



**Draft Strategic Plan
for the
Office of the Minister of State
in the
Ministry of Education, Sports, Youth and Gender Affairs 2009 – 2014**

“Continuing the Promise”



Going the Distance; Fulfilling our Purpose



Community *Fitness* Nutrition* Football* Cricket* Basketball* Tennis* Netball* Volleyball* Water-based sports * Golf * Track, Field, Weights* Recreation

Background

Following the General Elections of March 12 2009, the Honourable Prime Minister appointed Dr., The Honourable Jacqui Quinn Leandro as the Minister of Education, Youth, Sports and Gender Affairs. Senator, The Honourable Winston Williams was also appointed to serve in this Ministry as the Minister of State with responsibility for Sports, Local Government, Boys Training School and Special Projects including the National School Meals Programme (NSMP). It was later determined to be more prudent to link the Boy's Training School with the Departments of Education and Youth which fall under the direct responsibility of the Minister of State.

Methodology/Approach for the Development of the Work Programme

The following approach was used in the development of the strategic plan:

1. Review of the United Progressive Party's 2004 and 2009 Manifestos.
2. Consultations with ministerial, administrative and other key stakeholders in existing Departments in the Office of the Minister of State (OMS)

3. Review of documentation on the local yachting industry and other regional and international sports yachting programmes.
4. Determination of the scope of work to implement existing and new areas identified in the Manifestoes followed by the conduct of preliminary consultations with key stakeholders in Tourism, the Antigua and Barbuda Marine Association, Antigua Yacht Club and the Jamaica Sports Development Foundation.
5. Internal consultations with Heads of Departments to identify key result areas, strategic goals and objectives and key performance indicators.

Following the above, the next steps are expected to include:

6. Consultations with and approval from the executive arm of Government.
7. Preparations for and commencement of public consultations.



The Guiding Principle of the OMS

The guiding principle for the OMS SLS has been identified as **‘Going the Distance; Fulfilling our Purpose’**.

The Vision

To become the premier catalyst for the reformation of the sporting, recreational and community-based governance systems in Antigua and Barbuda.

The Mission

*Embraced by all of its stakeholders, develop and implement **sustainable** models for the promotion of a national physical fitness lifestyle, the reform of community based governance systems and the transformation of the sporting industry to produce a vibrant, empowered and prosperous citizenry.*

The Core Values of the OMS

The values of the OMS have been identified as follows:

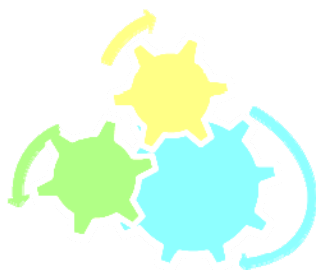
In relation to internal and external stakeholders, we will:

1. Work collaboratively with other government agencies in the delivery of the existing and future agenda of the office.
2. Provide a mechanism for all citizens to exchange ideas and participate in policy formulation and implementation.
3. Work as a team and promote team building mechanisms within and across departments.
4. Strive for excellence and innovation even in the face of challenges.
5. Be professional in approach and management and intolerant of poor performance.
6. Make decisions in the best interest of the nation in response to stakeholder needs.
7. Strive for open, effective and timely communication.
8. Value commercial partners.



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OUR LOGO



Going the Distance; Fulfilling our Purpose.

After a careful review of the portfolio Office of the Minister of State, it was realized that the three main areas though diverse in nature were also interconnected in some ways. Additionally, it was agreed that particularly in light of the economic constraints and the call for a more efficient and effective business process, there is a need to rationalize resources and efforts to enable a greater level of productivity. Therefore the Office opted to project its commitment to this call in the image of three differently coloured gears each with its similarly coloured arrows representing diversity, but yet interlocked with each other to work towards a single purpose. The intention is to project a well oiled mechanism which will embrace diversity and in turn inspire all to serve the citizenry of Antigua and Barbuda well.

GO THE DISTANCE

I have often dreamed, of a far off place
Where a hero's welcome, would be waiting for me
Where the crowds will cheer, when they see my face
And a voice keeps saying, this is where I'm meant to be
Ill be there someday, I can go the distance
I will find my way, if I can be strong
I know every mile, will be worth my while
When I go the distance, I'll be right where I belong
Down an unknown road, to embrace my fate
Though that road may wander, it will lead me to you
And a thousand years, would be worth the wait
It might take a lifetime, but somehow Ill see it through
And I won't look back, I can go the distance
And I'll stay on track, no, I won't accept defeat
Its an uphill slope, but I won't lose hope
Till I go the distance, and my journey is complete
But to look beyond the glory is the hardest part
For a hero's strength is measured by his heart
Like a shooting star, I will go the distance
I will search the world, I will face its harms
I don't care how far, I can go the distance
Till I find my hero's welcome, waiting in your arms
I will search the world, I will face its harms
Till I find my hero's welcome, waiting in your arms

..... Michael Bolton



National Policy Directives

The 2009 policy directives as outlined in the Manifesto of the United Progressive Party entitled, ‘Defending the Nation’, as they relate to the aforementioned areas as well the intended responses of the OMS to the directives are presented as follows:

A. Sports

TABLE 1: TO SHOW THE SPECIFIC/RELATED POLICY STATEMENTS FOR THE AREA OF SPORTS

(*: indicates a shared or indirect responsibility of the Office of the Minister of State (OMS))

Policy Area Sports	Page	Specific /Related Policy Statements
1. Managing the Economy	Pg 15	<p>*Tax Credits</p> <p>a. The upper limit of the tax credit offered to businesses which make financial contributions to the development of culture, education and sports will be increased from \$250,000.00 to \$500,000.00</p>
2. The National Sports Policy	Pg 18	<p>i. A National Executive Council for Sports (NECS) will be established with the primary responsibility for sourcing funding for and the oversight and management of, contributions to, sports in Antigua and Barbuda</p> <p>ii. A National Sports Policy will be developed by September 2009.</p> <p>iii. The developmental focus for sports will be at the community level.</p> <p style="padding-left: 40px;">i. Zonal Management Teams will be established at selected zonal sporting facilities. The Zonal Management Teams will be responsible for sports & facilities management at the zonal level.</p> <p style="padding-left: 40px;">ii. Facility Managers will be engaged by the Ministry of Sports to work in the Zonal Management Offices</p> <p>iv. The Superior Training Achieves Results (STAR) Programme will be established to identify, enroll and train high performing athletes in various disciplines to produce maximum results.</p> <p>v. Sports Coaches will be trained to spearhead the implementation of the STAR programme.</p>



Office of the Minister of State with responsibility for Sports, Local Government and Special Projects

Policy Area Sports	Page	Specific /Related Policy Statements
3. Links to Tourism	Pg 21	a.*The tourism product will be diversified and enhanced through linkages to culture, sports , the arts and the environment b. The Sir Vivian Richards Cricket Ground will be used as a sports attraction to result in unprecedented world wide publicity for the country as a world class sports tourism destination.
4. Quality Health Care for All	Pg 29	*The emphasis of Public health will be on a comprehensive wellness model rather than solely or primarily a treatment and care approach. Greater emphasis will be placed on prevention to promote long-term health benefits and health care savings
5. New Homes and Communities for a Better Life	Pg 38	* An integrated approach will be used in the development of a number of new residential communities comprising of durable, aesthetically pleasing homes, community and leisure centres, playing and sports fields for children and youths and parks and green areas.
6. Social Transformation	Pg 31	*Sporting Organizations will be encouraged and assisted to assume oversight of their playing facilities through the identification of liaison officers who will monitor the use of lights, discourage littering, and deter anti-social behaviour such as vandalism, defacing public property and the playing of loud music at unreasonable hours.
7. Antigua Yachting Mecca	Pg 42	a. Sports Yachting will be identified as a national sport b. A Sports Yachting Desk will be created at the Ministry of Sports with linkages to the Ministry of Tourism, Culture and the Environment. c. The Ministry of Sports will employ a Yachting Liaison Officer who has full knowledge of the industry and can design programmes to promote the industry and the island and who will explore opportunities for youth participation and apprenticeships d. A media guide and yachting magazine will be published. Through this mechanism the Ministry of Sports in collaboration with the Ministry of Tourism will provide better and more coverage of events in the industry. e. *The Government will invest in the formation of a yachting school which will offer courses in all areas of the industry. f. *The Government will work with yachtsmen to create a foundation to subsidize the expense of the training school. g. Investment will be made in the necessary infrastructure to safeguard the industry, allowing for greater returns by



Policy Area Sports	Page	Specific /Related Policy Statements
Antigua Yachting Mecca (cont'd)		<p>increasing our marketing capabilities</p> <p>h. The Government will ensure proper and sufficient CCTV cameras are installed in all the yachting areas</p> <p>i. A team will be commissioned to revisit and make recommendations on the customs and immigration aspects of the industry to allow for greater efficiencies.</p>
8. The Legislative Agenda	Pg 51	<p>a. The Small Craft Control Act will be introduced to control water sports on our various hotel beaches and provide a measure of safety to our beach users.</p> <p>b. The Antigua and Barbuda Sports Development Foundation Act will be introduced. (implied in the Manifesto)</p>

B. Local Government

TABLE 2: TO SHOW THE SPECIFIC/RELATED POLICY STATEMENTS FOR THE AREA OF LOCAL GOVERNMENT

(*: indicates a shared or indirect responsibility of the Office of the Minister of State (OMS))

Policy Area (LGD)	Page	Specific Policy Statements
1. Uplifting our Communities	Pg 33	<p>a. *The Government will ensure balanced development across the country</p> <p>b. *The Government will establish Administrative and Cultural Centres in each parish for administrative, local government and cultural activities for villages and communities within the parish.</p>
2. The Legislative Agenda	(Not in the Manifesto)	<p>a. Legislation will be introduced to formalize the operations of the Local Government Department.</p>



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C. Special Projects including the National School Meals Programme.

This component will include the following:

1. The **Expansion of the National School Meals Programme Project (ENSMPP)**; and
2. Other related projects as the need arises.

Policy Directives:

TABLE 3 (A): TO SHOW THE SPECIFIC/RELATED POLICY STATEMENTS FOR THE AREA OF SPECIAL PROJECTS – NATIONAL SCHOOL MEALS PROGRAMME

(*: indicates a shared or indirect responsibility of the Office of the Minister of State (OMS))

Policy Area (NSMP)	Source	Specific Policy Statements
1. Cost of Living	Pg 16 Page 24 (header)	a. Through the National School Meals Programme, the Government will continue to provide hot meals to school students on a daily basis. b. In 2009, nine (9) additional schools will be added to the programme to bring the total to 24.

Main Points Arising from Consultations with Stakeholder

Consultations revealed the following key issues in the OMS SLS which require attention:

1. Clearly defined policies to guide operations in all sectors under the OMS SLS.
2. A strategic plan to focus on the following areas:
 - a. Institutional Strengthening (to improve the ability of the departments to perform their existing or new tasks. Outputs would include policy and legislative reform, organizational restructuring, training, education, a public relations policy, the



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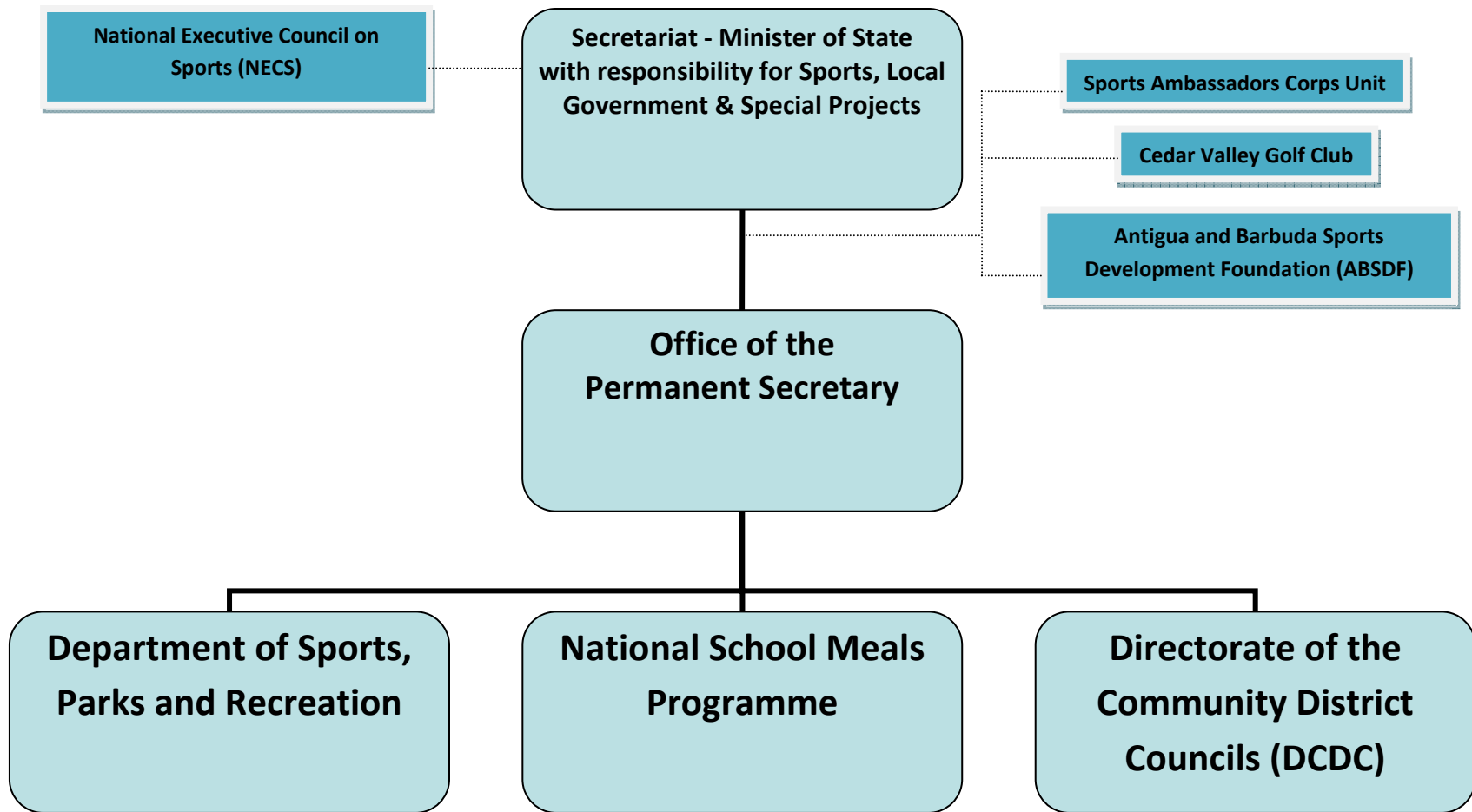
establishment of a knowledge management system, etc. The capacity-building component would focus specifically on a human resource audit and rationalization of the expertise and skills of personnel)

- b. Infrastructural development.
- c. Identification of the products and services offered by the departments and development of appropriate sales and marketing plans;
- d. Quality Control Mechanisms
- e. Internal and external fiscal support structures.
- f. Relocation of the Ministry of Headquarters into Government owned facilities.

Proposed Organizational Structure for Departments/Units in the OMS

The OMS envisions that a fully functional office will have an organizational structure comprised of the following units/departments as outlined below:





STRATEGIC FRAMEWORK FOR THE DEPARTMENT OF SPORTS, PARKS AND RECREATION

KEY RESULT AREA	STRATEGIC GOALS (Sports & Recreation)	STRATEGIC OBJECTIVES
1. Management and Governance	a. To lead the delivery of best-practice sport MANAGEMENT AND GOVERNANCE under the guidance of the National Executive Sports Council and in collaboration with key stakeholders.	<ul style="list-style-type: none"> i. Establish the National Executive Council on Sports by June 2009 ii. Submit the draft National Policy on Sport in Antigua and Barbuda for approval by August 2009. iii. Establish the Antigua and Barbuda Sports Development Foundation (ABSDF) by Jan 2011. iv. Establish the Academy of Sports & Recreation by July 2010 v. Formalize the geographic sporting zones on both Antigua and Barbuda by August 2009. vi. Submit a revised organizational structure of the Department to reflect the new policies on sports management by July 2009. vii. Develop individual zonal sports plans designed to develop and promote community based sporting activities. viii. Develop comprehensive administrative and procedural manuals for the Department of Sports. ix. Develop and implement a professional development training plan for administrators in the Department of Sports. x. Develop a national curriculum on Physical Education and Sport from Kindergarten – Form 5 in collaboration with the Ministry of Education by September 2010. xi. Establish the Inter-Schools Sports Association (ISSA) in collaboration with the Ministry of Education by December 2009

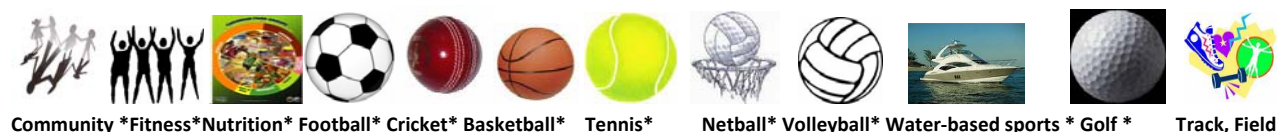


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KEY RESULT AREA	STRATEGIC GOALS (Sports & Recreation)	STRATEGIC OBJECTIVES
Competition	a. To support the development and delivery of HIGH QUALITY COMPETITION administration in Antigua and Barbuda.	i. Establish , by June 2010, the framework necessary to support and encourage the highest possible standards of competition in and outside of Antigua and Barbuda to include: <ul style="list-style-type: none"> • A review existing codes of conduct of competitors and conditions under which competitions can be held, • The management of health and safety issues in competitions, • The development of a secure electronic database to capture and archive competition data, • A system to promote official sporting competitions by
Sports Facilities Management	a. To establish and deploy a mechanism for the sustainable development and management of sports and recreational facilities in Antigua and Barbuda.	i. Establish a national sport facility management unit entitled the Sports, Parks and Recreational Facilities Unit by June 2009. ii. To develop a Sports Facility Operational and Maintenance Policy and Management System for approval by June 2009.
Sports Development	a. To provide sport development opportunities for all participants to encourage skill acquisition and greater involvement in the priority sporting areas at their chosen level, through the establishment of a local sports academy.	i. To complete the construction, equipping, furnishing and commissioning of the National Sports Academy (NSA) by September 2010. ii. To develop and pilot a suitable curriculum for the NSA by September 2010. iii. To develop, publish and promote a coach development pathway by September 2010. iv. To develop and implement an ongoing plan for the establishment and review of



KEY RESULT AREA	STRATEGIC GOALS (Sports & Recreation)	STRATEGIC OBJECTIVES
Sports Development cont'd	To provide sport development opportunities for all participants to encourage skill acquisition and greater involvement in the priority sporting areas at their chosen level, through the establishment of a local sports academy. (cont'd)	<p>accredited coaching courses by September 2010.</p> <p>v. Establish and maintain a system for recruitment, mentoring and training of coaches by 2011</p> <p>vi. Develop and implement the Superior Training Achieves Results (STAR) Programme for high performing athletes in the priority areas, through the Sports Academy by July 2011.</p> <p>vii. Request the identification of Sports as a priority area for the allocation of resources to fund scholarships in physical education and sports by Jan 2010.</p> <p>viii. Conduct a full review of the national sports officiating system by Dec 2010.</p> <p>ix. Establish a system for recruitment, mentoring and training of sports officials by Feb 2011.</p> <p>x. Develop Officials appointment criteria and management processes for ongoing administration by Feb 2011.</p> <p>xi. Source and provide opportunities for administrators of sports associations and clubs to gain skills in administrative and management practices by March 2011</p>



KEY RESULT AREA	STRATEGIC GOALS (Sports & Recreation)	STRATEGIC OBJECTIVES
		<p>xii. Establish a support mechanism to sports associations and clubs in the planning and bidding for regional and international events and the coordination of same by March 2010.</p> <p>xiii. Develop and implement selection policies for the participation of athletes in regional and international events on behalf of Antigua and Barbuda by Jan 2010.</p> <p>xiv. Establish a Sports Tourism Unit and a Sports Yachting Desk by March 2010</p> <p>xv. Convene consultations with the Ministry of Tourism and other stakeholders to facilitate the compilation of a five year plan of action to develop a local sports tourism product beginning September 2009.</p> <p>xvi. Conduct consultations with a view to determining the level of support for the Antigua Yacht Club's sports yachting training programme for school children by August 2009.</p>



STRATEGIC FRAMEWORK FOR THE Directorate of Community District Councils (DCDC) and to be the subject of further development through the engagement of technical assistance)

KEY RESULT AREA	STRATEGIC GOALS (DCDC)
<p>1. Management and Governance;</p>	<ol style="list-style-type: none"> 1. Establish a Community District Council Development Committee. 2. Conduct consultations with key stakeholders on the reform of the District Council System within the context of strengthening civil society groupings at the community level. 3. Pursue recognition of the role of the Community District Council System in the national agenda by leading the process of a review and or amendment of related legislation. 4. Develop a mechanism to facilitate two way communications between central government and community district councils on matters affecting communities. 5. Establish a new organizational structure for Community District Council System 6. Develop best practice models for the establishment and sustainability of community based groups/alliances through which community development activities can be channeled. 7. Develop a mechanism to facilitate the capture and easy accessibility to accurate, relevant and timely information on community based groups. 8. Develop a platform that would facilitate open, but guided discourse between external and internal entities on matters affecting communities.
<p>2. Financial Sustainability;</p>	<ol style="list-style-type: none"> a. In collaboration with the relevant authorities, identify dedicated funding streams and potential donor funding to supplement existing central government allocations for the operation of the local government system. b. In collaboration with community based councils, develop a five year business plan for the local government system based on the anticipated financial inflows.
<p>3. Social Policy and Human Services;</p>	<ol style="list-style-type: none"> a. Enhance the understanding of the central government on the role which can be played by the Community District Council System in the delivery of human services at the community level. b. Collaborate with statutory and non-statutory bodies in the design and implementation of nation- wide community focused human services policies. c. Collaborate with community based groups to establish a mechanism whereby human services needs peculiar to a particular areas receive the



KEY RESULT AREA	STRATEGIC GOALS (DCDC)
	required attention.
4. Infrastructural and Environmental Sustainability;	<ul style="list-style-type: none"> a. Enhance the understanding of the central government on the role which can be played by the Community District Council System in infrastructural and environmental sustainability at the community level. b. Collaborate with statutory and non statutory bodies in the design and implementation of nation- wide community focused infrastructural and environmental policies. c. To collaborate with the appropriate bodies to develop a plan for the establishment and maintenance of parks and recreational centres in each Community District.



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STRATEGIC FRAMEWORK FOR THE NATIONAL SCHOOL MEALS PROGRAMME

KEY RESULT AREA	STRATEGIC GOALS (NSMP)	STRATEGIC OBJECTIVES
1. Programme Expansion	a. To expand the programme into the remaining government Primary Schools in A & B. b. To conduct a feasibility study on the expansion of the programme into secondary and private schools.	i) Complete and commission the five centres under construction by August 31 st 2009 (ii) Secure external funding for the construction/retrofitting of three additional centres by December 2009 (iii) Construct eight centres by December 2011 (iv) Construct the second kitchen facility in Jennings beginning in the first quarter 2011 (v) Conduct study and publish document for submission to Cabinet by the end of 2010
2. Physical Resources	a. To ensure that the program is fully equipped with all necessary equipment and tools to do its work. b. To establish an efficient system for procurement of physical resources	(i.) Purchase and Commission three additional commercial cooking appliances and two countertop prep appliances by January 2010 (ii) Replace (and where necessary increase) current stock of kitchen prep utensils (iii) Purchase two delivery vehicles and two staff buses by January 2010 (iv) Install computer software to assist activities in Stores, Procurement, Personnel, and Accounting Departments v) Establish procurement policy for the NSMP (vi) Complete an NSMP draft procurement manual for approval by Minister by December 2010
3. Environment and Health	a. To ensure that the environment in which the programme operates is in keeping with the highest standards of health and safety; and occupational health standards	(i) Renovation/upgrading of the current kitchen facilities to include internal work areas and external waste disposal facilities, by July 2010



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KEY RESULT AREA	STRATEGIC GOALS (NSMP)	STRATEGIC OBJECTIVES
4. Staff Development & Performance	<p>a. To ensure managers are equipped with the knowledge, skills and attitudes to perform competently.</p> <p>b. To transform the culture of the NSMP into one which consistently exhibits professionalism, high work ethic, effective interpersonal skills & excellence in customer service</p>	<p>(i) By December 2010 ensure that each manager has had a personalized training intervention (coaching, formal class training etc.) appropriate for his/her area of responsibility & training need</p> <p>(ii) Re-do supervisor's training program during July/August 2009</p> <p>(iii) Have one management/supervisory one-day wk-shop in alternative months</p> <p>(iv) Design an appropriate performance appraisal system to be implemented by January 2010</p>
5. Programme Efficiency & Effectiveness	<p>a. To design and implement systems to ensure the highest levels of work efficiency and program effectiveness</p>	<p>(i) Consultancy to examine and make recommendations for new work system for kitchen (prep and cooking) operations</p>
6. Sustainability	<p>a. To design and implement programmes which would result in increased revenue collection and expenditure reduction</p>	<p>(i) Establish three additional revenue streams for the NSMP by March 2010.</p> <p>(ii) Implement cost cutting measures in areas of procurement and use of requisitioned goods by September 2009</p>



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STRATEGIC FRAMEWORK FOR THE OFFICE OF THE PERMANENT SECRETARY – ADMINISTRATIVE CENTRE/HEADQUARTERS

KEY RESULT AREA	STRATEGIC GOALS	STRATEGIC OBJECTIVES
Management	<ul style="list-style-type: none"> a. Develop the Strategic and Operational Planning Process for the OMS b. Design a business process which results in an improved level of efficiency in administrative services. c. Prepare annual comprehensive business plans for the Office of the Minister of State in a timely manner 	<ul style="list-style-type: none"> a. Determine the scope of work of the OMS by April 2009 b. Develop the Draft Strategic Plan by June 2009. c. Conduct consultations on the Strategic Plan by September 2009. d. Develop the Operational Plan by September 2009. e. Monitor the implementation of the operational plan on a quarterly basis. f. Assess the level of efficiency in the Office of the Permanent Secretary by August 2009 g. Develop procedural manuals for staff members in the various departments in the context of public sector regulations by December 2009. h. Establish training/professional development needs of staff by September 2009. i. Develop a training/profession development plan for staff members by December 2009.
Staff Motivation & Development	Design a system which would increase staff motivation and ability to work as part of a team.	<ul style="list-style-type: none"> a. Produce a staff activities calendar by June 2009 b. Implement the staff activities calendar as scheduled. c. Develop and host team building seminars/workshops at least twice per year.
Communications	Establish and implement an effective communications plan for the Office of the Minister of State	<ul style="list-style-type: none"> d. Develop a Communications/Public Relations Policy by June 2009 e. Establish a Knowledge Management Office by September 2009



SOME DEPARTMENTAL ACHIEVEMENTS TO DATE

SPORTS, PARKS & RECREATION	NATIONAL SCHOOL MEALS PROGRAMME	LOCAL GOVERNMENT DEPARTMENT
<ol style="list-style-type: none"> 1. A draft policy on sport in Antigua and Barbuda was formulated for approval. 2. A number of Sports & Recreational Facilities were constructed/upgraded to include the sporting fields, courts and community sports & recreational centres. These included the Lower Ottos Community Centre, Simon Bolivar Development Centre, Simon Bolivar Preschool Centre, Upgrade of the YMCA, St. Johnston's Village Sporting Complex, renovation of the Basketball Association Office at the JSC Sports Complex; renovation/fencing of a number of public schools and adjoining community sports fields 3. A local sport summit was held to engage key stakeholders in sport. 4. The Physical Education Instructors were re-deployed to the Ministry of Education as a part of efforts to strengthen to the school's physical education and sport programme. 5. Significant financial support was provided for duly registered Sporting Clubs and Associations in Antigua and Barbuda. 6. There was a marked improvement in sports performance over the period 2004 – 2009. 	<ol style="list-style-type: none"> 1. The programme which was established in 2006 within the Ministry of Agriculture was able to provide services to fifteen (15) public primary schools in accordance with food industry standards. 2. The programme is able to serve an average of 2100 persons per day for a contribution of \$5.00 per week with successful ratings on quality and taste. 	<ol style="list-style-type: none"> 1. The Department, which was previously under the Ministry of Labour, prepared a white paper on the development of the local government system for the consideration of the Cabinet. 2. Clean up campaigns were carried out in a number of communities. 3. A number of primary schools were assisted with the establishment of Parent Teacher's Associations 4. Garbage receptacles were placed in strategic areas in a number of communities. 5. Signs were erected in four schools



SUMMARY OF FUNCTIONS/ROLES OF ENTITIES IN THE OFFICE OF THE MINISTER OF STATE

ENTITY	SUMMARY OF FUNCTIONS
Secretariat – Minister of State	Responsible for policy formulation, dissemination; The focus of the Secretariat is on leadership. The OMS is subject to the Minister of Education, Sports, Youth and Gender Affairs.
Office of the Permanent Secretary	Responsible for all administrative and financial matters; The focus of the Office is on management
Department of Sport, Parks & Recreation (DSPR)	Specific responsibility for coordination and oversight of administrative and technical matters related to sport on a national level, community parks (except national parks) and recreation. Sport is understood to mean “all forms of physical activities which through casual or organized participation aim at improving physical fitness and mental well being, forming social relationships or obtaining results in competition at all levels”. (Council of Europe). The Department is subject to the Office of the Permanent Secretary
National Executive Council on Sports (NECS)	Specific responsibility for policy approval as it relates to sports; mediation/arbitration on sport related matters; approval of all official national, regional and international sporting events held locally; approval to enable national representation; formulation and review of mechanisms to support local sporting associations and /or clubs. The NECS would have legislative authority and serve in a regulatory role.
Antigua and Barbuda Sports Development Foundation (ABSDF)	Specific responsibility for the development and management of national sports, community parks and recreational facilities; sourcing and managing funds to enable an Athlete’s Welfare Fund, a Sports Associations/Clubs Support Unit; sourcing funding to facilitate sports and recreational events hosted/ organized and/ or implemented by the Department of Sports, Parks and Recreation. This body would be a board run statutory entity.
Antigua and Barbuda Academy of Sports (ABAS)	Specific responsibility for the provision of quality education and training for coaches, officials, athletes and other related personnel. The entity will also be responsible for providing sports related services designed to enhance the sector on a national level to include but not be limited to research and development.
Inter-Schools Sports Unit(ISSU)	Specific responsibility for the implementation of the sports policy at the school level and to provide administrative and other support services for the Inter-Schools Sports Association.
Sports Ambassadors Corps	Specific responsibility for serving as spokespersons, patrons, motivational speakers, trainers and or official representatives of the nation.
National School Meals Programme	Specific responsibility for the provision of hot meals to school children
Directorate Community District Council (DCDC)	Specific responsibility for the support of the work of community based entities which collectively provide for adequate representation of community residents and facilitating organized and meaningful participation of communities in national governance through Community District Councils.
Community District Council Development Committee	Specific responsibility for policy formulation and development of the national community empowerment plan; mediation/arbitration; approval of requests for support from community based groups. The committee is to be comprised of representatives from key sectors involved in community development and will work in close collaboration with the DCDC.



HOW CAN YOU PARTICIPATE IN THE REVIEW OF THIS STRATEGIC PROPOSAL FOR THE OFFICE OF THE MINISTER OF STATE?

The Office of the Minister of State would like to get your feedback on the Draft Strategic Plan by August 31, 2009 (or give a suitable date). You may send your submissions by email to omsab.gov@gmail.com or call 562 1675 and speak with the Administrative Assistant in the Planning and Project Management Unit.

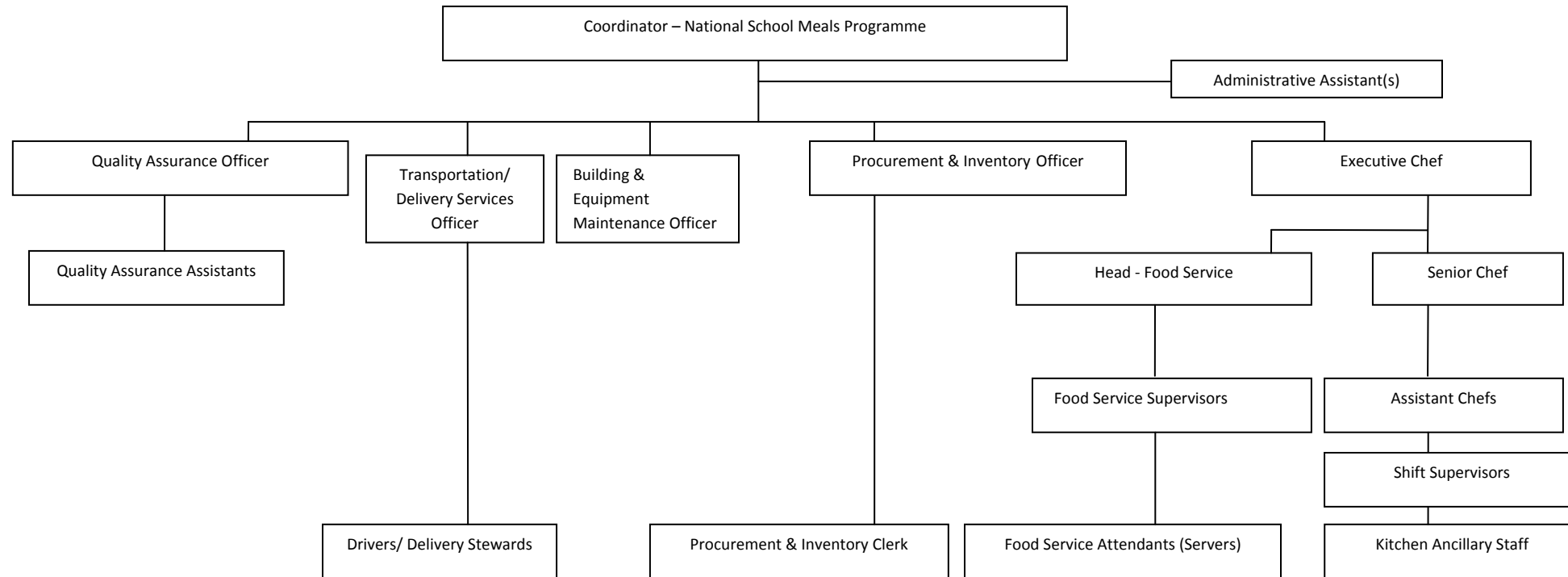
To assist you with your response here are some questions which you may wish to consider:

1. Do you believe that the vision, mission and core values of the Office of the Minister of State are reasonable in light of the available resources? Yes/ No. If no, please explain your answer.
2. Do you agree that the policies/guidelines listed in each of the areas accurately reflect the positions outlined in the document, 'Defending the Nation'. You may request an electronic copy if you do not have access to one.
3. Do you think that the key result areas which are proposed adequately cover areas of need which can be addressed? Yes/ No. If your answer is no, what is missing?
4. Would you like to propose any other strategic goals or objectives? If so, please list these goals.
5. Do you believe that the Strategic Goals outlined are achievable within the time frame provided? If not, please list your suggestion?
6. Do you believe that the organizational structures presented can result in the achievement of the goals outlined? If no, please explain.
7. What other comments would you like to make on the draft proposal?

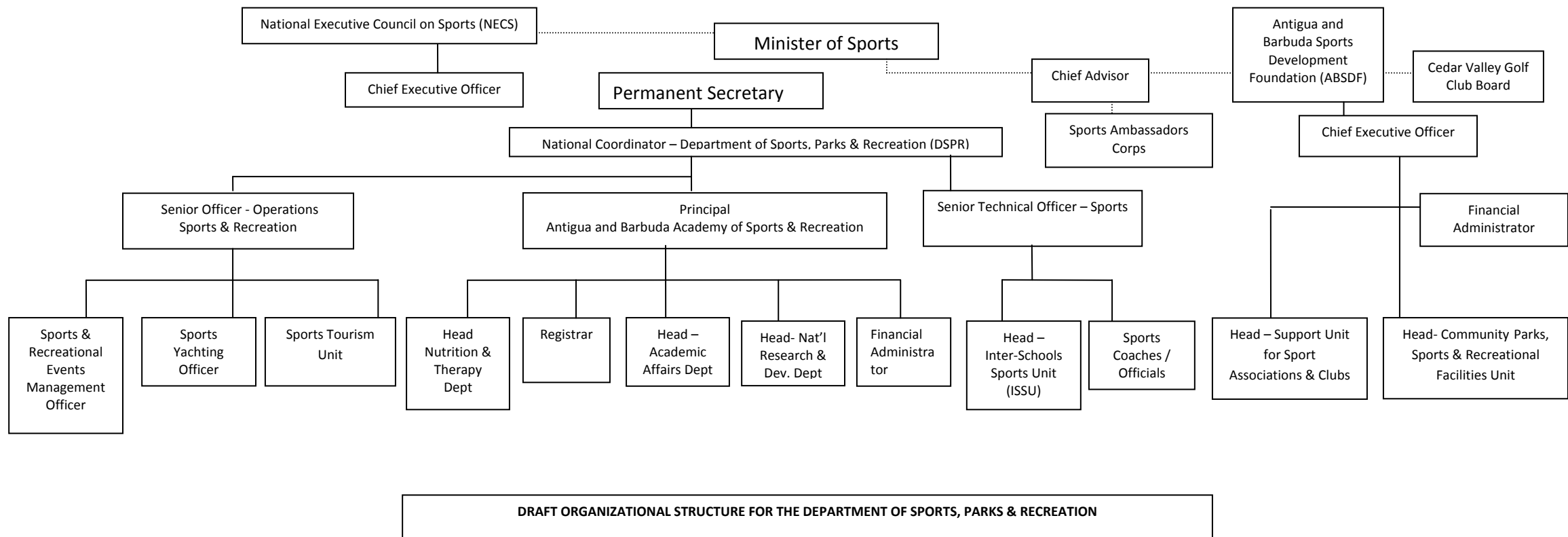


Office of the Minister of State with responsibility for Sports, Local Government and Special Projects

APPENDIX I: ORGANIZATIONAL STRUCTURES FOR THE DEPARTMENTS UNDER THE OFFICE OF THE MINISTER OF STATE



Office of the Minister of State with responsibility for Sports, Local Government and Special Projects



ORGANIZATIONAL CHART FOR THE OFFICE OF THE PERMANENT SECRETARY

