

REPUBLIC OF THE GAMBIA

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## MINISTRY OF YOUTH AND SPORTS

# THE NATIONAL SPORTS POLICY 2010 – 2019

**Prepared by:**

**Sahel Invest Management Intl**

Sahel Plaza, 2 Sahel Drive

Bakau New Town

Tel: (220) 4497950 / 4497856

Fax: (220) 4497951

Email: [sahel@qanet.gm](mailto:sahel@qanet.gm)

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## **ACROYNMS**

GBA	Greater Banjul Area
GNOC	Gambia National Olympic Committee
IAPS	Association of Pressé Sportive
IOC	International Olympic Committee
IT	Information Technology
MDGs	Millennium Development Goals
MOYS	Ministry of Youth and Sports
NBR	North Bank Region
NSAs	National Sports Associations
NSC	National Sports Council
PE	Physical Education
PRSP	Poverty Reduction Strategy Paper
RSC	Regional Sports Committees
UNEP	United Nations Environment Programme
UNESCO	United Nations Education, Science and Culture Organisation
URR	Upper River Region

# NATIONAL SPORTS POLICY 2010 – 2019

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## 1.0 BACKGROUND

### 1.1 Introduction

The Government of the Republic of The Gambia is highly committed and steadfast in ensuring that sports is central to its National Development Goals and Objectives. In this regard, it has taken the conscious decision to usher in a new National Sports Policy and Programme of Action for the period 2010 – 2019, as a logical sequel to the last policy which came to an end in 2008. Government is mindful of the fact that for sports to assume its pride of place as a crosscutting activity within the Development Agenda, a consultative, collaborative and coordinated approach is required in order to elicit the desired outcomes. These inter-alia include:-

- 1 Good Governance and the necessary institutional framework for effective management and efficient coordination of sports;
- 2 The codification and clarity of roles, in cognisance of the responsibilities and expectation of Government, the National Sports Council, sports associations and other relevant stakeholders;
- 3 To ensure that physical education and sports become an integral part of the school system;
- 4 The development of a strategic and sustainable marketing partnership across all sectors; private, public and not for profit sectors with the sporting fraternity;
- 5 A structured approach in mobilising financial resources for sustainable funding of sports development;
- 6 The development of a national sports infrastructure and master plan; and
- 7 The putting in place of a robust monitoring and evaluation, structure and mechanism that provides for periodic reports on the progress of implementation of these deliverables.

## **1.2 RATIONALE FOR THE SPORTS POLICY**

The New Sport Policy and Programme of Action is expected to build on the successes of the last policy with a renewed emphasis and focus on implementation and commitment to excellence as the guiding principle. The non-realisation of the deliverables in that policy which constituted challenges would be fully analysed and determined efforts made to overcome them. These were largely attributable to the following factors:-

- 1 Inadequate funds from Government, private sector and donor agencies to finance the programme.
- 2 Inadequate sports infrastructure nationwide.
- 3 Inadequate capacity building – limited trained sports personnel, (administration and technical).
- 4 Neglect of physical education and sports in schools;
- 5 Too much lip service paid to decentralisation of sports.
- 6 Absence of well streamlined and well defined roles, functions, and responsibilities of sports agencies responsible for implementation of the programme.
- 7 Poor governance structures and weak management by national sports associations.
- 8 Inadequate capacity of the National Sports Council to coordinate and monitor the implementation of the sports policy.
- 9 Absence of efficient and effective structures to coordinate the implementation of the policy and programmes.
- 10 Absence of periodic and regular review of the sports policy and action plan.

The new policy would re-focus its attention and prioritise the following broad thematic goals.

- 1 Sports for all-mass participation.
- 2 Sports as a medium for community empowerment inclusion and cohesion.
- 3 Adequate sports infrastructure.
- 4 Sporting excellence.
- 5 Sponsorship and adequate financing of sports programme.
- 6 Good governance and well defined institutional and legal framework for the promotion, development and management of sports.

The unifying and solidarity power of sports has been amply manifested in The Gambia. The

Government of The Gambia, distinctly promotes the development of sports as a priority, that has the potential to galvanise the country's youthful population to be engaged and productive, which would favourably impact the socio-economic development of The Gambia.

### **1.3 VISION AND MISSION STATEMENT**

The vision and mission of the Government of The Gambia as enshrined in its Vision 2020 blueprint is aimed at the total transformation of The Gambia by the year 2020; which reads as follows:

*“To transform The Gambia into a financial centre, a tourist paradise, a trading export-oriented agricultural and manufacturing nation, thriving on free market policies and a vibrant private sector, sustained by a well educated, trained, skilled, healthy, self-reliant and enterprising population, and guaranteeing a well-balance eco-system and a decent standard of living for one and all, under a Government based on the consent of the citizenry”.*

The sports policy should therefore be seen as a crosscutting instrument aimed at deploying the unifying power of sport to engender national solidarity and unity and enhancing national productivity, visibility and competitiveness. The victorious accomplishments of Gambian athletes in the world stage have resulted in building the confidence of the sporting fraternity and ushered shared conviction and commitment amongst the youth that they can excel in international sporting circle. This positive attitude is yielding the desired results.

The overarching vision of the Gambia's sport policy, for the next decade, is to maintain and sustain this momentum and to galvanise the sporting fraternity to a higher level of leading edge characterised by sporting engagement and excellence across all sporting disciplines.

The broad based consultations leading to the development of this sport policy would ensure that all stakeholders take ownership of responsibility for and participation in the effective implementation of the vision and mission of the sports policy, thereby ensuring sustainable delivery across all the thematic areas of engagement in a more effective and inclusive manner.

## **VISION**

The Vision for the National Sports Policy 2010 – 2019 will be as follows:

*“To promote popular participation and sporting excellence, aimed at instilling national pride, unity and cohesion in society. To mainstream sports into our health and education policies and programmes thereby enhance and promote healthy lifestyles and physical activity that contribute to the inculcation of the cherished values of fair play and team work”.*

## **2.0 NATIONAL SPORTS POLICY FRAMEWORK**

### **2.1 Purpose and Overall Goals**

Sport is generally and widely accepted as a veritable instrument for social cohesion, and personal growth and development. As a unifying and potent force, sport has the capacity to galvanise societies as well as motivate athletes, both amateur and professionals to maximise their potentials and to be the very best that they can be. Hence government being conscious of the solidarity effects of sports has consulted widely with different stakeholders including government ministries and departments, national sporting associations, community based sports entities, municipalities, athletics and officials as well as media practitioners.

The policy formulation process was preceded by a series of intensive focus group discussions aimed at eliciting spontaneous dialogue on issues affecting sports. A broad array of working papers were prepared by resource persons which formed the basis for the issues that would underpin the new sports policy 2010-2019. The intensive consultations on the new policy generally agreed that for the policy to be effective, it must out of necessity recognise the following core elements:-

- 1 The revitalisation of physical education and school sports and their inclusion as an integral part of the school curriculum.
- 2 Provision of well trained physical education and sports teachers.
- 3 Provision of adequate sporting facilities in schools including sports equipment.
- 4 Promotion and development of sports at the regional level as part of the decentralisation

process.

- 5 Provision of adequate financial, material and administrative support to regional sports organisations.
- 6 National sporting associations should extend their programmes to the regions.
- 7 Organisation of national competitions of the major sports countrywide which should include the regions.
- 8 Encourage the development of indigenous and traditional sports such as wrestling countrywide.
- 9 Wrestling to be introduced as sports in the school system i.e. basic and secondary schools.

In addition, the consultations highlighted the realities and challenges aimed at the holistic implementation of the sports policy as follows:-

- 1 Emphasise on importance of PE and school sports especially for the development and character building of young people.
- 2 The urgent need to include PE and school sports in the education policy
- 3 The need to provide adequate sports facilities in all schools.
- 4 The establishment of a school sports & PE Unit in the Ministry of Basic and Secondary Education.
- 5 The establishment of an inter-agency committee for the development and coordination of school sports.

## **2.2 PRINCIPLES AND GUIDELINES AND EXPECTED OUTCOME**

The sport policy will endeavour to realise the Vision of Government on sports and to incorporate the basic principles and guidelines that underpin sport development. Emphasis would be placed on the following core principles of constructive engagement:-

- 1 The role and responsibilities of the various actors and stakeholders would be fine tuned and clearly defined;
- 2 The *Health principle* relating to the benefits of physical activity, exercise and sports will be given a renewed impetus.



- 3 The *Educational principle* of sport aimed at enhancing the potential and capacity of the population to participate in physical education aimed at the intellectual, social, cultural and moral development will be emphasised.
- 4 The *Cultural principle* of sports which encourages culture through sporting success will be encouraged; and traditional sports based on cultural norms and values will be re-energised.
- 5 The *Excellence principle* in sport will be the main crosscutting theme of the new sports policy. Excellence is more easily recognised in sport than in most other activities of human endeavour because of the clear rules of success, victory, fair play and team work. Achieving excellence in sport inspires participants to realise their potential and in most cases attempt to surpass the record set for those events. Excellence in sports is a major motivational factor of success and serve the sporting enthusiast to inspire to aspire; or aspire to inspire individuals in pursuit of excellence both in sports and in life.

### **2.3 STAKEHOLDERS AND BENEFICIARIES**

The sports policy is fully cognisant of the fact that all the stakeholders have specific and general roles and responsibilities to play leading to the effective and full implementation of the policy and programme of action (2010-2019). The sporting community is an all inclusive terminology encompassing athletes, coaches, officials, and spectators both active and passive.

National Sports Associations constitute a fundamental pillar of the policy, they have responsibility to organise, govern and regulate their respective sporting discipline in The Gambia under the rules and regulations of their International Federations. Each of the National Associations have to be registered with The Gambia National Olympic Committee (GNOC) whose broad mandate is to safeguard the Olympic ideals and enforce the rules governing Olympic sports. The GNOC also assist in the development, promotion and organisation of sports in The Gambia and specifically facilitates and ensures the participation of Gambian athletes for the Olympic and Commonwealth Games.

The National Sports Council has specific responsibility for the regulation of sporting associations and to serve as general liaison between Associations and the Department and Ministry of Youth

and Sports.

The Government of The Gambia through the Ministry and Department of Youth and Sports provides sports development support in its many manifestations to the sports community, ranging from the provision of infrastructure to financial subventions as well as facilitates policy guidance and coordination and ensure the mainstreaming of sports into Government socio-economic development agenda as a crosscutting issue.

### **3.0 OBJECTIVES**

#### **3.1 Sports for All – Universal Access and Mass Participation**

The concept of mass sport or sport for all strategy is borne out of the desire to encourage all persons to be engaged in sport; it being recognised as a basic human right aimed at the promotion of fitness and good health through an array of sporting activities, these include:

- 1 Further deepen community participation in “*sport for all*” programmes e.g. the May Day Workers Day Sports event.
- 2 Develop information, education and communication materials to propagate the virtues of sports for individual well being and prioritise and integrate sports within the National Health Policy.
- 3 Encourage the development of sporting facilities in all new settlements as well as cater for sporting and recreational facilities in existing settlements.
- 4 Accessibility of sporting facilities would encourage the utilisation of those facilities and thereby enhance mass sports participation.

#### **3.2 INTEGRATING AND MAINSTREAM SPORTS IN NATIONAL DEVELOPMENT**

The integration of sports in the socio-economic development has the desired effect of providing linkages to all sectors of human activity. Sports is an economic catalyst that has the potential to transform and indeed fast track infrastructural development, it can favourably impact the IT and communication sectors as well as the sporting goods industries thereby contribute to Government revenues. It also fosters national pride and inculcates a strong sense of patriotism and esteem.

Sports has the capacity to create role models and serve as an inspiration for young people to exert their individual and collective energies directed at national development.

Sport has overtime demonstrated its capacity and sustained its long term impact on economic development. It also has the potential to develop social capital and provides leadership skills to a cross section of people involved in sports and eliminates economic barriers confronted by youth from disadvantaged socio-economic backgrounds.

### *3.2.1 Access to sports for poverty alleviation*

The Millennium Development Goals accords top priority to the alleviation of poverty. In this context, the integration of sports into the new development thinking recognises the power of sports to galvanise people to become more productive, purposeful and therefore self-reliant in a participative manner directed at enhancing their welfare, which is the first step out of poverty. It is empirically recognised that participation in sports especially by youths who constitute the majority of the population, provides a welcome alternative to anti-social behaviour and encourage youth to become productive citizens. The transformation of sports persons from economically deprived backgrounds to higher economic status because of their sporting prowess have lifted families and indeed communities from economic deprivation to engines of growth and prosperity.

The utilisation of local materials to produce sports equipment and clothing could also assist in the promotion of small scale industries particularly at the artisan level, thereby helping in skills development, upgrading and sustainability.

### *3.2.2 Sports for physical fitness and good health*

Regular physical activity through participation in sports or recreational activity enhance productivity and promotes good health, which is essential for holistic human development. It therefore promotes healthier lifestyles, guards against certain types of cardio-vascular diseases, promotes self confidence, community esteem and character development. It is generally recognised that physical active persons are less of a drain on the health system.

### *3.2.3 Sports and the environment*

The conservation and preservation of the environment is of central concern to government and the sporting authorities worldwide. Hence the mutually reinforcing relationship between sport and the environment. The development of new sporting infrastructure is subject to an environmental impact assessment to ensure harmony.

The IOC and UNEP work very closely to promote the integration of environmental issues in sports. The popularity of sports especially amongst the younger generation provides a unique platform to raise and enlighten youths about environmental concerns; and encourage them to understand and promote the development of environmentally friendly sport facilities and to support the manufacturer and use of environmentally friendly sporting goods.

Government appreciates the natural connection between sport, the environment and nature and therefore advocates for the promotion of sustainable development in all its policy pronouncements.

### *3.2.4 School sports*

The UNESCO Charter of Physical Education and Sports of which The Gambia is a signatory states “Each human being has a fundamental right of access to physical education and sport opportunities essential for the inclusive development of the total child”. The Declaration of Punta del Este by the Conference of Ministers responsible for physical education and sports reiterated the importance of physical education and sport as an essential element and an integral part of the process of continuing education and human and social development.

If appropriate sporting infrastructure is provided in every school, and physical education is offered as an examinable subject in the school curriculum, the participation and development of our national sportsmen will continue to grow from strength to strength.

In an effort to promote education and school sports, which has hitherto been marginalised in the school curriculum, the new policy objectives have been identified as follows:

## Objectives

- 1 To re-integrate PE, sports and health in the National Education curriculum of schools;
- 2 To provide specialised training for PE and sports teachers in specific sports disciplines;
- 3 To train more physical education and sports teachers for schools;
- 4 Physical education teachers to be provided with equal opportunities, recognition and career advancement;
- 5 Provision of more appropriate equipment and sporting facilities in schools for the promotion and development of sport.

### **3.3 Sports as a Medium for Community Empowerment, Inclusion and Cohesion**

In complementing the objectives of the African Union Sports Policy Framework, The Gambia is equally committed to “employ sport as a powerful means in mobilising unity, solidarity and social development and has incorporated African Union’s broad themes on sports namely: enhancing participation, capacity, interaction and excellence into its own policy framework.

Another objective of the new sport policy is borne out of the realisation and the full determination of Government and the sporting community to forge a renewed partnership in the development and promotion of sport. It is widely recognised that sports provides the ideal platform for community cohesion and inclusiveness. In addition, it has the potential to promote active and healthy lifestyles and thereby mitigate against disease and illness, especially heart disease, diabetes, obesity, arthritis etc. Consequently, sport should be viewed as having a direct benefit and a strong correlation to overall economic development.

Sport is an essential tool for building strong individuals and vibrant communities and enhancing collective pride, identity and sense of belonging. Sport is also a valuable tool to initiate social development and improve social cohesion, especially when implemented with young people.

#### *3.3.1 Decentralisation of Sports*

In order to ensure effective participation of all Gambians in sports, there is need to bring sporting activities to a reasonable reach of all Gambians. The majority of the population live in the rural areas and the youth form the majority; therefore the development of sports cannot be

achieved without the participation of this important segment of the population.

Currently both participation and development of sports is urban bias and the few infrastructures that are available are also located in the Greater Banjul Area. Therefore youths in the rural areas have limited access to modern sport facilities resulting in minimum participation of the rural population in sporting activities.

However, the Government being cognisant of this situation has in collaboration with GNOC and other partners such as the Plymouth – Dakar challenge embarked on improving the sporting facilities in the rural areas in an effort to ensure participation in sports by all citizens. Furthermore the decentralisation programme needs to be further strengthened to give the local authorities and the communities a role and involvement in sports development and administration of sports.

The policy will therefore ensure that sport is effectively utilised as a medium for community empowerment; Local Government Authorities, Municipalities and community based organisations will be involved in the decentralisation process.

The main objectives of the decentralisation of sports administration and activities are:-

- 1) To ensure maximum participation of all citizens in sporting activities.
- 2) To ensure equal access to sporting facilities countrywide.
- 3) Provide a wider base for selection by various national squads whereby such teams have genuine national character.
- 4) Engaging the youths in positive and meaningful activities and contribute to national development.
- 5) To encourage ownership and management of sporting facilities at the grass root level.
- 6) Provide the opportunity for the young athletes to be recruited countrywide.

### *3.3.2 Youth and Sports*

Sport is a mobilising force for young people; it brings the youth, communities, and nation together for constructive development. Sports provide an opportunity for youth to develop

leadership skills, build social capital through learning to organise sporting activities and deal with expectations, triumphs and failures. Sports contribute socially, culturally, economically and to the well being of the Gambian youth. It is also a vital educational tool in that it teaches fair play, team work and a sense of solidarity among youth.

The aim is therefore to make sports an instrument of youth development, specifically in shaping their character and life. Discipline, dedication and determination should be those qualities that youth in sports display if excellence is to be achieved.

In order to enhance the participation of youths in sports the following policy objectives will be pursued:-

- a) To use sports for mobilising the youth.
- b) To promote excellence in sport among youth.
- c) To help youth through sports acquire qualities of self confidence, courage, creativity, tolerance, sportsmanship, individual and collective responsibility and patriotism.
- d) To use sports in shaping the youth as economically and socially useful members of society.
- e) To use sports as a tool for creating awareness in preventive health and other related issues like the environment, physical fitness and education.

### 3.3.3 Women in Sports

Currently women participation in sporting activities is on the increase particularly in football and basketball due to the successes recorded by the National Scorpions U17 team in recent years; and in being engaged in physical fitness in order to stay healthy.

The Government in collaboration with sporting associations such as the Gambia Football Association, Gambia Basketball Association, and Gambia Amateur Athletics Association have organised successfully, continental sports events i.e. the Africa U17 Football Championship, the President Peace tournament and national and regional tournaments to further promote the participation of women in sports.

Despite this growing interest and participation in sports and the opportunities provided to enhance their participation, women participation in sports compared to men is marginal.

The major constraints limiting maximum women participation in sporting activities are:-

- 1) Cultural and religious norms prevent girls from participating in sporting activities.
- 2) Domestic responsibilities and obligations prevent women from fully participating in sports.
- 3) Laissez faire attitude of girls- many do not take sport seriously at school.
- 4) Inadequate media coverage of women in sports.
- 5) Inadequate sensitisation, promotion and awareness campaigns.

To further facilitate the participation of women in sports and sports administration the following objectives have been identified:-

- Encourage women to take an active interest in sports and sports related activities, and to promote their participation fully in all major sports.
- To provide equal access for women in sports and integrate them within sporting Associations
- To give maximum priority to physical education for girls.
- To promote female leadership in sports including increasing the number of women coaches, advisers and decision makers.
- Encourage women to participate in sport in a safe and supportive environment.

#### *3.3.4 Sports for Persons with Disabilities*

Participation of people with disabilities in sporting activities and administration has increased since the GNOC and specialised Associations began to organise the special championships competition. Persons with Disabilities Sports Championships are organised every year bringing all the disabled, deaf and dumb, physically disabled, visually impaired and mentally retarded and allowing them to compete within their own category.

However, participation of the Persons with Disabilities in Sports occurs more in the schools as it is much easier to mobilise from within the schools. In addition the increased opportunities and



recognition of the Special and Paralympics Games is changing attitudes towards the participation of the Persons with Disabilities in Sports.

Therefore to ensure that equal opportunity and access to sports is given to persons with disabilities, the following objectives have been identified:-

- To ensure that persons with disabilities are involve in decision making of sports activities and administration.
- Increase awareness campaigns designed to overcome negative attitudes and prejudices concerning persons with disabilities.
- To provide facilities for persons with disabilities to have equal opportunities and access to sporting and recreation facilities.
- To develop and implement an efficient system that will involve the society, government and NGOs in the efficient delivery of sports education and other related social services to persons with disabilities.
- Organise more sports championships for persons with disabilities.

### *3.3.5 Traditional Sports*

Traditional sports can be an important avenue for the development of culture and a prolific melting pot for people, groups and diverse communities belonging to different linguistic, ethnic and social backgrounds. It reflects diversity and cultural identities which can help bring people together and reduce prejudices.

Presently the most important traditional sport is wrestling, which is gaining momentum and an integral fixture in all cultural programmes in The Gambia.

The policy therefore aims to enhance the participation in the traditional sports particularly wrestling and the following objectives have been identified:-

- 1 To increase attention to traditional sports involving both traditional and political leaders, and sports administrators.
- 2 To ensure that additional financial resources through sponsorship are provided for the

promotion of the sports.

- 3 To ensure adequate media coverage.
- 4 To ensure that traditional sports are appreciated and practiced by the young generation especially at school level.

### **3.4 SPORTS INFRASTRUCTURE – PROVISION OF SPORTS INFRASTRUCTURE FOR THE SHORT, MEDIUM AND LONG TERM**

Sports infrastructure is still highly underdeveloped and grossly inadequate in The Gambia. And one of the main factors inhibiting sports development in The Gambia is the lack of good and adequate infrastructure in the country. The few basic infrastructures in the form of stadium/mini stadium, basketball, volleyball and tennis courts are located in the Greater Banjul Area (GBA) and Western Region; Basse in URR and Farafenni in NBR have basic mini stadia.

However, during the last five years the government in collaboration with its partners such as the GNOC, OlympAfrica and Plymouth –Banjul Challenge have established a programme to build stadia in the other regions with all the facilities.

In addition to the lack of adequate basic sports infrastructure, there is also a persistent shortage of affordable basic sporting equipment limiting the access of sporting activities to the wider population.

The provision of standard sporting infrastructure influences participation by the citizenry and enhances the quality of sports. Therefore, in order to facilitate and encourage extensive participation, high standards and safety and improved performance, additional attention must be given to the development of adequate basic sporting facilities that are also accessible to all in an effort to increase mass participation.

In this regard, the following objectives will be pursued:-

- 1 To ensure that standard stadia is available in all the Regions in the Long run i.e. five to ten years within the context of a master plan.
- 2 To ensure that all new educational institutions, schools, colleges and universities include sports infrastructure in their construction plans.
- 3 To encourage Municipalities, Local Government Authorities to be engaged in construction and management of sporting facilities.
- 4 Sports facilities are owned and managed efficiently by local communities and

municipalities.

### **3.5 SPORTING EXCELLENCE**

#### *3.5.1 Prioritisation of Sporting disciplines*

In order to further facilitate the development of sports and eventually attain mass participation and excellence, it is pertinent that sporting disciplines be prioritised.

The objective of prioritisation is to ensure that more attention is given to sporting disciplines i.e. in terms of adequate financial resources, basic infrastructure and training and management that The Gambia has advantage in.

As the goal is to promote mass sports and achieve excellence in sports it is proposed to group the sporting disciplines into three groups.

- 1) Group 1 – Mass Sports – Sports in which the majority of the population participate.
- 2) Group 2 School Sports – Sports that must be played in school to develop all round sportsmen.
- 3) Group 3 – Martial Arts.

<b><u>Group 1</u></b>	<b><u>Group 2</u></b>	<b><u>Group 3</u></b>
<b><u>Mass Sports</u></b>	<b><u>School Sports</u></b>	<b><u>Martial Arts &amp; Others</u></b>
1. Football	1. Gymnastics	1. Karate
2. Athletics	2. Athletics	2. Taekowondo
3. Wrestling	3. Football	3. Draught
4. Basketball	4. Basketball	4. Chess
5. Volleyball	5. Volleyball	
6. Lawn Tennis	6. Cricket	
7. Cricket		

#### *3.5.2 Competition, Training and Research*

Capacity building is one of the most important components of sports development and all aspects of sport require training. Sports has become very scientific to the extent that trained technicians

are needed to manage and supervise its diverse functions.

Currently there is no institution providing training courses for sports administrators, technicians, physiotherapists and coaches nor organise regular training programmes to enhance the development of professionals on a continuous and systematic basis. The few annual local training programmes or scholarships provided by international organisations are not adequate to remedy the situation. As a result there is a dearth of training facilities, scholarship opportunities and career incentives for Gambians to specialise in the administrative, technical and scientific arenas of sports.

Research for sports development is non-existent, if there is no institution to organise regular training programmes, this important contributing factor to sports development cannot be done. In the area of regular national competitions, only football and athletics have well established and structured annual competitions. The other sports need to be encouraged to organise regular competitions in order to increase participation and facilitate the development of talents.

The policy will therefore attempt to improve capacity through training, competition and research and the following objectives have been identified:-

- 1 To establish a National Sports Institute
- 2 To ensure that national competition is organised yearly in all the sporting activities in The Gambia.
- 3 To re-integrate physical and sports education in the curriculum of the teachers training syllabus.
- 4 To improve the technical capacity of the National Sports Council.

### **3.6 SPONSORSHIP AND FINANCING OF SPORTS PROGRAMME**

As with all endeavours, finance and sponsorship are vital requirements; the cost associated with sports is high and continue to hinder its development and generally discourage widespread participation.

If more people are to be seriously encouraged to take up sports and if we are to achieve

excellence in sports, it will mean that more trained personnel have to be involved in sports, more materials will be utilised and more facilities required. Therefore, it is necessary to encourage greater financial support for sporting activities. Most times government is relied on and expected to provide the funds required for the management and administration of sports, the provision of infrastructure, sports equipment and promotion of sporting activities. However, because of the economic problems faced by Governments and competing claims for resources from other priority sectors, financial allocation to sport is always grossly inadequate.

With the introduction of the concept of mass participation in sports and the ownership of sporting activities by all stakeholders, the concept of partnership becomes more relevant. Because of the considerable increase in resources that will be necessitated by the new sport policy, it is imperative that a structured approach and new strategies be developed to address the issue of sport financing.

#### *3.6.1 Partnership with the Private Sector*

The concept of ownership of sport activities by stakeholders implies that all organisers and beneficiaries should participate in some manner in its financing to ensure its success and progress. The private sector as one of the main stakeholders can play an important and complementary role in sport financing. Private sector participation in sport promotion can in the long run lighten the budgetary burden on Government since commercial sponsorship can be a major source of funding.

While private enterprises have been providing sponsorship to some sporting activities, there is a great potential for such assistance to be increased and provided on a regular basis. However in order for the private sector to increase its financial sponsorship, there is a need for partnership to be forged between government, the private sector and other stakeholders. Such partnership can only be strengthened and sustained if there is mutual benefit in the relationship. The private sector is primarily motivated by profit considerations and if they do not anticipate financial benefits in the long run, their sponsorship will not be generous or provided on a regular basis.

#### *3.6.2 Financing of Sports Programmes by Government – Marketing and Resource*

### Mobilisation

Whilst financial resources from the national budget are generally limited to meet the substantial financial resources needed to finance sports programmes; the Government should explore the possibility of utilising available fiscal mechanisms to mobilise resources for sports development. Funds could be raised through levies of certain taxes (e.g. tobacco, alcohol, soft drinks etc) for the financing of sports programmes. Tax exemption can be granted to corporation or enterprises that sponsor sports. The organisation of National lotteries the proceeds from which are dedicated for sports development is also a sustainable approach.

Government will also explore the possibilities of using Television Rights as a source of funding for sports infrastructure.

Integrating sports development with the PRSP and linking sports to MDGs for poverty alleviation and combating other social and health related problems will also encourage donors to provide funds for sports development programmes.

Government can also leverage on some of its bilateral relationships to secure funds for sports development. Substantial amount of financial resources can be raised by the sporting fraternities and clubs if the right strategies for the marketing of sports are well conceived. These should include branding and reposition of sports, preparation of business and marketing plans, recruitment of marketing staff, establishment of “fan clubs” and involving catchment community in all club activities and developing a sponsoring and merchandising strategy.

### Objectives

The concept of ownership and partnership by all stakeholders should therefore underpin the policy objectives and strategy for financing sports promotion and development. These will be realised through the adoption of the following objectives:

- 1 To develop a structured approach in mobilising financial resources for sustainable funding of sports development.
- 2 To encourage government to increase its budgetary allocation to sports using fiscal

mechanism and other approaches.

- 3 To establish a partnership in the financing of sports among all stakeholders.
- 4 To encourage private sector financial sponsorship through tax incentives.
- 5 To mobilise more financial assistance from external donor agencies for sports development by mainstreaming and linking sports to the PRSP and MDGs.
- 6 To encourage sports associations, other sporting bodies and 'fan clubs' to engage in fundraising activities and business ventures, using a vigorous and comprehensive marketing strategy.
- 7 To encourage municipal and area councils to increase their budgetary allocation to sports development programmes especially at the community levels.

### **3.7 MEDIA AND SPORTS**

The mass media plays a very important and defining role in the development and promotion of sports in The Gambia and the World at large. The effective dissemination of information through the print and electronic media is a very important function in the promotion of sports. To ensure effective dissemination of information and so as to sustain public interest in sports, it is necessary that wider coverage and promotion of sporting activities became a priority. The popularity of sports is attributed to the high profile and visibility of sports activities in the media, it serves as an integral component of sports movement. This inclusion of the media in the propagation of sports should be harnessed by ensuring that sport journalists became integrated into the sports processes through their inclusion in sport delegations and sports related training courses and seminars, this would ensure that they become intimately knowledgeable about sports, which should favourably impact on their coverage and dissemination.

The importance of sports journalists continues to gather momentum in The Gambia, a number of sport journalists are affiliated to the Association de Presse Sportive (IAPS).

The media and sport should develop a spirit of partnership in their mutually reinforcing relationship, in recognition of the fact that the mass media benefit from the provision of quality entertainment from sports for their programming and likewise sports benefit from the access to the largest viewing audience from mass communications.



Within the framework of the sports policy, the relationship between the sports and the media will be optimised, through better understanding, mutual partnership with a view to enhancing the promotion of sports. In this connection, the following objectives have been identified.

## Objectives

- 1 Assist the media in making sports more attractive for the public.
- 2 Involve the media more in the promotion of sporting events.
- 3 Media to educate the public on the benefits of physical activity in sports.
- 4 Sports media practitioners to be represented in sports organisations and institutions.
- 5 Improve the capacity of sports journalists.
- 6 Strengthen the National Sports Media Association.

### **3.8 INSTITUTIONAL AND LEGAL FRAMEWORK FOR THE PROMOTION, DEVELOPMENT AND MANAGEMENT OF SPORTS**

For the proper and effective management, supervision and coordination of sports in The Gambia, there is a need for good governance and the necessary institutional framework that is well structured, appropriate, capacitated, efficient and responsive to the development needs of sports.

There is however currently overlapping and conflict of roles and responsibilities of institutions responsible for the successful management and implementation of the sports policy and programmes. The effectiveness of the implementation of the national sports policy and programmes will depend to a large extent on the existence of a sound institutional, legal and management framework which provide for clarity of roles and responsibilities for all the institutions and organisations involved in sport development and management. In order to strengthen and provide an efficient and effective regulation, coordination, monitoring and general management of sporting activities and programme, the roles and responsibilities of the various institutions under the new institutional and legal framework will be as follows:

#### 1) The Ministry of Youth and Sports (MOYS)

The overall administration for the development, promotion and regulation of sports in The Gambia is entrusted to the Ministry of Youth and Sports under the direction of the Minister. The Ministry is responsible for the guidance and formulation of the sports policy and overall, coordination, and monitoring of sports.

The role of the Ministry in the implementation of the sports policy is that of an enabler,

facilitator and regulator. In order to strengthen its overall planning, policy formulation, coordination and monitoring roles, the Department of Youth and Sports will be integrated into the Ministry as its technical and planning arm. The new division will be responsible for sectoral planning of sports including the periodic reviews, monitoring and evaluation of the sports development programme. It will provide technical assistance to other sporting institutions such as the National Sports Council and the Regional Sports Committees.

## 2) The National Sports Council (NSC)

The Council is not endowed with adequate financial resources and technical and management capabilities especially its Secretariat to carryout its functions and responsibilities effectively. It will therefore require additional financial resources and well trained staff.

The functions of the Council as defined in the Act will be as follows:

- i) Responsible for the day to day monitoring, coordination of the implementation of the sports development Action Plan in collaboration with sporting institutions, organisations and Government Ministries.
- ii) Advise the Ministry of Youth and Sports on all matters relating to sports policy.
- iii) Act as the approval authority for the regulation of sporting associations.
- iv) Act as the registration and regulatory agency for all sports in the country.
- v) Ensure that all sporting associations have good governance management structures.
- vi) In collaboration with the Ministry of Youth and Sports, sporting organisations, and the private sector, mobilise financial resources for sports development programmes and to administer and manage the “Sports Development Fund”.
- vii) To exercise disciplinary powers in case of breach of the provision of the Act establishing the Council.
- viii) To administer all African Games and all other sporting programmes organised by the Supreme Council for Sports in Africa.
- ix) Act as the main promotion agency for sports in the country.

The proposed new internal structure for the Sports Council as recommended by GUNTER LANGE of the German Olympic Board is attached as Annex 2.

The Sports Council as part of its structure will establish a National Institute for Talent Scouting/Spotting and Management.

### 3) Regional Sports Committees (RSCs)

In order to decentralise all sporting activities and administration of sports countrywide, Regional Sports Committees have been established. The Regional Committees are responsible for organising, implementing, coordinating and monitoring sports programmes, and activities at regional and community levels. Sports coordinators from the National Sports Council will be posted to the Regional Sports Committees to provide them with day to day support and technical assistance for the implementation of sports programmes and activities. They will however be answerable to the National Sports Council.

### 4) The Gambia National Olympic Committee (GNOC)

The Gambia National Olympic Committee's objectives and functions are clearly defined by the International Olympic Charter and its constitution.

The GNOC will in the execution of its function, and to the best of its ability, endeavour to remain true to the ideals of the International Olympic Committee with which it shall retain its affiliate ties. Its functions and responsibilities are as follows:-

- i) To safeguard the Olympic ideal and enforce the rules governing Olympic sports.
- ii) To assist in the promotion, administration and organisation of sports in The Gambia.
- iii) The maintenance of high standards in sporting disciplines, within the context of the National Sports Policy Framework.
- iv) The preparation and participation of Gambian sportsmen/sportswomen in the Olympics.
- v) To assist in the provision and maintenance of such infrastructure and equipment as may be considered necessary for the promotion and development of sports.
- vi) To assist in the organisation of the training of sportsmen/sportswomen.
- vii) To assist in the mobilisation of financial resources and the funding of sports.

The GNOC will also be responsible for the preparation and participation of Gambian sportsmen/sportswomen in the Commonwealth Games.

#### 5) National Sports Associations (NSAs)

Every sports association has a constitution which is approved by their members and is in line with constitutional requirements of its international sporting federation.

Once initiated, the sports association is required to register with the National Sports Council and its International Sporting Federation; new association may also seek affiliation to the GNOC.

The development of many of the sporting associations have been hindered by the absence of lack of financial and human resources, good governance management structures and systems.

Under the new Sports Policy and the restructured institutional framework, all sporting associations will be required to have in place good governance management structures and shall include the following:

- 1 Constitution of the associations must be approved by all members and it should be in line with the requirements of the National Sports Council and International Sporting Federations.
- 2 A well established Secretariat.
- 3 Holding of periodic general elections.
- 4 Annual general meetings with the following in place.
  - 5 President's report on policy
  - 6 Secretary's activity report
  - 7 Audited financial report to be presented by the Treasurer.
- 8 Periodic written reports to be compiled and submitted to the NSC.
- 9 Prepare and draw plan of action for the association.

### **3.9 MONITORING, EVALUATION AND REVIEW OF THE SPORTS POLICY AND ACTION PROGRAMME**

Whilst the National Sports Council will be responsible for the day to day coordination and monitoring of the implementation of the sports policy and action programme, the Ministry of Youth and Sports particularly its technical and planning division will be responsible for the overall monitoring, evaluation and review of the National Sports Policy and Action Programme.

A comprehensive review of the implementation of the Sports Policy and Action Programme will be conducted biennially, mid term and a final evaluation after five (5) years with a view to revising or redirecting policy indicators and programmes based upon new needs and realities with regards to sports development in the country. Such reviews will be submitted to all stakeholders and discussed at a national forum.

#### **3.10 The Gambia Sports Management and Administration Family Tree Annex 1**

**Policy, overall planning**

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**of the Development & promotion  
of sports in The Gambia**

Day to day  
coordination  
and monitoring  
of the  
implementation  
of the Sports  
Action  
Programme  
and the  
regulation and  
supervision of  
National Sports  
Associations

Facilitator, collaborator to  
the National Sports Council  
and Sports Association in the  
development, promotion and  
organisation of sports in The  
Gambia

Organising, coordinating and monitoring  
Programmes & activities at Regional  
and community level

Organisations & administration  
of sports at the association level

**Structure and Working Level of the National Sports Council**

**Annex 2**

**NATIONAL SPORTS COUNCIL OF THE GAMBIA  
Structure and working level of the NSC**

<b>Vice Chairman elected</b>	<b>Financial Dept Treasurer</b>	<b>Council Members elected</b>	<b>Co-opted members elected</b>
<b>Executive Administrative Secretary/Director</b>			<b>Executive Technical Secretary/Director</b>
<b>Press Media &amp; Marketing Dept</b>	<b>Statistics &amp; Evaluation &amp; Care Dept</b>	<b>Training Selection &amp; Competition Dept</b>	<b>Planning, organising &amp; development Dept</b>
<b>Press, Media &amp; Marketing Department</b>	<b>Statistics &amp; Evaluation &amp; Care Department</b>	<b>Training, Selection &amp; Competition Department</b>	<b>Planning, organising &amp; development Department</b>
Press & media coordination	Coordinating Federation affairs	Planning International Competition with Fed	National talent identification Youth development programme
Marketing for the Sport in Gambia	Registration sports men/women	Planning national competition with Fed.	Coach training programme education system
Carry out National Philosophy of Sport	Coordinating medical care	Coordination regional competitions	Coordination with school sports councils
Interaction with Gambia Traditional sports	National performance and statistics	Care and attention to national wide sport facility	Coordination with federation efforts
Other	Other	Gambia national coaches association	Other

**Regional Sports Council of the Gambia - Structure and working level of the Regions**

<b>Executive Secretary</b>	<b>Treasurer</b>	<b>Vice Chairman</b>	<b>Members</b>
Technical & Organisation	Financial Controller	Press/Media/Marketing	Different working groups



Competition/event

Material/facilities

Publicity of sport

Clubs & Schools

**District Sports Council of The Gambia - Structure at the Districts**

Assist in organisation of sports events

Control eventual funds from NSC

Communicate sports programmes to the area

Contact and communicate with schools and clubs