



# Policy Guidelines for Hosting of International Sporting Events



# Table of Contents

- POLICY STATEMENT ..... 3
- CONTEXT ..... 3
- POLICY OBJECTIVES ..... 5
- POLICY RESULTS ..... 6
- POLICY REQUIREMENTS ..... 6
- CONSULTATIONS WITH STAKEHOLDER .....7
- APPLICATION ..... 7
- MONITORING .....7
- OUTLINE OF PROPOSAL.....8
- COMPONENTS.....9
- DEFINITIONS .....11



# **POLICY GUIDELINES FOR HOSTING OF INTERNATIONAL SPORTING EVENTS<sup>1</sup>**

## **1. POLICY STATEMENT**

The Government of Jamaica (GOJ) as one of its economic strategies is continuing its efforts to further diversify and expand its economic base by strengthening and exploiting all of the country's existing resources such as its sports capabilities.

Hosting of regional and international sports events will provide the stimulus for sports development as well as an important economic and community development tool.

## **2. CONTEXT**


The policy for Hosting of International Events document provides the framework for the delivery of specific objectives outlined in the National Sport Policy.

This document is intended to guide the Jamaican sporting bodies on how to appropriately seek to obtain government support when planning to bid for the hosting of regional and international sporting events.

Jamaica has embarked on a process of streamlining its national sports development programme. The strategic role of sport in the achievement of Jamaica's development goals and national growth is critical.

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<sup>1</sup> This document is fashioned off the Canadian Federal Policy for Hosting of International Sports Events



Over the years Jamaica has grown accustomed to hosting several regional and international sports and sports related events and the number of requests and actual events continue to increase each year. There is a recognition that these events have significant potential to generate needed revenue and exposure to Jamaica and the long term benefits in economic terms are noteworthy. However, there are substantial financial commitments and costs to be borne by the host Country particularly in the preliminary phase of the implementation of many of these events.


In recent times this has been very challenging for the Government and its agencies as some National Sports Associations bid to host events and commit the resources of the Government and the people of Jamaica without the requisite consultation prior to developing and presentation of the bid document.

Provision and preparation have to be made for such events with respect to the *competition-ready* physical infrastructure, transportation, security, protocol, health services as well as other specialized resources based on the type of event/project.

In addition, the Government is often required to provide cash contribution for the staging of these events with the level of the commitment to be determined by the size of the event whether regional, sub- regional or international. This document will facilitate more effective forward planning and will bring greater clarity to the proposed role of the Government and the various stakeholders.

*The Government of Jamaica (GOJ) is not obligated to provide funding and support for bidding or hosting of sport event/project. Financial support is dependent on the Government funding priorities, the availability of funds and the necessary approvals as applicable.*

Hosting project must be in compliance with and respect the relevant national policies and regulations such as the National Sports Policy, The Jamaica Anti-doping Act and the Policy



against Doping in Sports; the regulations of National Environment and Planning Agency (NEPA) and Natural Resources Conservation Authority (NRCA); the Community Tourism Policy; Sports Tourism Policy and all other relevant policies and regulations.

### **3. POLICY OBJECTIVES**

- 3.1** To provide a more coordinated and strategic approach in the use of public resources for the implementation of regional and international sports events being staged in Jamaica.
- 3.2.** To support those events that will advance national policy objectives; accrue significant net benefit in areas of sports, the economy, social development and culture and will also ensure investment in sports legacies.
- 3.3.** To facilitate the further development of the management and operations of National Sports Association to allow them to prepare successful bids to host regional and international events.
- 3.4.** To encourage National Sports Associations bidding for international and regional events to ensure that the Government of Jamaica is given a minimum of two to four years lead/notice time in order to accommodate/plan for commitments or obligations made to support such event(s).
- 3.5.** To establish a hosting programme budget and/or necessary approvals for the hosting of targeted sporting events.
- 3.6.** To establish a protocol that lists all the requirements and processes that are required for Government of Jamaica (GOJ) support for hosting targeted sporting events.
- 3.7.** The Government of Jamaica (in collaboration with the relevant stakeholders) to support the hosting programme budget and /or necessary approvals of international and regional sporting events of various categories and sizes of Multisport games; single sport.



#### **4. POLICY RESULTS**

- 4.1** A coordinated bidding and hosting management system with general oversight by the International Sports Event Coordination Committee established with input from the sports fraternity, private sector and the Government of Jamaica.
- 4.2** Increased economic benefits for the Community in which the event is hosted as well as for the Country.
- 4.3** Promotion and increased international visibility of Jamaica as a leading sport nation.
- 4.4** Increased capability of/for high performance sport through the provision of opportunities for Jamaicans to hone and expose their skills.
- 4.5** Contribute to increased capability of athletes' development and excellence and the development of sports programming and infrastructure legacies PARTICULARLY TARGETED TO Olympic and paralympic sports with the greatest potential for podium performance.
- 4.6** Promotion of social, cultural and community benefits including enhanced voluntarism, active citizenship and civic participation, cultural programmes.

#### **5. POLICY REQUIREMENTS**

- 5.1.** Establishment of an International Sports Event Coordination Committee comprising of persons experienced in hosting such events and are knowledgeable of all the inputs that are required.
- 5.2.** The Government of Jamaica (GOJ) will not support any event that shows a deficit after the GOJ's contribution is included.
- 5.3.** Sound fiscal and human resource management including financial statement and other appropriate financial management mechanisms.
- 5.4.** Access to information related to the bidding or hosting event sufficient to meet the monitoring and standard of disclosure required according to the applicable Contribution Agreements.





## **6. CONSULTATIONS WITH STAKEHOLDERS**

The Ministry of Sports will host consultation sessions and workshops to obtain feedback and outline the elements of the policy with the relevant stakeholders – primarily, the national sports associations and other relevant entities. After preliminary consultations more detailed sessions will be held to build capacity within the National Sports Agencies/Associations to ensure successful bidding and execution of events.

## **7. APPLICATION**


The Hosting Policy document is applicable to the National Sports Associations registered with the Sports Development Foundation (SDF) and listed in the National Sports Policy. The Hosting programme is the primary mechanism by which the Ministry of Sports and its agencies will implement the Hosting Policy. All stakeholders will be expected to be familiar with the content of this Policy.

For services to be provided by the Government through its Ministries, Agencies and Department, Memorandums of understanding (MOUs) will be used to outline respective roles and responsibilities and will outline the monitoring requirements or the specific event.

## **8. MONITORING**

There will be ongoing performance measurement and programme evaluation and audits based on the development of a performance monitoring plan. The business plans for the various sports events will be used as a one of the assessment tools. The results of the assessment will inform further developments and amendments to the Policy document which and the Hosting /bidding management systems and processes.

Regular reporting will be submitted to the Permanent Secretary and the Minister of Sports ns updates will be provided to the Cabinet and or the relevant Cabinet Sub-committee.



**8.1 The strategic business plan** prepared and submitted by the National sporting entity will be used as one of its main assessment tool

**8.2. Memorandum of Understanding** - The Memorandum of understanding (MOU) will include a provision for an end of project/event written report to be submitted to within 90 days after the completion of the Event/Project. This Report should be submitted to the Government of Jamaica (GOJ) providing details as set out in the Memorandum of understanding (MOU). This should indicate:

- Whether goals or objectives as listed in the bid document have been realized – if not what were the constraints and recommendation for future events
- A detailed statement of expenditure of the funding provided by the Government of Jamaica (GOJ) – to be compared with the request document.
- An overall financial statement relating to the event.


## **9. OUTLINE OF PROPOSAL**

The plan must outline the strategies inclusive of timelines, budget and source of funding for the promotion and execution and should demonstrate how the activities will stimulate the economy (even if localized to event location primarily) and assist in promoting Jamaica as a major sporting destination. Through execution, the plan will strive to build partnership with community, businesses and government. It will outline standards to ensure excellence in serving its direct clientele and all the citizens of Jamaica. The plan should identify ways if possible to retain these events and ensure that legacies from major events are maximized for Jamaica. The plan will also highlight through execution ways that Jamaica can and will leverage tourism, commercial and visitation opportunities from major sporting. Within this digital age and media and communication will be critical elements that will drive the development and execution of this plan. Depending on the scope of the funding request, the content of the Business Plan may vary.



## 10. COMPONENTS

- **Executive Summary**
  - ✓ Mission statement.
  - ✓ Key objectives of the project/event.
  - ✓ Key operational strategies identified to effect the project.
  - ✓ Expected obligations as anticipated in the hosting agreement with the International Sport Federation.
  - ✓ Key management and economic risks that may impact organization of the project.
  - ✓ Indicate ways in which this project meets the objectives and conditions of the Government's Policy for hosting International Sport Events.
  - ✓ Potential and specific net benefits to accrue from staging of events.
  - ✓ Revenue streams identified.
- **Event Description**
  - ✓ Dates, and schedule of events.
  - ✓ Location – types, categories of the venue(s) & facility (ies): for example accessibility for athletes and coaches for training.
- **Participation**
  - ✓ Number of countries expected to participate.
  - ✓ List of key countries, number of participants, international federation congress.
- ✓ Information about the Jamaican Team participating in the event: list world and performance objectives.
- **Development Opportunities**
  - ✓ Jamaican coaches, officials and volunteers.
  - ✓ International clinics/conferences, visits to schools, clubs etc.
  - ✓ Increased interest & exposure for national association.
  - ✓ Job creation, particularly medium and small enterprises.
  - ✓ Increased visitor arrivals.
- **Governance and Management Structures**
  - ✓ Identify expertise and experience at hosting international sport events.
  - ✓ Executive Committee and Board of Directors terms of reference.
  - ✓ Working Committees terms of reference.
  - ✓ Senior management staffing plan.
  - ✓ Office administration.
  - ✓ Volunteer recruitment and management.
  - ✓ Staff recruitment and management.
- **Financial Management**
  - ✓ Financial services.
  - ✓ Project costs control and budget updates.
  - ✓ Procurement and contracting.
  - ✓ Contingency management.
- **Materials Management**
  - ✓ Legal and risk management.
  - ✓ Liability insurance.

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- **Competition and Venues Management**
    - ✓ Competition operations.
    - ✓ Venues operations.
    - ✓ Technical officials.
    - ✓ Signage and pageantry.
    - ✓ Medical and paramedical services.
    - ✓ The Doping Control standards and procedures to be used for the event.
    - ✓ Public security and control.
  
  - **Operations**
    - ✓ Teams' accommodations.
    - ✓ Officials' accommodations.
    - ✓ Accreditation and access control.
    - ✓ Security of participants.
    - ✓ Transportation (international & local).
    - ✓ Food services.
  
  - **Communication Promotion Technology and Broadcasting**
    - ✓ Media services.
    - ✓ Communication & information services.
    - ✓ Promotion plan.
    - ✓ Special events.
    - ✓ Government of Jamaica visibility.
    - ✓ Telecommunications.
    - ✓ Results timing/scoring.
    - ✓ Systems and hardware.
  
  - ✓ Host & international broadcasting services.
  - **Sponsorship & Marketing**
    - ✓ TV rights (domestic).
    - ✓ Sponsorship.
    - ✓ Fundraising.
  
  - **Tickets and Merchandise**
    - ✓ Ticket sales strategy & management.
    - ✓ Merchandising and licensing.
    - ✓ Ceremonies.
    - ✓ VIP services and protocol.
    - ✓ Opening and closing ceremonies.
    - ✓ Festivals - Arts and Culture.
    - ✓ Victory ceremonies.
    - ✓ Accompanying persons program.
  
  - **Operations Plan (Project Schedule) and Project Control Strategy**
    - ✓ Detailed estimate of costs and accurate description of scope of the work.
    - ✓ Master project schedule and components schedules.
    - ✓ Authorization and approval policies and procedures.
    - ✓ Major deliverables, external approvals required, agreements required.



## 11. DEFINITIONS

### Types of Eligible Sports Events

- 11.1** International Major Multisport Games – Olympic Games (Youth and Senior Level), The Paralympics and Commonwealth Games, Pan American Games; These large multi-sports events are governed by an international sport franchise holder with links to sports International Federations. There is a qualification process and entry restrictions. These events provide a focus for national sports organisations' high performance plans and long term athlete development.
- 11.2.** Regional Multisport Games – Central American Caribbean (CAC); Caribbean Free Trade Association (CARIFTA)
- 11.3.** Large International Single Sports Games - World Games (youth and senior games); Football World Cup etc. Diamond league; Challenge Cup etc.
- 11.4.** Small International Single Games – Any of the sporting disciplines. Taekwondo, Domino; Golf etc. These events are governed by a sport's international federation or a regional counterpart.
- 11.5.** **Regional Single Sports Games** – Caribbean islands Swimming Championships (CISC); Central American Caribbean (CAC); Caribbean Free Trade Association (CARIFTA); any of the sporting disciplines.
- 11.6.** Bidding Project is defined as such prior to the project being awarded the right to host the event by the international federation. The activities of a bidding project are concluded after the rights to host have been awarded, final reports prepared and project wind-up completed. Bidding project usually include extensive planning and guarantee requirements and may be led by a National Sports Organization , multi-sports service organization or a separately incorporated bid Committee/group.

The Government of Jamaica would be interested in considering the support primarily of the international phase of bidding projects for international



major multisport games and selected large international single sport events only.

A Hosting Project is considered as such once the international federation has awarded the right to host and include preparation for an event, delivery of the event, delivery of associated legacies and the provision of final reporting. Hosting projects may be led by a national Sport association, multi-sports service organization or a separately incorporated bid Committee/group. The Government of Jamaica would be interested in considering support for hosting such projects.

**11.7. Government Services** - are those services delivered by Government of Jamaica which are required for the successful delivery of the hosting project – guarantees for essential government services are usually required during bid stage as either direct or indirect costs. These services are usually provided by the relevant government ministry or department. These may include health services, visa requirement, security etc. The provision of these services are governed by an Memorandum of Understanding (MOU) which outlines the agreed upon scope of service to be provided, the incremental costs involved and the mechanism for payment of funds.