Companies Act (1995), as a limited liability company wholly owned by the Government. Part of its Mandate is to provide and oversee project management services for the implementation of specific sport infrastructural projects as well as to facilitate sport development. In 2010, SporTT continued to assist the Ministry in implementing its National Sport Policy by contributing to the development, promotion and management of sport and physical recreational facilities nationally.



Following the change in Government's Administration in May 2010, a Forensic and Management Audit to investigate allegations of fraud, violation, misconduct and illegal practices in the operations at SporTT, was initiated. It is anticipated that this Audit will streamline operations as well as align the current Organisational Structure, given that some human resource changes have been effected, given the Company's new mandate.

Now in its 6<sup>th</sup> year of operation, SporTT continues to provide opportunities for all to participate in sport (*Total Participation in Sport*) via:

- **Sport/Youth Camps**

For 3 weeks in August, approximately 19,000 young nationals were positively engaged in 1 sporting activity of their choice, ranging from cycling, cricket, football and tennis, at 177 locations throughout Trinidad and Tobago. Participants were required to complete 90 direct contact hours which included the fundamentals of each sport to not only develop their sporting, but also their social, mental and life skills. For the duration of the Camp, lunch with a beverage was provided at an approximate cost of \$44.00 per participant per day.

- **Disbursement of Subventions to NSOs**

Funds in the sum of \$22,375,906.86 were provided to 14 NSOs under SporTT's purview, to support their development programmes which were focused on increasing participation levels in the respective disciplines and providing opportunities to improve performances on the international stage.

### National Regional Sport Facilities

The Tarouba Sporting Complex, a high performance sporting centre which will cater to the elite sporting development needs of our athletes, will be outfitted with equipment for high level training in a wide range of sporting disciplines. It is envisaged that this Complex will position Trinidad and Tobago as the preferred sporting destination for the hosting of sporting events, regional and international competitions, promote sport as an industry as well as generate foreign exchange for this country.

This Ministry, employing the project management services of the Urban Development Corporation of Trinidad and Tobago Ltd (UDeCOTT), continued investment toward the delivery of this High Performance Centre, with the first phase being the **Brian Lara Cricket Stadium**.

### Infrastructural Development

Some of the infrastructural works implemented by SporTT included:

- Continued upgrading works to the 5 community swimming pools located in Diego Martin, La Horquetta, Couva, Sangre Grande and Siparia
- Improvement works to the Indoor Sporting Arenas in Chaguanas and Tacarigua
- Extensive refurbishment works which included replacement of the scoreboard and repairs to the high mast lighting to achieve full coverage, at the Dwight Yorke Stadium

# YOUTH



Government of the Republic of Trinidad and Tobago



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# Youth

The Ministry of Sport & Youth Affairs

The Ministry of Sport & Youth Affairs believes that the individual is at the heart of our ambition. We believe that if we all show commitment, through participation and personal endeavour, we'll help Trinidad & Tobago become the best that we can be. **Are you in?**

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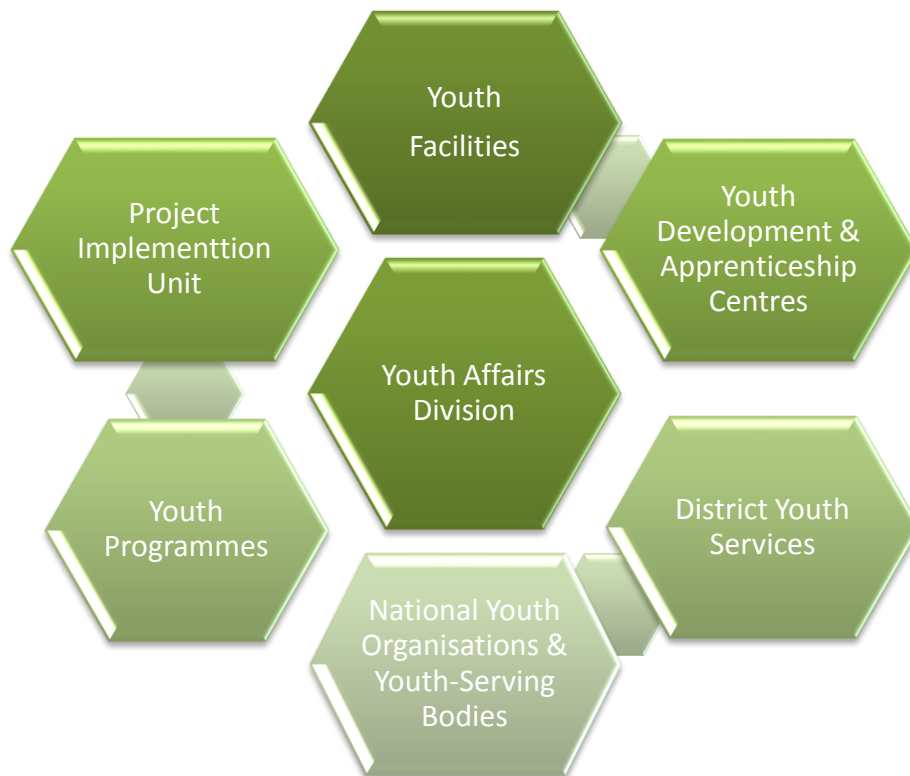
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## YOUTH DEVELOPMENT



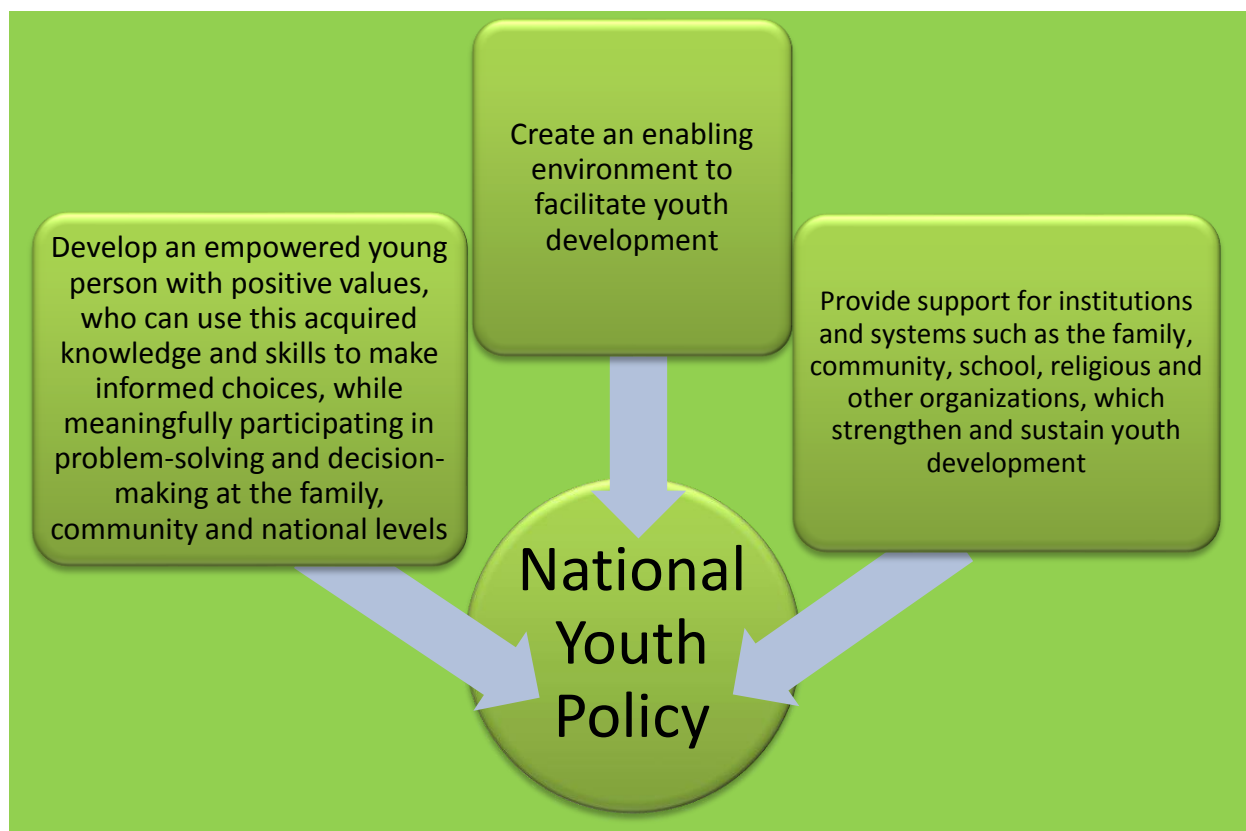
## PERFORMANCE AND ACCOMPLISHMENTS

Aligned with Government's plan for youth development under the Development Pillar of 'Nurturing a Caring Society,' this Ministry presents its major youth accomplishments for Fiscal 2010:

### Division of Youth Affairs

#### Youth Development & Empowerment

The work conducted by the Division of Youth Affairs promotes and encourages the development and empowerment of youth, to contribute to the sustainable development of Trinidad and Tobago. This Division, through the creation of a facilitative framework, not only monitors and evaluates services delivered to youth stakeholders to ensure that they are effectively and efficiently delivered, but also supports and lends technical assistance to youth and community groups involved in youth development initiatives. The functions, roles and responsibilities of this Division are also undertaken to contribute to the fulfillment of the Ministry's mandate and the tenets of the National Youth Policy (NYP), as illustrated below:



### Youth Development & Apprenticeship Centres

At the Ministry's 3 Youth Development and Apprenticeship Centres (YDACs), the implementation of the 2 year residential Social Life Skills and Technical Vocational training programmes in Level I NEC continued, via a scholarship arrangement. In fiscal 2010, the Chatham and Persto Praesto YDACs opened their doors to 70 male trainees, where the training offered included Auto Mechanics, Electrical Installation, Plumbing, Welding, Computer Repairs, Carpentry, Social Life Skills and Remedial classes, where necessary. Chatham is the only YDAC which offers a cultural and spiritual programme.

During fiscal 2010, refurbishment works to the El Dorado YDAC were undertaken so that Computer Literacy, Business Studies, Beauty Culture and Hospitality would be offered. In the second term of this 2 year programme, an Evaluation Survey with trainees at this YDAC, the only female Camp, was conducted to garner feedback on the delivery of the Programme. An Analysis Report, with recommendations where necessary, is being prepared.

### Youth Facilities

The Education Programmes conducted at the Ministry's youth facilities are focused on equipping youth with the relevant life skills to cope with the transition from youth to responsible adulthood, by addressing issues such as personal development, leadership training, coping skills, community education, leisure activities and preparation for the world of work. At the St. James Youth facility which opened in May 2010, it is anticipated that classes will commence subsequent to the designing and outfitting of classrooms and workshops for courses such as electrical technology, audio engineering, video editing, graphic design, fashion production, plumbing, industrial welding, hairdressing and culinary arts. This facility also houses a print room, auditorium and weight training area.

In fiscal 2010, the Ministry continued its refurbishment drive to not only restore but modernize its youth facilities, with refurbishment activities planned for the Laventille, California, Chatham, Woodbrook, Los Bajos, Malick and Basilion Street facilities.

### Youth Programmes

The Division of Youth Affairs continued its outreach to young people by facilitating the following opportunities for self-development and empowerment at the district, community and school levels:

- Youth Education on HIV/AIDS

The Ministry continued to play a pivotal role in reducing the spread of HIV/AIDS among youth, through education and information disseminated at its Youth Health Caravans. Approximately 11 Youth Health projects which benefitted in excess of 6,000 persons from the El Socorro Community, Malick Youth Facility, River Estate, Church of the Nazarene, Police Youth Clubs, St. James/ Carenage, Gonzales, Beausejour, D'Abadie (in collaboration with the Autistic Society), Belle Vue/ Dibe/ Dundonald Hill and Ovid Alley areas, were implemented. In Oropouche, changes in lifestyle choices were promoted and new projects which addressed health issues in the communities were developed.

- **National Youth Survey**

This Survey was conducted to determine what motivates young people, their moods, needs and wants. The data gathered will be used to develop more innovative projects to address issues faced by youth, facilitate a restructured delivery system for youth service as well as design comprehensive youth Policies. Some of the findings were:

- i) Youth stakeholders have articulated that the Government do not provide:
  - Access to sufficient jobs or counseling for youth
  - Assistance for children and young adults re: sexually transmitted diseases
  - Better structured sporting programmes for football and track and field
- ii) Youth Services offered by the Ministry are poorly promoted, uninteresting and lack innovation
- iii) Services are conducted at too many venues
- iv) YDAC Programmes are not well known among the target audience

- **Save the Youth in Marginalised Communities**

This project, undertaken in the Phases detailed below, encourage increased social consciousness and encourage youth to reduce anti-social behaviours:

- **Phase 1** – Form 1 students of the Morvant/Laventille, Malick, Russell Latapy and Success/Laventille Secondary Schools were educated in the areas of Expressing feelings in Positive Ways, Anger Management, Identifying situations with potential conflict, Labeling Observed Emotions, Overcoming disadvantages, Self-esteem and Self-worth
- **Phase 11** - Members of the Patna, River Estate and Bagatelle communities were engaged in developmental workshops aimed at building confidence, transforming negative behaviours and curbing community violence. Members of the Laventille community were also engaged in initiatives to break down barriers between community members.

- **Social Education and Skills Enhancement Project (SESEP)**

Social Education and Skills Enhancement Projects (SESEPs) were undertaken in communities to empower youth by providing developmental opportunities through vocational skills training, social life skills and health education interventions which address critical issues and promote a change of behavior in the areas of healthy lifestyle choices, teamwork, anger management, employability skills, self-esteem and communication. Participants in these projects received vocational skills training in Floral Arrangement, Fabric Transformation, Home Décor, Social life skills, Health education interventions, Interior Decorating and Food Preparation.

- **Youth Fora**

In Fiscal 2010, this Ministry took a lead role in co-ordinating the Commonwealth Youth Forum which afforded youth with the opportunity to express their opinions, perspectives and propose recommendations for empowering youth throughout the Commonwealth. This Forum presented an opportunity for 600 youth to participate in thematic plenary and debate sessions in the areas of Social and Economic Development, Climate change, Promoting Economic Growth and Youth Involvement in Decision Making.

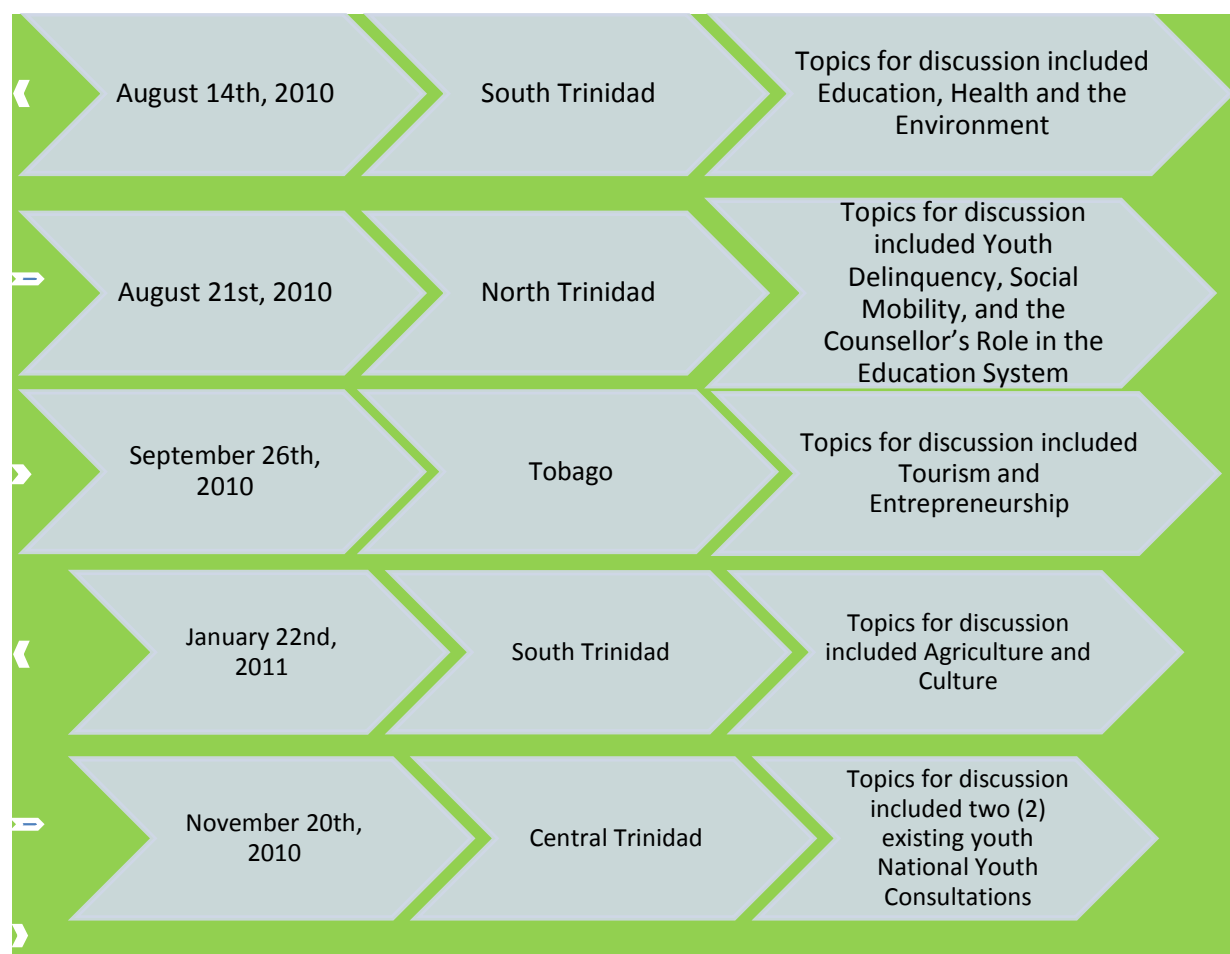
## Project Implementation Unit - NYP

The National Youth Policy defines a youth as “**a person between the ages of 12 and 29 years who is becoming independent of parents and learning to master the biological, psychological, political, economic and social changes associated with this period of transition.**”

In the context of the Ministry’s mandate, the above definition is the guide by which the Ministry of Sport and Youth Affairs treats with this sub-group of the population. In 2010, the enabling environment for youth was shaped by the ability of youth serving, youth led, private and public social sector agencies to respond to the daily challenges of the youth population.

Subsequent to the introduction of the National Youth Policy in 2004, several activities have been implemented to advance the position of youth in Trinidad and Tobago. However, to maintain its relevance, impact and effectiveness so that the needs of youth are adequately met, in 2010, the Ministry undertook a review of this Policy.

As part of the review, National Youth Consultations which created a space to encourage youth to speak, whilst ensuring that important players in our society were present to answer their queries, were held in the following locations across Trinidad and Tobago:





Participants at the Consultations

### **National Youth Council of Trinidad and Tobago (NYCTT)**

The National Youth Council of Trinidad and Tobago (NYCTT) was established in 2009 as part of Government's commitment to a decision taken by Commonwealth Heads that all countries should have a National Youth Policy and a National Youth Council. With a Constitution to guide its operations, the NYCTT was envisaged to provide a "voice" to the youth population of approximately 300,000, as well as address youth needs and issues.

In 2010, the Ministry focused on collaborative efforts with various youth led and youth serving entities to formally develop the NYCTT which at present, has been disbanded pending a review of its structure to more closely align it to the tenets of the new Youth Delivery System.

### **Courses of Action**

In keeping with the NYP's 3-year Strategic Implementation Plan, the 2010 activities under the specific Courses of Action were as follows:

#### **• Creation of a New Youth Delivery System (COA 3)**

The new Delivery System for Youth Services which has been designed with an appropriate institutional and organizational framework for national youth development, proposes the following:

- Encourage active participation of youth in all stages of Policy/Programme design, implementation and evaluation
- Improved youth delivery service
- Establish collaborative networks among youth led and youth serving organisations as a major mechanism for project development and implementation

This new Delivery System proposes the creation of four (4) new structures namely:

- Youth Company of Trinidad and Tobago to manage the delivery of youth services
- Youth Development Leadership Institute to provide training for practitioners involved in youth work
- Re-engineered Youth Division to more effectively and efficiently deliver youth services
- National Youth Council of Trinidad and Tobago (NYCTT) to develop a network of collaboration among youth organizations and youth-serving organizations as a major mechanism for project development and implementation

The Ministry is awaiting Cabinet's decision on this new Delivery System.

- **Voice of Youth (COA 9)**

In 2008, the Ministry of Sport and Youth Affairs proposed the implementation of the Radio programme “Choices,” which was developed to portray real-life situations encountered by Trinidad and Tobago youth, deliver significant messages, inform youth of information critical to their development and showcase and promote the positive work done by youth to help transform their lives. This programme also provides a forum for youth to discuss issues affecting them.

In 2010, a request was made to the Ministry of Education to have this programme aired on the School’s Public Address System for seven (7) minutes, twice a week, until the conclusion of the fourteen (14) segment series. Some of the issues addressed included depression, peer pressure, crime, pregnancy, family life issues etc. Together with this programme which will be aired on four (4) radio stations, a Teacher’s Manual, Posters and a Comic Book were created to aid in information dissemination.

### **Development of a Youth Employment and Employability Policy (COA 10)**

The objective of the Youth Entrepreneurship Programme (YouthRISE), which was intended to act as an extension to existing Government initiatives, assists “at risk” youth in realizing their potential by providing them with soft loans to support business start-up, foster personal growth, self-employment, self-actualization as well as create positive channels for their talent, creativity and energy. In addition to the direct benefits to participants, the establishment of viable locally-owned businesses will stimulate the local economy, provide and safeguard employment as well as increase the range of local products/ services available.

This programme also provided youth with entrepreneurship skills training, mentoring, counseling and financial support services to promote successful entrepreneurship, prepare for the job market, aid in poverty alleviation and create new economic spaces. The implementation of this project in November 2009 as a pilot in Maloney, was a collaborative effort between the Ministry of Sport and Youth Affairs and the National Entrepreneurship Development Company Limited (NEDCO). Prior to their loan application with NEDCO, 25 youth were obligated to attend life-skills and business workshops which “acted as a filter,” given that only 13 youths continued.

These 13 youths were granted loans in the sum of \$244,400.00 with 11 persons receiving \$20,000.00 each and the other 2 receiving loans of \$15,000.00 and \$9,400.00 to invest in the Beauty Care, Sound Recording, Food, Fruit and Vegetable Stall, Landscaping, Kids Clothing and Metal Fabricating businesses.

Cabinet, at its meeting in April 2010, approved Phase II of this project in which components of mentorship, counseling and financial assistance, were re-introduced. Also in April 2010, \$160,000 in loans were distributed to 8 young entrepreneurs to kick start their business projects in areas such as Hairdressing, Landscaping and Recording. Currently this project is on hold and under review.



- **Development of Youth Centres and Other Youth Serving Facilities (COA 14)**

An Inter-Ministerial Committee was appointed to develop the Terms of Reference for the establishment of Youth Friendly Spaces called Youth Resource and Information Centres (YRICs), which encourage and allow for positive recreation and healthy lifestyles for all youths, including the differently-abled. YRICs at the Ministry's Point Fortin and Woodbrook District Offices became operational in October and November 2009 respectively, with plans underway to establish YRICs in all district offices. Some of the other key initiatives conducted in 2010 included:

- Hosting of several Youth Mainstreaming workshops to improve awareness of the National Youth Policy, foster inter-agency co-ordination and collaboration among youth organizations as well as promote active participation of young people in all stages of Policy/Programme design, implementation and evaluation
- Four (4) National Youth Expositions hosted by the Ministry were geared toward showcasing positive activities which young persons engage in such as cook-outs, car shows, freestyle biking, skateboarding, street style dancing and singing.

## **INTERNATIONAL YEAR OF THE YOUTH**

August 12 2010 was declared by the United Nations (UN), as the start of the International Year of Youth (IYY) and the Government, in keeping with its mandate to develop the youth resource of Trinidad and Tobago, took this opportunity to fashion National Youth Month and all associated projects, with the IYY's overarching theme of *"Dialogue and Mutual Understanding."* This was undertaken to encourage dialogue and understanding across generations to promote the ideas of peace, respect, human rights, freedom and solidarity.



International Youth Day was celebrated in July, together with 'National Youth Month' activities. The theme for this month: *"Achieving the Dream,"* emphasized young people having and recognizing those dreams which encouraged their holistic development. The dreams of our youth which were pursued in areas such as Business, Participation, Empowerment, Leisure, Faith, Expression, Sport, Relationships, Health and Technology, manifested itself in 41 projects such as the Career and National Health Fairs, My Country/My Community/ My Space, Inter-faith Service, Youth Heroes, publication of Youth News in a magazine and Bring a Youth To Work. Details of these projects are outlined below:

- **National Health Fair**

Under the umbrella of the National Youth Month and the IYY, the National Health Fair held on August 28, 2010, created an increased awareness of the health issues impacting our youth while advocating preventative measures through informed decision making, for a healthier lifestyle. The day's activities commenced with a Walk from Coffee Street to Skinner Park in San Fernando, where the programme continued with eye, heart, lung, diabetes and blood pressure testing.

- **My Country, My Community, My Space (Environmental Campaign)**

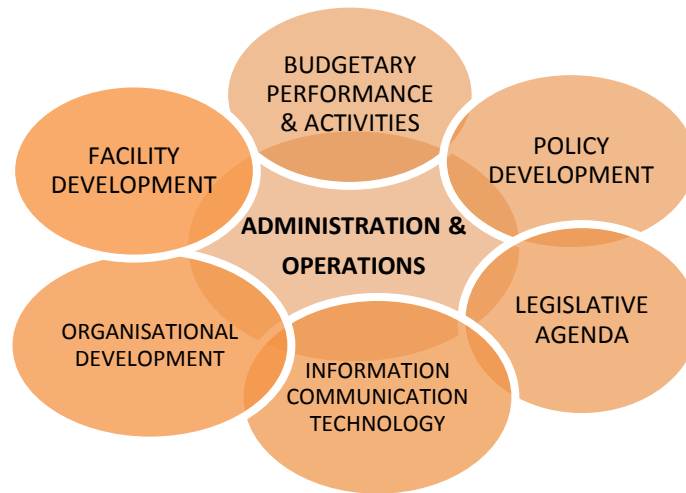
The year-long My Country, My Community, My Space campaign which aimed to inspire and empower communities to clean up, maintain and conserve their local environment, as the key to environmental change, brought together community groups, businesses, government agencies and schools in a range of activities which positively improved local environments. This led to the development of the on-going Adopt-A-Space National Competition in which schools, youth groups, community groups and the Ministry's Youth Development and Apprenticeship Centres were encouraged to participate. 23 persons registered for this competition in which participants were encouraged to adopt a space, clean it and make it environmentally friendly and sustainable. The first place went to the Marabella South Secondary School, with the St. Augustine and Vesigny Secondary Schools coming second and third, respectively.

- **2010 Youth Heroes**

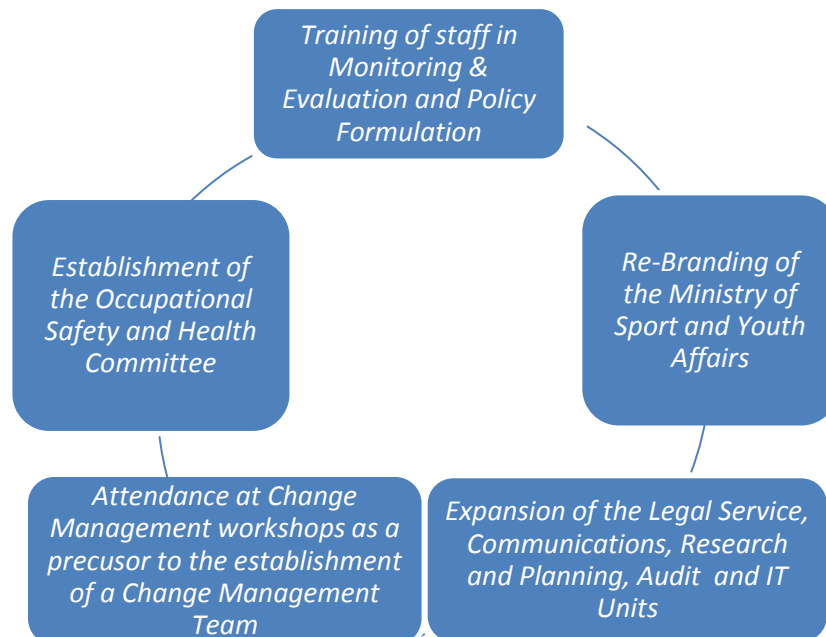
This project sought to recognize and reward young people who displayed heroism in the face of adversity, rescuing others and even themselves from ill-fated situations whilst simultaneously becoming role models and a source of inspiration to their peers. On August 12th, a ceremony was held in honour of 18 Youth Heroes whose accomplishments ranged from bravery, academics, leadership, service and sport.

- **Youth News**

Young people pursuing studies in Media/Mass Communication/Journalism, gained experience in covering Human Interest Stories, Photo Journalism and Event Coverage, while earning a stipend. 4 youth journalists were contracted to write detailed articles on all projects affiliated with IYY activities during National Youth Month, with their stories published as a supplement in the local newspapers.



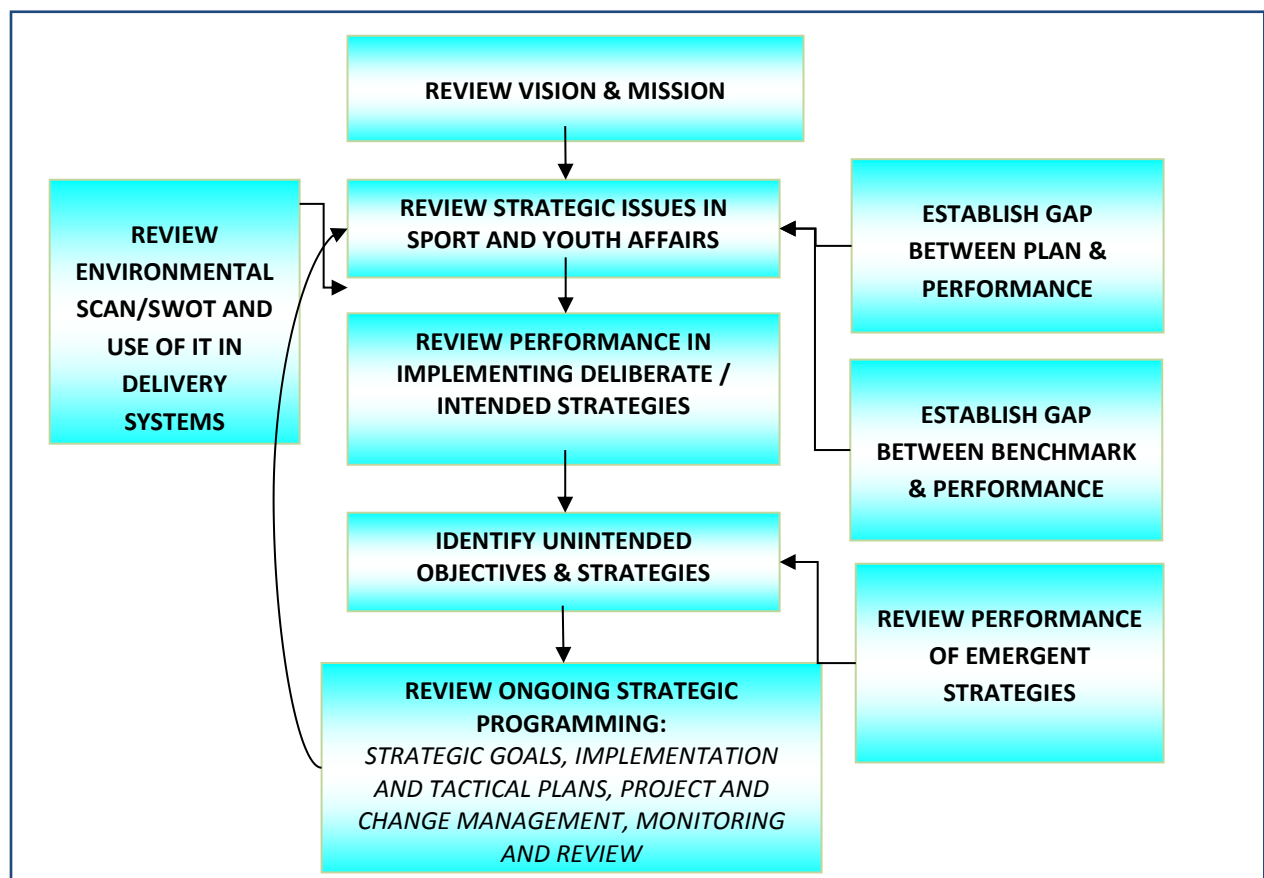
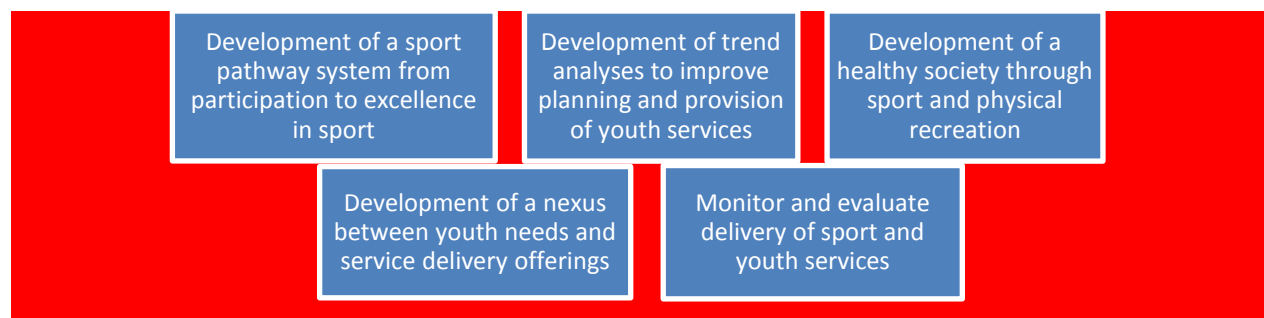
Fiscal 2010 marked the Ministry's 6<sup>th</sup> year of operation at #12 Abercromby Street, Port-of-Spain, with a staff complement of 600 Officers comprising 340 monthly paid, 130 daily rated and 130 contract staff members, who worked assiduously to establish the Ministry as a premier facilitator and provider of policy direction and professional services for sport and youth development. Some of the main activities undertaken were:



The work of the Division of Youth Affairs and Physical Education and Sport continued to be supported by the Research and Planning, Project Management, Accounting, Human Resource Management, Legal and Communications Units, as well as General Administration and its Sub-Units (Information Technology, Public Relations, Registry and Library).

Coming out of the Strategic review process, the new Business Model developed for the Ministry, will require the additional functions of Change Management, Monitoring and Evaluation, Integration of Sport and Youth Activities, Business Process Re-Engineering, Business Development and an Expanded Role for IT. Embedded in this new Business model are the tenets of “Efficiency, Effectiveness, Economy and Entrepreneurship,” to ensure success in the delivery of the Ministry’s mandate.

It is anticipated that in 2011, attention will be focused on new and emerging objectives and strategies in the context of both the National Sport and Youth Policies including:



In fiscal 2010, this country hosted the FIFA Under-17 Women's World Cup with one of the Government Guarantees required by FIFA, football's world governing body, being the need to protect the intellectual property rights of its commercial partners. The Ministry contemplated developing 'Sunset Legislation' similar to that passed for the 2007 Cricket World Cup, with a view to providing the required rights protection. However, time did not permit the passage of this proposed legislation.

2010 was also another landmark year for sporting legislation as the Ministry's Legal Unit continued work toward the establishment of the National Anti-Doping Organization (NADO), with the National Anti-Doping Policy approved by Cabinet in October 2008. The drafting of legislation to adopt this Policy will be presented to the Legislative Review Committee of Cabinet in May 2010.

Legislative works also continued on the Act to establish the Sports Commission of Trinidad and Tobago (SCOTT), whose function will be the development and management of the national sport portfolio. Under this Act, all the functions of the Sports Company of Trinidad and Tobago Ltd. including the construction and maintenance of sporting facilities will be absorbed by SCOTT.

The recent sporting success of Trinidad and Tobago as well as our Caribbean counterpart Jamaica, has increased the regions level of scrutiny, internationally. As such, compliance with the World's Anti-Doping Code is of utmost importance as national elite athletes continue to compete with the best in the international arena, therefore justifying the need for a NADO in this country.

The Trinidad and Tobago Boxing Board of Control's Act (1934) was revisited to modernize the provisions of the sport as it relates to licensing, promotions, referees, fight rules and requirements.

The Information Technology Unit continued to change the way the Ministry does business by taking Information and Communication Technology (ICT) from a very basic peer to peer environment to one with a robust Local Area Network infrastructure (fiber optic based), several virtual private networks (Accounting and Human Resource Units) which are IP based Public Branch Exchange Services, Voice Over IP phones, 1Gbps network speeds, email services, an interactive website/portal, video conferencing services and overall interconnectivity to the majority of the Ministry's external facilities.

The Ministry is focused on building a strong ICT foundation to support additional information systems, with special attention paid to the following:

- i) Design and Installation of the Head Office's Local Area (Fiber Optic) based voice and data network
- ii) Procurement of fast, reliable and robust servers to host the Ministry's internal domain, manage firewall / internet access services and store data
- iii) Provision of quality desktop client computers and laptops outfitted with the latest technology
- iv) Industry strong security ranging from Antivirus protection to intrusion detection and capture
- v) Equipment and applications compatibility with future technologies and planned/unplanned initiatives

The Information Technology Unit through the projects identified in its ICT Strategic Plan which was approved by the Ministry's executive team and members of Cabinet, continues to successfully harness the benefits of technology to assist the Ministry in accomplishing its objectives and realizing its Vision.

By the end of fiscal 2010, a significant amount of connection was achieved with approximately 90% of the backbone equipment installed at the Ministry's sites. The staff of the IT Unit continued to work with the Ministry of Public Administration to ensure a seamless integration with the local area network(s) at the Ministry's facilities.

As the Ministry grew in size, the IT Unit recognized that there was a need to expand its internal network capacity. This commenced with upgrade works to the Head Office's local area network in an effort to increase the number of data and voice ports available to staff members. This was successfully completed with the end result being an 18% increase in overall network capacity. In addition to this increased network capacity, the Ministry's IT Unit entered into a Service Level Agreement with the telecommunications provider, Connect Limited, to upgrade the IP-PBX operating system, thereby taking advantage of cutting edge technology features.

In keeping with the thrust to utilize technology to increase efficiency and effectiveness, the IT Unit installed video conferencing services to allow for the conduct of meetings, locally and internationally, using video and voice. Both conference rooms in the Ministry have been outfitted with a permanently mounted overhead multimedia projector along with a public address/microphone and stereo system. The IT Unit also updated operating systems, installed newer software applications, improved processing power, enhanced storage space and increased interconnectivity with regard to the Government's Communication Backbone.

## BUDGETARY PERFORMANCE AND ACTIVITIES

The Ministry's budgetary allocation for 2010 was TT\$388,035,600 to meet the cost of Recurrent expenditure and Capital investment in the **Sport** and **Youth** services sector as indicated below:

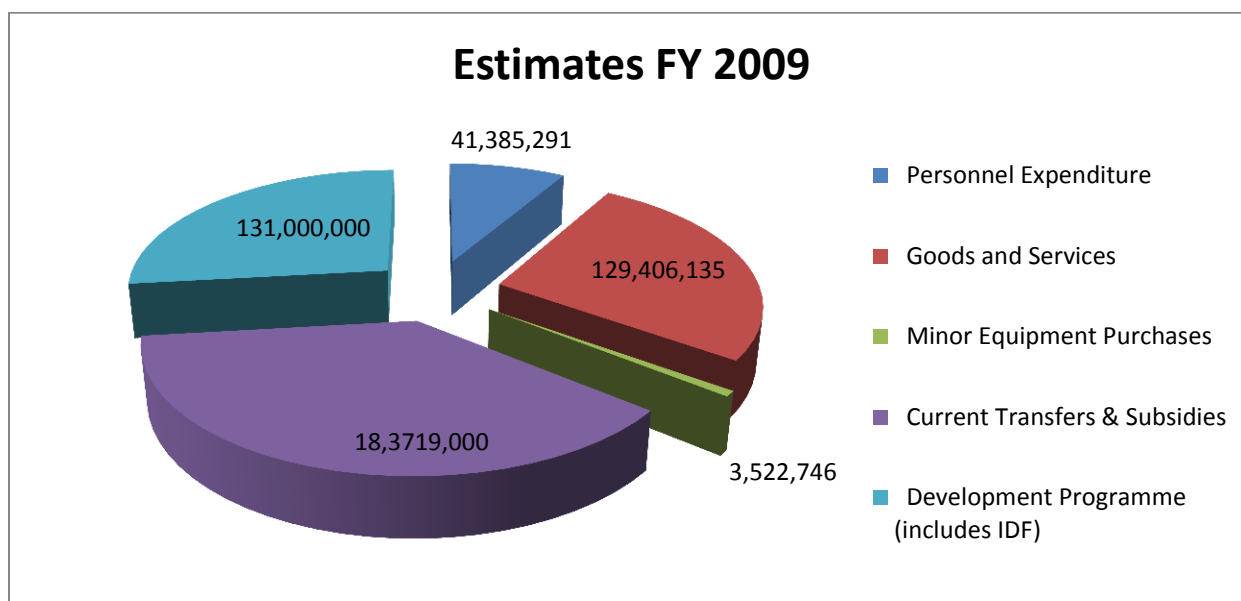
- *Recurrent Expenditure* - \$ 295,035,600
- *Development Programme* - \$ 93,000,000 of which:
  - \$33,000,000 represents allocation under the Consolidated Fund
  - \$60,000,000 represents allocation under the Infrastructure Development Fund

### Development Programme

The Ministry continued to invest significant sums to construct and maintain its infrastructure. The sport plant of 19 sporting facilities is managed and operated by the Ministry at an annual maintenance cost of \$25 Mn, with every effort made to keep them fully functional for use by stakeholders.

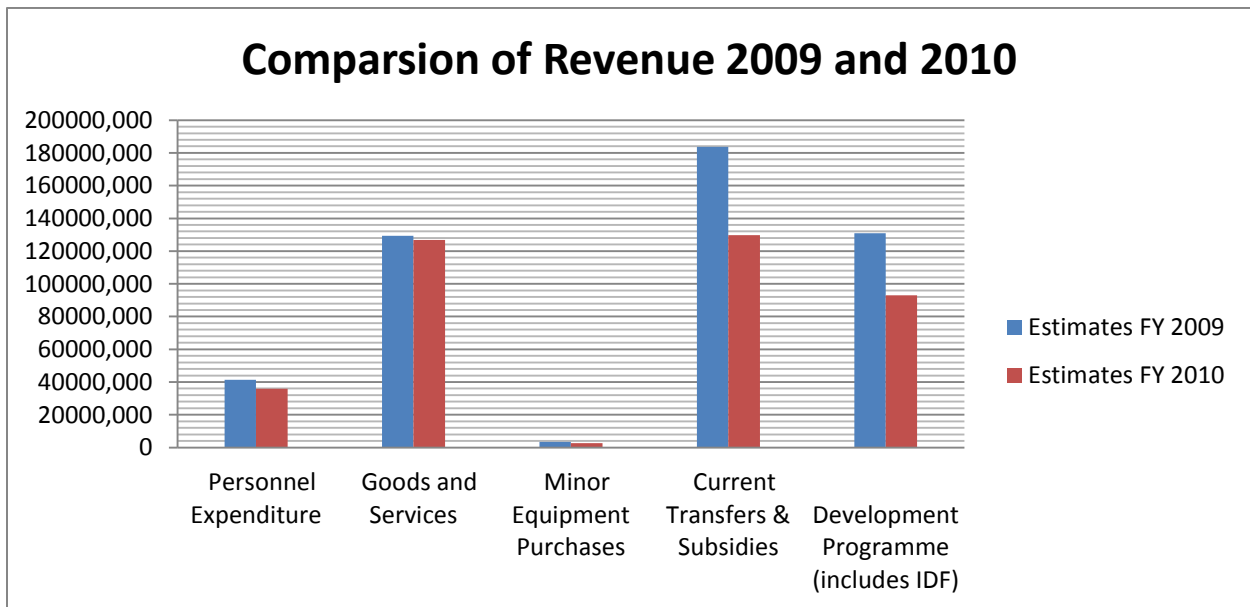
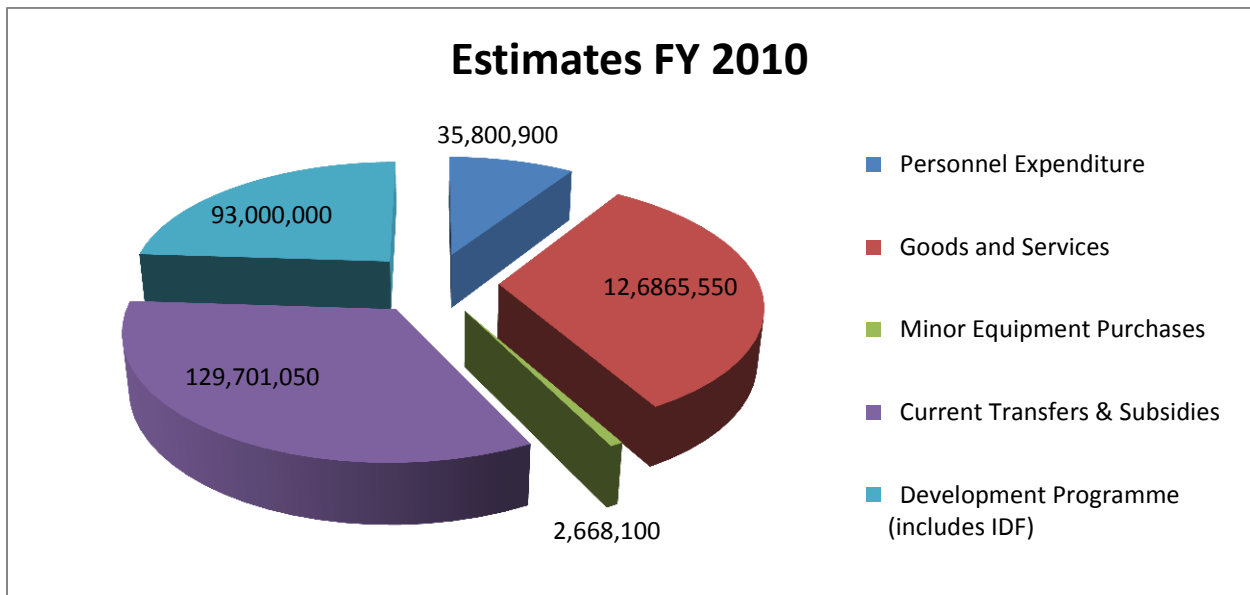
### Revenue Generation

Monies earned from both the non-tax revenue and property rentals earned from the use of both sport and youth facilities by National Sporting Organizations/Associations and Community-based Organizations, amounted to \$5,056,295.53. Monies collected in fiscal 2009 from property rentals and non-tax revenue were valued at \$4,716,869.06, which reflects the operations and management transfer of the ministry's main revenue-earner, the Hasely Crawford Stadium, to SporTT:



## REVENUE 2010

Revenue Head 06 - Property Income		TT\$
01	Rental Income	<b>4,907,344.11</b>
Revenue Head 07 - Non-Tax Revenue		TT\$
01	Administrative Fees and Charges	110,147.42
04	Non Industrial Sales	38,804.00
<b>Sub-total</b>		<b>148,951.42</b>
<b>TOTAL REVENUE</b>		<b>5,056,295.53</b>





**CONSTRUCTION & MAINTENANCE OF THE SPORT AND YOUTH PLANT****SPORT**

- In fiscal 2010, the Ministry invested \$1,806,039 in preventative maintenance and upgrading works to its 5 Community Swimming Pools and 7 Indoor Sporting Arenas
- Funds totaling \$19,901,854 were expended on extensive infrastructural works to the Ministry's 5 Multipurpose Stadia to ensure compliance with Health and Safety as well as international Standards
- The Sports Company of Trinidad and Tobago Ltd. has initiated preliminary works on the development of 3 National Facilities namely the Aquatic Centre, Tennis Centre and Cycle Track to improve performance and position our athletes for achievement in these sporting disciplines. Additionally, preliminary works have also commenced on the construction of 3 Facilities in Sangre Grande, Arima and Diego Martin, where it is anticipated that these Centres will provide substantial benefits to the public through the fusion of sport, physical recreation and social education programmes.
- Rehabilitation and upgrade programme for *Community Recreational Facilities* utilizing an accelerated programme of implementation, was undertaken with developmental works conducted on the following 15 Grounds:
  - i. New Lands Recreation Ground
  - ii. Williamsville Recreation Ground
  - iii. Palo Seco Hard Court
  - iv. Chickland Recreation Ground
  - v. Milton Recreation Ground
  - vi. Lisas Gardens Hard Court
  - vii. Salazar Trace Recreation Ground
  - viii. Pelota Recreation Ground, Arima
  - ix. Cochrane Hard Court, La Brea
  - x. Moka Recreation Ground
  - xi. Pascal Recreation Ground
  - xii. Marac Recreation Ground
  - xiii. La Horquetta Hard Court
  - xiv. Samaroo Recreation Ground
  - xv. Prime Minister's Recreation Ground

- Rehabilitation works are also on-going on the following Community Recreation Grounds:
  - i. Doorbassa Recreation Ground -65% complete
  - ii. Grand Rivere Recreation Ground -75% complete
  - iii. La Fillette Recreation Ground -80% complete
  - iv. Mon Plaisir Recreation Ground -95% complete
  - v. Simeon Road Hard Court -98% complete
  - vi. Maracas Recreation Ground -90% complete
  - vii. Union Recreation Ground -70% complete
  - viii. Cumoto Recreation Ground -55% complete
  - ix. Lendore Village Recreation Ground -95% complete

The development of these recreation grounds, court facilities and installation of security lighting, will allow members of the public, youth to senior citizens, to enjoy varying recreational activities such as leisure walking, jogging, biking, cricket, football and basketball.

- Construction works on the Brian Lara Cricket Stadium continued. A final assessment upon completion of this facility will be conducted in keeping with the current scope of works.

### **YOUTH**

- The Ministry continued its investment in developing and empowering youth, with approximately \$3.1-Mn. being expended on the refurbishment and upgrading of 3 of its Youth Training Facilities (non-residential) and its 3 YDACs. At these Centres, technical/ vocational training and social education programmes were delivered to young persons from ‘at risk’ communities, providing them with opportunities to make positive changes in their life.
- Young persons from the western communities will now have an opportunity to enroll in contemporary, high-demand training courses such as graphic design, audio engineering, culinary arts, fashion design and spa culture, at the Ministry’s St. James Youth Facility, which is 97% complete.

### **PLANNED ACTIVITIES**

- Consistent with its Vision Statement as “the leader in Sport and Youth Development,” the Ministry of Sport and Youth Affairs proposes to continue its investment in sound sport and youth infrastructure during the next financial year. As such, the Ministry intends to engage a consultant to develop a Master Plan for sport and youth facilities. This Plan will serve as a comprehensive guide for facility planning and development, facility siting, management and maintenance, thereby ensuring value for money.

- Other proposed activities for the development of the sport and youth infrastructure include:
  - Construction of 10, 25m swimming pools in communities across the country, over the next 3 years
  - Development of 7 Regional Recreation Grounds (Phase 1 of the development of 14 Regional Grounds) and development of the Yolande Pompey Recreation Ground
  - Conduct of a feasibility study for the establishment of a Motor Sport Facility at Waterloo, Carapichaima
  - Refurbishment and upgrade of 5 Caroni Sport Facilities at Ste. Madeline, Sevilla, Woodford Lodge, Gilbert Park and Dubisson Park
  - Development of 50 children's play parks in various communities
  - Outfitting of the Brian Lara Cricket Facility and establishment of the management structure for the facility
  - Outfitting of the St. James Youth Facility
  - Commence construction of the Mayaro Youth Facility
  - Continued upgrade and refurbishment of the Ministry's Community Swimming Pools, Indoor Sporting Arenas, Multipurpose Stadia, Youth Training Facilities and Youth Development and Apprenticeship Centres.

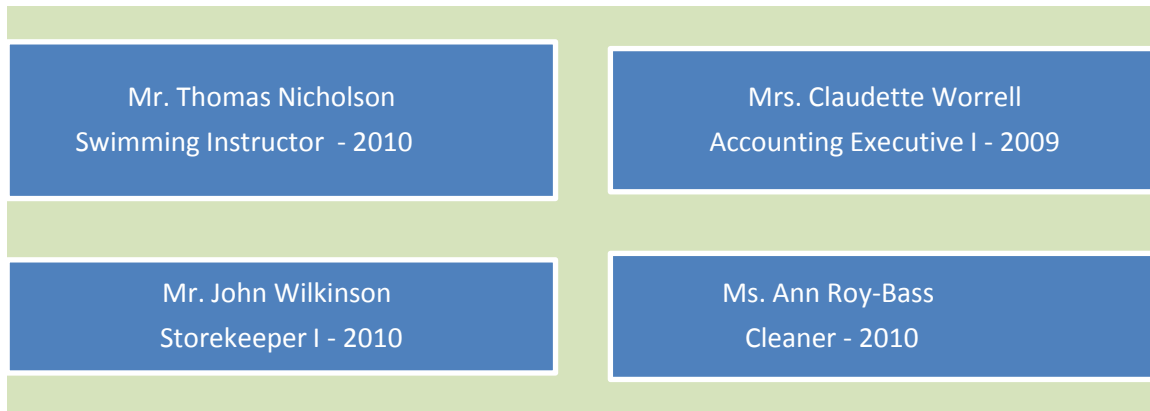
Under the Elite Athlete Assistance Programme (EAAP), nationals and high performing athletes who are world ranked in their respective disciplines, are provided with financial assistance to aid them in achieving excellence at the highest level of competition. It is anticipated that this assistance will help meet the costs for airfare, land travel, accommodation, medical, meals, personal supplies, nutrition, coaching, equipment, use of foreign based training facilities, gym and other associated training costs.

In fiscal 2011, the following policy initiatives are proposed:

- In excess of 15 elite athletes will be provided with assistance under this programme, to prepare for Olympic-qualifying competitions inclusive of the Commonwealth Games, Central American and Caribbean Games and other regional championships
- Elite Athlete Assistance Policy Guidelines for the disbursement of funds to High Performance Athletes will be revised to consider the accommodation of Team Sports, Non-Olympic Sports, Sub-elite athletes and Flexible ranking
- Finalization of the Policy on the Use of the Ministry's Sport and Youth Facilities which outlines conditions for priority use, improvements to the operational efficiency and revenue generation potential of these facilities. This Policy is supported with a User Manual and a new draft Policy for the User Fee Structure
- Policy for a System of Recognition and Rewards for Outstanding Sport Performances, based on the geographic regions in which Trinidad and Tobago is required to compete
- A National Anti-Doping Policy which aims to eliminate the use of banned substances in sporting competitions, thereby promoting healthy athletes and fair competition, provides guidelines and rules for the prevention of sport doping in accordance with the World Anti-Doping Code. Legislation to adopt the Policy and create a National Anti-Doping Commission is well advanced
- The Trinidad and Tobago Boxing Board of Control's Act, the legislation which regulates professional boxing in Trinidad and Tobago, will be revisited.

## FAREWELL

The Ministry bade farewell to the following key staff members from the Head Office and satellite facilities, whose contribution were viewed as foundation stones for the Ministry's new dispensation:



## CHALLENGES AND PROPOSED REMEDIAL ACTION

### **Challenges**

During the Brand Image Assessment Study conducted on the re-branding process, the following challenges were expressed by stakeholders:

- MSYA falls short of its targets and doesn't provide adequate support for sport and youth development
- Stakeholders perceive the Ministry as 'reactive'
- Sporting academies, community activities, improved facilities and a more participative process in the creation and implementation of strategies and initiatives, are required
- MSYA needs to be more equitable in its focus between sport and youth, popular and non-popular sports and between north, central and south Trinidad
- Communication channels and customer services should be improved
- Critical technical and specialist staff positions remain vacant with a loss of institutional memory given the high turnover of staff
- Formal Monitoring and Evaluation systems are not recognized
- Need to revisit and define MSYA as a Facilitator versus Implementer
- Lack of knowledge/use of available technology by staff
- Information dissemination is Head Office-centred
- Leadership style is not participatory, as indicated as a critical success factor in the 2007 – 2011 MSYA Strategic Plan
- Work of the Youth Division is perceived as undervalued

Other **challenges** included:-

- *Work environment/Office accommodation*  
Given that accommodation at Head Office is very limited, the recruitment of new staff is delayed
- *Special Purpose Companies*  
Staff do not have a clear understanding of the demarcation of roles and responsibilities between SPORTT and MSYA

### **Remedial Action**

The Ministry proposes the following **remedial action** to reduce or eliminate the above-mentioned challenges:

- Market and communicate youth initiatives utilizing traditional and internet media such as Facebook, Twitter, Tagged and My Space
- Establishment of 'One-Stop Shops' for youth activity inclusive of:
  - Educational, Sport, Counseling and Religious Instruction Centres
  - Dorm and Internet Café/Technology Rooms
  - Food Court, Lounge and Recreation Areas
- The Ministry's Service Centres and services offered should become more citizen and client-centred by:-
  - Introducing Service Standards across facilities and an Employee Recognition System
  - Regularizing mechanisms for feedback and strengthening internal communication systems
  - Conducting a Training Needs Assessment, develop a Training Plan and fully implementing the Employee Performance Appraisal System
  - Improved decision-making by aligning actions to the Ministry and Government's National Plan for Sustainable Development
  - Facilitating capacity building and skill development of the Ministry's management team
  - Increased awareness and application of Information Technology across the organization
  - Developing and introducing Results-Based Planning, Management and Reporting Framework
  - Strengthening the Monitoring, Evaluation and Planning capacity
  - Developing Performance indicators for Programmes and Projects
- Timely releases from the Ministry of Finance
- Development of a comprehensive maintenance plan to facilitate optimum usage of sport and youth plants
- Re-training of existing staff and/or the employment of contract officers to achieve the new strategic functions of formulating, monitoring and evaluation of policy, programmes or projects
- Construction of a new Head Office location for the Ministry
- Hosting of regular Division/Unit Team briefings and encouraging a participatory-style leadership
- Implement recommendations and address the findings of the National Youth Survey Report

## CONCLUSION

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Fiscal 2010 was a defining year for the Ministry of Sport and Youth Affairs in that major decisions on strategic policy issues governing its operations were determined and significant achievements were made in the development of both sport and youth nationally. In keeping with the Government's mandate, a 1 year Operational Plan was developed, together with the continued operationalization of the Ministry's 2007-2011 Strategic Plan to meet its strategic objectives. This 1 year Plan which was designed to effect priority implementation for the expansion of the Sport Product, the development of Youth Delivery Structures and Change/Reform of the Ministry, articulated the resources required, the support initiatives and frameworks to be developed.

Given that all programmes /policies/projects were aligned and grounded in Government's wider vision for developed nation status by 2020, all activities undertaken by the Ministry were intended to continue nurturing a society that is healthy, productive, informed and empowered. With its re-engineered role, the Ministry was driven to setting standards and guidelines for our new youth and sport delivery arms, facilitating opportunities to strengthen these delivery arms, improve business operations through enhanced ICT applications and infrastructure, foster synergistic networks with other state agencies and key public sector youth service providers. Therefore, the Ministry continued to contribute to the development and expansion of the country's youth and sport infrastructure, whilst also seeking to promote sport as an industry.

The Ministry, in fulfilling its mandate to facilitate the development of sport and physical recreation, engaged in efforts to not only preserve but also maintain the State's infrastructure to ensure that the national community is offered opportunities for recreation, e-learning, sport participation, life skills and vocational training. Works were also undertaken toward the hosting of the inaugural Caribbean Games to be held in this country in 2009. In addition to the successful hosting of the FIFA U-17 Women's World Cup in September, this Ministry played a contributing role in the Commonwealth Youth Forum, hosted as a parallel event to the Commonwealth Heads of Government Meeting in November 2009.

Overall, fiscal 2010 was a defining year for the Ministry of Sport and Youth Affairs since it engaged in activities which promoted the development of both the sport and youth sectors to contribute to the development and empowerment of citizens and the sustainable development of Trinidad and Tobago.

**APPENDIX I**

**MINISTRY OF SPORT AND YOUTH AFFAIRS**  
**BENEFICIARIES OF THE ELITE ATHLETE ASSISTANCE PROGRAMME**

<b>NAME</b>	<b>DISCIPLINE</b>	<b>MONTH</b>	<b>AMOUNT</b>
Jehue Gordon	Track & Field (400m)	December 2009	170,000.00
Josanne Lucas	Track & Field (400m hurdles)	December 2009	170,000.00
Emmanuel Callender	Track & Field (100m; relay 100)	December 2009	170,000.00
Monifa Sealy	Golf	December 2009	170,000.00
Reyare Thomas	Track & Field (100m; relay 100)	December 2009	100,000.00
Ayanna Hutchinson	Track & Field (100m; relay 100)	December 2009	100,000.00
Cherisse Bacchus	Track & Field (long jump)	December 2009	100,000.00
Aaron Armstrong	Track & Field (100m)	December 2009	100,000.00
Ayanna Alexander	Track & Field (triple jump)	December 2009	100,000.00
Keston Bledman	Track & Field (100m; relay 100)	December 2009	100,000.00
Pillar McShine	Track & Field (400m, 800m)	December 2009	100,000.00
Sasha Springer	Track & Field (100m)	December 2009	100,000.00
Azikiwe Kellar	Cycling (Team Match Sprint)	December 2009	100,000.00
Ako Kellar	Cycling (Team Match Sprint)	December 2009	100,000.00
Elisha Greene	Cycling (Kierin)	December 2009	100,000.00
Christian Homer	Swimming (Freestyle)	December 2009	100,000.00
Joshua McLeod	Swimming (Butterfly)	February 2010	100,000.00
Caryle Blondell	Swimming (Freestyle)	February 2010	100,000.00
Andrew Lewis	Sailing	February 2010	100,000.00
Cadell Lyons	Swimming (Butterfly & Freestyle)	February 2010	100,000.00
Kimberlee John Williams	Swimming (Freestyle & Breast)	February 2010	100,000.00
Cherelle Thompson	Swimming (Freestyle)	February 2010	100,000.00
Marc Burns	Track & Field (100m; relay 100)	February 2010	170,000.00
Renny Quow	Track & Field (400m)	February 2010	170,000.00
Aleesha Barber	Track & Field (4x400m)	February 2010	100,000.00
Cleopatra Borel-Brown	Track & Field (Shotput)	February 2010	170,000.00
Semoy Hackett	Track & Field (100m; relay 100)	February 2010	170,000.00



<b>NAME</b>	<b>DISCIPLINE</b>	<b>MONTH</b>	<b>AMOUNT</b>
<b>Darrel Brown</b>	Track & Field (100m; relay 100)	February 2010	170,000.00
<b>Rhonda Watkins</b>	Track & Field (long jump)	February 2010	170,000.00
<b>Kimba Collymore</b>	Swimming (Breaststroke)	February 2010	100,000.00
<b>Richard Thompson</b>	Track & Field (relay)	February 2010	170,000.00
<b>Christopher Hercules</b>	Track & Field (triple jump)	February 2010	100,000.00
<b>Njisane Phillip</b>	Cycling	April 2010	170,000.00
<b>Christopher Sellier</b>	Cycling	May 2010	170,000.00
<b>Rondell Sorrillo</b>	Track & Field (200m)	May 2010	170,000.00
<b>Haseem Mc Lean</b>	Cycling	May 2010	100,000.00
<b>Melissa De Leon</b>	Track & Field (800m)	May 2010	100,000.00
<b>Annie Alexander</b>	Track & Field (Shot Put)	May 2010	100,000.00
<b>Darrel Brown</b>	Track & Field (100m)	June 2010	80,000.00
<b>Azikiwe Kellar</b>	Cycling	June 2010	150,000.00
<b>Total</b>			5,010,000.00

## APPENDIX II

### MINISTRY OF SPORT AND YOUTH AFFAIRS FINANCIAL ASSISTANCE TO NATIONAL SPORTING ORGANISATIONS

NATIONAL SPORTING ORGANISATION	AMOUNT
Trinidad and Tobago Bodybuilding Association	12,900.00
Trinidad and Tobago Volleyball Federation	7,508.00
Trinidad and Tobago Referees Association	124,800.00
Trinidad and Tobago Association of Senior Athletes	60,348.15
Trinidad and Tobago Chess Association	218,589.80
Trinidad and Tobago Powerboat Association	241,560.00
Point Kickboxing Association	50,300.00
Trinidad and Tobago Blind & Visually Impaired Association	20,000.00
Trinidad and Tobago Squash Association	145,000.00
Trinidad and Tobago Powerlifting Association	117,720.32
Trinidad and Tobago Badminton Association	97,548.80
Trinidad and Tobago Scrabble Association	28,030.00
Trinidad and Tobago Amateur Gymnastic Association	198,114.48
Surfing Association of Trinidad and Tobago	20,000.00
Trinidad and Tobago Olympic Committee	4,000,000.00
Trinidad and Tobago Game Fishing Association	107,869.80
Trinidad and Tobago Blind Cricket Association	123,120.00
Trinidad and Tobago Boxing Board of Control	715,597.67
Special Olympics of Trinidad and Tobago	130,080.00
Trinidad and Tobago Draughts & Checkers	63,930.00
Trinidad and Tobago Archery Federation	106,999.34
Trinidad and Tobago Rugby & Football Union	397,128.00
National Kickboxing Council of Trinidad and Tobago	63,000.00
Trinidad and Tobago Golf Association	11,048.00
Purple Dragon International Karate Jiu-Jitsu Association	614,230.00
Tennis Association of Trinidad and Tobago	75,000.00
Unified Promoters Boxing Association	23,710.00
<b>TOTAL</b>	<b>7,774,132.36</b>