



Report of the Vision 2020
National Technical Working Group
On
Sports Development



July, 2009



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PREFACE

The Sports Development Thematic Group of Vision 20: 2020 in this document makes a case for the effective development of sports to world class levels and optimal contribution and achievement to national economic, political and social development. The path to this noble ideal, however, is dotted with various challenges that have created a poor public perception of the place of sports in national development.

Whereas, sports promotes sustainable physical fitness and good health, social mobilization, harmony and national integration; provides entertainment, enhances our international image, creates employment opportunities; enhances education and promotes tourism and culture, current practices have not accorded sports in Nigeria the recognition it deserves and therefore fail to include sports as a means of attaining national development.

This document stresses the imperatives of national recognition for sports as a powerful tool for development across many sectors of national life. It provides workable policy thrusts, objectives, targets and strategies for a realizable sports policy for national, social and economic development.

In the course of the work, a review of past policies, panel reports and other relevant documents on sports development showed huge gaps between policies and implementation, absence of clear strategies that recognized critical linkages between sports, education, foreign policy, tourism, urban development, human capacity development, science, technology and innovations, special groups (women, youth, physically challenged persons), manufacturing, private sector participation and timely funding, to tackle the long term planning sports development requires. This contrasts with practices in the leading sports countries where legislation, entrenchment of sports in the school system, application of sports science and private sector involvement are recognized as essential to sports, and governments and the private sector promote sports optimally as a key sector for social and economic development.

The Group recognized and subsequently recommends mass participation in sports throughout the country, establishment of High Performance Centres for top athletes, the building of school-based community sports centres, sustainable incentive packages, the use of scientific methods in the training of athletes, recognition and teaching of sports in schools, and deliberate policies that



would produce the number of sports teachers, coaches and other professionals, technical and sports administrators as critical success factors in the attainment of the Vision 20: 2020 goals.

This ambitious plan calls for appropriate political will, adequate and sustainable funding, huge investments in infrastructure and human resources for sports development to achieve Vision 2020 targets.

Sports currently get less than 1% of the national budget, a development that is not feasible for sports sustenance. If the sports sector is to make the desired contributions to national economic and social development which this document envisions, then there is the need for the Federal Government to allocate not less than 3% of the National Budget for sports development.



ACKNOWLEDGEMENT

The Chairman and members of the Sports Development Thematic Group of Vision 20: 2020 appreciate the Federal Government for the recognition of sports as one of the thematic groups for Vision 20: 2020. This is a healthy development that will bring the realization of our great potential in sports as catalyst for national development.

Our gratitude goes to the Presidency and the National Planning Commission for the privilege to serve this country in this capacity.

We acknowledge the Minister/Chairman and Director-General of the National Sports Commission for their logistics support as well as members of the public who contributed to this work by their suggestions, and States and individuals that responded to our requests for visits and interactions.

Our thanks are also extended to our various institutions and organizations for releasing the members for this national assignment.

We thank our colleagues in other thematic groups who accepted the strategic linkages between sports and their sectors.

We recognize the tenacity of our secretariat ably manned by the amiable Group Captain Patrick Akosubo. We also appreciate Accenture for providing professional guidance for this assignment.

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17 July 2009



1.0 INTRODUCTION

1.1 Overview of Sports

Sports is an organized physical and recreational activities facilitated by human and material resources for intrinsic and extrinsic values. Sports has become globally acknowledged as a potential tool for national and economic development. Nations of the world therefore endeavour to utilize the potentials in sports to enhance the attainment of their respective development objectives. In Nigeria, despite the abundance of human and material resources, the country is yet to optimize its full potentials in the area of sports. Several factors may be accountable for this state of affairs which may not exclude institutional, management and leadership challenges.

These challenges must be tackled in order to realize the core values of sports. These core values include:

- Fair play
- Social justice
- Discipline
- Self-discovery

Others are:

- Promotion of sustainable physical fitness and good health
- Development of competitive attributes
- Provision of entertainment for the public
- Promotion of Social mobilization, harmony and national integration
- Enhancement of international respect/image
- Promotion of gender equality
- Promotion of gender equality and empowerment of women
- Promotion of sports business for economic development
- Creation of employment opportunities
- Instrument for driving national ideology and re-branding
- Means of enhancing education
- Promotion of culture



- Promoting the ideals of democracy and rule of law

In order to actualize these core values of sports and utilize them as powerful tools for nation building and economic development in the direction of Vision 2020, all stakeholders must adopt best practices in the administration of sports in Nigeria.

In this regard, it becomes imperative that Nigeria as a nation evolves workable policy thrusts/objectives, realizable sports policy targets and strategies.

1.2 Scope of Sports Development

To actualize the full potential of sports in Nigeria as a powerful tool of nation building and economic development in the direction of Vision 2020, the following areas must be given the desired attention by all tiers of government:

- Statutory provisions to enhance sports development in schools and communities
- Administration of sports by professionally trained personnel to ensure adherence to policies, statutes and maximal use of resources
- Mass participation to enhance physical fitness of the citizenry and to build a pool for talent identification and development
- Talent identification and development as bases for selecting elite athletes
- Facilities and infrastructure to enhance mass participation and hosting of competitions
- Funding that is adequate and timely released to support all areas of sports development
- Human capacity building and utilization that align with the national goals for sports and economic development
- Rewards/Incentives to motivate athletes and officials
- Sports science and medicine for proper care, nurture and scientific development of athletes
- National and international competitions to afford athletes opportunities to win laurels and enhance Nigeria's image
- Sports and tourism
- Indigenous sports
- Para-sports (physically challenged)



1.3 Overall targets for Sports Development

By the end of the period (2020) under consideration, the sports sector in Nigeria is expected to achieve the following targets:

- The hub of sports in Africa
- The best sporting nation in Africa
- One of the best four sporting nations in the Commonwealth
- One of the best twenty sporting nations in the World
- Develop sports centres in ALL local government areas and educational institutions
- Attract private sector/individual financing of sports up to 30%

When these goals are realized, Nigeria's dream of using sports for nation building and economic development would have been achieved.

1.4 Process Involved in developing the Plan

- Review of sports policies, panel reports and other relevant documents
- Review of global trends in sports
- Analysis of current situations of sports in Nigeria
- Analysis of current challenges and opportunities
- Consideration of critical success factors



2.0 CURRENT ASSESMENT OF RURAL AND URBAN DEVELOPMENT

2.1 Global Trends

The leading sports countries have established special structures of facilities, funding, training, high performance centres, nutrition, medicine, and sports sciences through schools, including special schools, training camps, scholarships and various incentives for their sports development. The leading countries in the various continents are as follows:

- Africa - Ethiopia, Kenya, Egypt and South Africa
- Americas - USA, Cuba, Brazil, Jamaica and Canada
- Asia - China, Japan, Korea and India
- Europe- Great Britain, Russia, Germany and Spain
- Oceania - Australia

Global developments that have impacted sports include:

- Concentration of some countries in certain sports
- Emphases on early identification and scientific training for athletes and coaches
- Change of nationality by some competitors which had produced international honours for some countries that have no tradition of winning in those sports.

In the last two decades, these countries have constantly dominated global sports, (especially in certain sports), provision of infrastructure and organizational structures. The countries are as follows:

- USA - Athletics, swimming, basketball, boxing, baseball and softball, golf, cycling, women football, tennis, synchronised swimming, organisation and Infrastructure
- China - Table tennis, judo, karate, athletics, gymnastics, badminton, basketball, swimming, synchronised swimming, organization and infrastructure
- Russia. - Gymnastics, athletics, basketball, boxing, volleyball, tennis and synchronised swimming
- Kenya - Middle and long distance races
- Ethiopia - Long distance races
- South Africa - Sports organization, cricket, rugby and infrastructure
- Egypt - Football, organization, administration and infrastructure



- Cuba - Athletics, amateur boxing and volleyball
- Brazil - Football and volleyball
- Japan - Information Communication and Technology, martial arts, baseball, and judo
- South Korea - Information Communication and Technology, and martial arts
- India - Organisation and cricket
- Canada - Administration, organisation and infrastructure
- Great Britain- Athletics, cycling, equestrian sports, rugby, cricket and swimming
- Australia - Athletics, swimming, cycling, cricket and rowing
- Germany - Football, athletics and tennis
- Spain - Football and tennis.

In the aforementioned countries, sports has also become a major contributor to economic development. In comparing the trends between the 2004 and 2008 Olympic Games, the following were noticed:

- Widening gap among winners of the Olympic Games
- Emergence of new leaders on the medals table
- Decline of some other countries.

The countries that experienced increase in performance were China, Great Britain and Germany. The USA, Russia, Australia and Japan, either stagnated or declined. **(See *Olympic Games medals tables for 2008 and 2004 Olympics and, Diagrams 1 and 2*).**

For the African countries; Kenya, Ethiopia and Zimbabwe experienced significant increase in performance between 2004 and 2008 Olympics. Nigeria's position improved marginally from 68th to 61st globally. **(See *Olympic Games medals Chart indicating performance of African Countries at Appendices i, Diagrams 1, 2, 3 and 4*).**



2.1.1 Comparative Benchmarking Analysis

In the settings of the listed successful countries:

- Adequate and standard facilities are provided in schools and communities
- Appropriate legislations are enacted to enhance sports development
- Athletes are highly motivated and exposed to quality training
- Coaches are given regular and adequate training
- Gymnastics and fundamental motor activities are introduced at the primary school level for children between the ages of 5 – 11 years old as bases for future diversification to other sports
- Sports are integrated into the school curriculum and community life
- Establishment of multi-sports clubs is encouraged
- The objectives of hosting competitions are clearly defined and achieved
- Sports programmes are adequately funded at all levels from private and public sources
- A defined performance-related reward system is entrenched

Nigeria ranks poorly in all the above listed indicators.

2.1.2 Key Learning Points

The successes of the listed countries can be attributed to a combination of these factors:

- Scientific education and training for coaches, technical and administrative personnel
- Periodic re-certification of coaches to update knowledge and skills to align them with current trends
- Scientific training of athletes to maximize results
- Establishment of functional High Performance Centres to cater for elite athletes
- Establishment of sports academies as developmental platforms
- Encouragement of mass participation across all ages for performance and health
- Maintenance of a National Sports Information Centre, as databank on sports, research and archives
- Use of specialized youth coaches for every sport.



China's selection as a leader can be justified by her consistency in the last four Olympic Games. China moved from third position to comfortable first place with a gap of 20 gold medals against the USA. *(See Appendix I for medals tables for 1996, 2000, 2004 and 2008 Olympic Games).*

2.2 Local Context of Sports Development

There are indications that all tiers of governments recognize sports as an instrument of economic development and nation building. This is illustrated by the setting up of sports agencies, enactment of policies and efforts at providing human and material resources to drive sports programmes. However, in terms of budgetary provisions and political will, sports does not enjoy recognition as other sectors. This has resulted in the following inadequacies of sports in Nigeria today:

- Frequent Leadership changes
- Weak institutional framework
- Low public perception of sports administration
- Inadequate corporate support
- Inappropriate human capacity
- Absence of deliberate policy on talent identification and development
- Low recognition of the importance of the Sports Sciences

Others include:

- Ineffectual implementation of sports policies
- Incomplete reform of the National Sports Commission as it operates without an enabling law
- Inadequate preparation for sports competitions marked by late release of funds
- Undefined interface of sports with education and other relevant institutions
- Emergence of unregulated sports academies
- Absence of coaching standards
- Apparent inability of the National Institute for Sports to fulfill its mission
- Inability of sports agencies to sufficiently motivate athletes
- Dilapidated sports infrastructure at all levels
- Poor career counselling of athletes
- Non functional database on sports



2.2.1 Local Trends and Recent Developments

There are efforts made by Government to reposition sports in Nigeria as indicated by the following:

- Reinstatement of the National Sports Commission and its placement under the Presidency with a Cabinet Minister
- Review of the National Sports Development Policy and its operational guidelines
- Reinvigoration of government/private sector partnership in sports development with tax relief and concessioning as key elements
- Massive media interest in sports
- A drive towards setting up of elite athlete training centres in the sports zones and rebuilding of grassroots sports
- Plans to adapt sports programmes to environmental factors
- A move towards professionalization of sports management with emphasis on training, education and competence
- A strong plan to make impact in international and major world competitions such as the All Africa Games, Commonwealth Games, Olympic Games and World Cup in all sports as well as hosting same
- A Philosophy and strategy of sports management emphasizing accountability, competence and merit
- A renewed emphasis on research and science as key factors for sports development
- A renewed interest from states to host the National Sports Festival
- Emergence of para sports

2.2.2 Current Plans and Programmes

There are plans and programmes to positively and productively change sports in Nigeria. They include:

- Sports as a thematic area in Vision 2020
- Establishment of community sports centres
- Promotion of sports and physical fitness as a way of life
- Encouragement of sports as an instrument of national unity, economic development and international diplomacy



- Planning to win at least 10 Gold medals at the 2010 Commonwealth Games; top the medals table at the 2011 All Africa Games; and win at least 4 and 8 Gold medals in the 2012 Olympic and Paralympics Games respectively
- Encouraging the provision and maintenance of sports facilities across the country under public private partnership
- Revitalization of schools, collegiate and institutional sports
- Developing sports for enhancement of youth empowerment / employment
- Encouraging local manufacturing of sports equipment
- Upgrading the National Institute for Sports
- Establishment of a regulatory body to ensure the development of coaches, certification, classification and registration
- Establishing a comprehensive talent identification and development programme
- Establishing High Performance Centres for training of elite athletes
- Re-energizing the National Sports Commission Zonal Offices to enhance grassroots sports development
- Empowering each National Sports Federation to organize at least four senior and junior championships annually.

2.3 Issues and Challenges

The issues listed below contribute to the weaknesses of the thematic area:

- There is an existing national sports development policy that is not functional
- Sports development does not have an active base in educational institutions and communities
- Lack of full understanding by all tiers of government of the place, roles, responsibilities, power, and relevance of sports
- Inadequate funding of sports and sports development programmes
- The National Institute for Sports does not have the capacity to fulfill its primary mandate
- The few existing sports facilities in the country are not put to maximum use for sporting activities
- There is an undefined relationship between the various levels and agencies of sports



- There are no clear and well defined roles and responsibilities for the different levels and agencies of sports
- Sports programmes in the states and local governments (where they exist) are not aligned with national objectives or goals for sports development
- Frequent changes of sports administrators at different levels affect continuity
- Poor record keeping, references and baseline data
- Inappropriate human capacity in quality, quantity and relevance to sports
- Absence of legislation to backup the establishment of the National Sports Commission
- Lack of standards due to leadership weakness.

The issues listed above cannot be isolated in assessing their impact on sports. They are often a combination of these challenges that affect sports development.

2.4 Strategic Imperatives

The leading sports countries have established special structures of facilities, funding, training, high performance centres, nutrition, medicine and sports sciences through schools, special sports schools, training camps, scholarships and various incentives for their sports development.

2.5 Opportunities for Nigeria

The opportunities of sports in nation building and economic development include:

- Sports for competition – mass participation in institutions (schools, tertiary institutions, clubs, academies, etc) to provide a pool from which exceptionally gifted athletes will be discovered, as well as creating followers that will sustain a fan base, attracting sponsorships, effective administration and technical crew/teams
- Sports as an economic tool – through a continuous export of Nigeria's best talents who will repatriate their earnings to the country, invest in the local economies, generate commercial activities during major sports events and provide a healthy workforce
- Sports as an educational tool – all round education of children, inculcating positive values, spirit of healthy competition, team work and cooperation, fair-play, leadership, friendship and peace
- Sports as a health tool – to create a population of healthy people thereby reducing the national health bill and increasing national productivity



- Sports as an empowerment tool for the youths – create job opportunities in various sports related fields for the youths – groundsmanship, construction, architecture, medicine, sports science, sports law, insurance, athlete management, competition agents and sports media
- Sports as a tool for national mobilisation – during major events and competitions, inculcating the spirit of nationalism and patriotism in athletes and the people, and getting Nigerians to support her athletes and any sport-related national causes
- Sports as a tool for enhancing sports-related industries; tourism, entertainment, infrastructural development (roads, rail, electricity) medicine, sports equipment manufacturing, sports marketing, sports media, stadia management, military and para-military recruitment
- Sports as a political tool – to position deserving Nigerians in international sports bodies to promote the country’s interests
- Sports as a diplomatic tool – regional integration, image branding and international publicity
- Sports as recreation – for the pleasure of the citizenry in their communities and social clubs
- Sports as a tool for social engagement – to tackle the social challenges posed by cultism, fanaticism, hooliganism, youth restiveness, religious intolerance
- Sports as a tool for gender balance to overcome prejudice, discrimination and prevent neglect of/injustice to women and girls in sports

2.6 Key Success Factors

The following factors have been identified as necessary conditions for the attainment of our set goals:

- Enabling legislation – The Federal and State legislators are to pass into law, at good time all the enabling bills for the realization of the goals for sports development and strengthening of all sports institutions at every level. Legislation is a success factor because most of the sports institutions and policies are not anchored on any existing law and where there is any, it is on a weak legislation. For instance, the National Sports Commission requires a law that enshrines the Board as an institution and provide the terms and conditions of office of the chief executives.
- Adequate funding – Funding is a critical factor in the process of sports development. Under the present dispensation, sports funding suffers from two factors; budgeting cycle and limited



funds. At least 3% of the annual budget should be allocated to sports by the three tiers of government. Arising there from, it would be necessary to sustain the drive for private sector contribution through enabling legislations in tax relief. Sports, if effectively funded would generate employment, enhance social mobilization and reduce insecurity emanating from youth restiveness.

- Application of sports science – This involves the application of sports sciences such as physiology, biomechanics, nutrition, psychology, etc in the training and development of athletes with a view to raising performance standards in sports.
- Early identification and nurturing of talents - For proper nurturing in line with best practices in the world. This is a concept of catching them young, grouping them into appropriate sports in line with their motor abilities, and building them up for optimum and higher performance.
- Interface of sports and education – Sports contributes principally to the achievement of the psychomotor objectives of education and provides an opportunity for school age children and youths to acquire appropriate sports skills, knowledge and attitudes (for all round development).
- Manufacturing of sports equipment locally is the bedrock of all grassroots sports development programme. Hence, without the appropriate equipment, athletes will find it difficult to train and participate effectively in their respective sports. When locally produced, it avails athletes the accessibility and affordability of required equipment; in addition to saving the government the usage of scarce foreign exchange.
- Human capacity building – This is the provision of relevant training process for sports personnel, for enhancement of appropriate manpower with the requisite technical skills and knowledge for effective execution and management of sports programmes.
- Appropriate incentive and reward system – Incentives, rewards and awards are geared towards motivating athletes, coaches and officials to improve performance. They constitute recognition for excellent performance and therefore they will be effective to sustain interest and highest driving force for greater /higher achievement.
- Effective coaching – The optimal performance of athletes is grossly dependent on the quality of coaching they are exposed to, as no athlete can perform above the standard and level of his/her coach.
- Professionalizing sports - It is the attainment of the highest level of performance. It dictates proper training of sports officers and managers for their assigned roles. In our quest to join



developed sporting nations, there is the need to professionalize sports in all ramifications. This should include athletes, coaches and sports administrators to ensure maximum efficiency and in line with best practices in the world.

- Promotion of mass participation – Mass participation is involving a good number of the population in a wide range of non competitive sporting activities for health and socio-economic gains. In view of the enormous socio-economic benefits of sports, the promotion of mass participation ensures good health, sound socio-economic and political environments. In addition, adequate provision of facilities in schools and communities will promote mass participation in sports.
- Political will is the demonstration of governments’ commitment and determination to execute articulated programmes and projects. This will encourage private sector involvement in sports development. Sports can also be used as an instrument for national unity and cohesion, thereby enhancing political stability, national integration and harmony. Political will can also enhance adequate funding for sports.
- Establishment of High Performance Centre – High Performance Centres are specialized training centres equipped with scientifically and technologically advanced equipment and managed by sports scientists for research aimed at achieving high performance in sports.
- Establishment of National Sports Information Centre – Information is power and knowledge. A National Sports Information Centre will provide comprehensive database, statistics, results and general information for use by all stakeholders at home and abroad. Sports development is ensured in an environment where useable information is constantly available for planning, execution, research and development.
- Regular exposure to systematic training techniques and competitions – Competitions are organized championships in which athletes compete for supremacy, having gone through a systematic training programme to enhance quality of performance.
- Linkages of Nigerian sports talents to Universities and Clubs Worldwide – We need to create a linkage between our identified talents with universities and clubs worldwide as a means of providing both academic and relevant sports exposure for the athletes to excel.
- Continuity in Sports Administration – The erratic changes of sports administrators negatively affect their ability to produce functional changes in the management of sports. Therefore, continuity will allow for smooth running of sports at all levels and ensure maximum efficiency



3.0 STRATEGIES FOR THE THEMATIC AREA

3.1 Vision, Objectives and Goals of Sports Development

Vision: To be among the best 20 sporting nations in the world and optimize sports as an instrument of national development by 2020.

3.1.1 Objectives. The overall objective of the thematic area is to enshrine sports development to contribute to the growth and development of the Nigerian economy.

- To establish adequate and standard sports facilities in schools and communities
- To set up high performance athletes centres in all sporting zones
- To encourage mass participation in sports
- To promote the application of sports medicine and the sports science
- To establish a National Sports Information Centre

3.1.2 Goals.

- **Facilities**
 - ❖ To determine the total number of sports facilities to be established in all Senatorial Districts and all Local Governments by March 2010
 - ❖ To consider and approve designed standard facilities in all Senatorial Districts by July 2010 and on-going
 - ❖ To rehabilitate existing sports facilities in all educational institutions and communities by September 2011
 - ❖ To procure sports equipment in all educational institutions and communities nationwide by September 2010
- **High Performance Centre**
 - ❖ To put in place proposals for construction of the centres by January 2010
 - ❖ To produce a benchmark for the High Performance training centres by March 2010
 - ❖ To present a design of the High Performance Centres to the appropriate government agencies for approval and award of contracts by June 2010
- **Mass Participation in Sports**
 - ❖ To design a proposal for take-off of mass participation in schools, colleges, polytechnics, universities and communities nationwide by June 2010



- ❖ To submit proposals to the concerned government agencies for the commencement of mass participation from June 2010
- ❖ To encourage all students and communities to take part in mass participation in sports by September 2012 and on-going
- **Application of Sports Science and Medicine**
 - ❖ To design and develop aspects of sports science for use of the High Performance athletes by November 2012 and on-going
 - ❖ To determine a comprehensive sports medicine needs of high performance athletes by November 2012 and on-going
 - ❖ To design a linkage between sports science and sports medicine to enhance high performance of athletes by December 2012 and on-going
- **National Sports Information Centre**
 - ❖ To review existing sports information data available nationwide to determine baseline data by January 2010 and December 2012 and on-going
 - ❖ To design appropriate mechanism for having national sports information centres nationwide by March 2010 to June 2010
 - ❖ To design short term workshop for those to implement data collection for the information centres nationwide by July 2010
 - ❖ To determine linkage among the sports federations, state sports councils, universities, colleges and National Institute for Sports on information gathering by September 2010 and on-going

3.2 Initiatives and Programmes

For the Vision 2020 targets for Sports Development to be achieved, the following initiatives, programmes and strategies need to be realized:

A. Sports Infrastructure (Facilities, Kits, Equipment)

For the Vision 2020 to be achieved, sports facilities and equipment in schools and communities, would be required in large numbers that would enhance mass participation in schools and communities

Strategy

- i. Local manufacturing of sports equipment is critical to ensuring availability for mass use and reduction of costs.



- ii. Rehabilitation of existing sports facilities in schools and communities to enhance mass participation

B. Schools Sports Programme

Use the school sports programme (intramural, interscholastic and collegiate games) to produce a pool of talents to feed into the High Performance Centres for the development of athletes to world class level.

Strategy

- i. Ministries of Education and their agencies should enforce sports development programmes in schools.
- ii. Enforce compulsory teaching of sports, participation and competitions in schools, colleges, polytechnics and universities to produce the athletes that would feed into the High Performance Centres.
- iii. Exposure of the identified athletes to appropriate competitions, locally and internationally.
- iv. Deployment of coaches to schools in order to complement the identification and training of athletes.

C. Human Capacity Building

The Vision 2020 sports development programme would require professional manpower in administration, coaching, and other technical areas.

Strategy

- i. The universities, polytechnics, and the National Institute for Sports should initiate programmes that have content to meet the manpower needs for sports development.
- ii. Establishment of scholarships for studies in sports, so that the recipients can be bonded for a sustained implementation of the sports development programme.
- iii. Creation of special roles for retiring athletes
- iv. Activation of bilateral agreements, alliances, collaborations, to attract specialised technical personnel to meet specific manpower needs

D. Incentives & Rewards System

An institutionalised incentives and rewards system should be established to motivate athletes and officials to performances that would enable achievement of the Vision 2020 targets for sports development.

Strategy

- i. Scholarships should be given to athletes to prepare them for a future in sports after their active years.
- ii. Training grants should be made available to athletes to motivate them.
- iii. Incentives, rewards, awards and national honours should be given to athletes and officials.
- iv. Special insurance schemes for athletes and officials.



E. Funding

Adequate funding is critical for sports development to achieve its Vision 2020 targets.

Strategy

- i. Rolling plan for funding of sports to cater for the peculiarities of special events such as the All Africa Games, Commonwealth Games and the Olympic Games of which their preparations commence years in advance.
- ii. Explore alternative funding for sports development through public partnerships with the States and local government areas.
- iii. Encourage corporate organisations and individuals to sponsor construction of sports infrastructure.
- iv. Ensure that legislations on tax relief are implemented.
- v. Adoption of strategic marketing, partnerships, collaborations to raise more resources for sports development.

OBJECTIVES, GOALS, STRATEGIES AND INITIATIVE/PROGRAMME (TABULAR FORM)

S/N	Objective	Goal	Strategy	Initiative/ Programme
1.	To establish adequate and standard sports facilities in schools and communities	a) To determine the total number of sports facilities to be established in all Senatorial Districts and all Local Governments by March 2010 b) To consider and approve designed standard facilities in all Senatorial Districts by July 2010 and on-going c) To rehabilitate existing sports facilities in all educational institutions and communities by September 2011 d) To enforce the procurement of sports equipment in all educational institutions and communities nationwide by September 2010	a) Local manufacturing of sports equipment is critical to ensure availability for mass use and reduction of costs. b) Rehabilitation of existing sports facilities in schools and communities to enhance mass participation	Sports facilities in schools and communities, sports equipment would be required in numbers that would enhance mass participation in schools and communities
2.	To set up High Performance Athletes	a) To put in place proposals for construction of the centres by January 2010 b) To produce a benchmark for the	a) Establish six HPC in the six geopolitical zones b) Establish policy framework for	a) Acquire sites, develop designs and drawings, and Bill of Quantities (BOQ) for the HPC



S/N	Objective	Goal	Strategy	Initiative/ Programme
	Centres (HPC) in all sporting zones	High Performance training centres by March 2010 c) To present a design of the High Performance Centres to the appropriate govt agencies for approval and award of contracts by June 2010	realization of HPC	b) Develop policies for the implementation of the HPC c) Award of contracts for the construction of HPC
3.	To encourage mass participation in sports	a) To design a proposal for take-off of mass participation in schools, colleges, universities and communities nationwide by January 2010 b) To submit proposals to the concerned government agencies for the commencement of mass participation from June 2010 c) To encourage all students and communities to take part in mass participation in sports available by September 2012 and on-going	a) Design and approve proposals for mass participation in sports in schools, colleges and universities nationwide b) Achieve full commencement of mass sports participation	a) Enact sports policies to compel sports agencies and institutions to promote mass participation programmes b) NSC and stakeholder agencies and institutions to compel participation
4.	To promote the application of sports medicine and the sports science	a) To design and develop aspects of sports science for use of the High Performance athletes by November 2012 and on-going b) To determine a comprehensive sports medicine needs of high performance athletes by November	Mobilize all sports scientists in Nigeria for sports programs	NSC to establish a policy of mandatory engagement of sports scientists in the preparation and participation of Nigerian teams for sports competitions



S/N	Objective	Goal	Strategy	Initiative/ Programme
		2012 and on-going c) To design a linkage between sports science and sports medicine to enhance high performance athletes by December 2012 and on-going		
5.	To establish a National Sports Information Centre	a) To review existing sports information data available nationwide to determine baseline data by January 2010 and December 2012 and on-going b) To design appropriate mechanism for having national sports information centres nationwide by March 2010 to June 2010 c) To design short term workshop for those to implement data collection for the information centres nationwide by July 2010 d) To determine linkage among the sports federations, state sports councils, universities, colleges and National Institute for Sports on information gathering by September 2010 and on-going		



3.3 Summary of actions

SN	Initiative Or Programme	Responsibility
1.	Sports Infrastructure	Local Governments, State Governments, Educational Institutions, Organised Private Sector, Ministry of Education and National Sports Commission.
2.	School Sport Programmes	Organised Private Sector in conjunction with Ministry of Education and Educational Institutions.
3.	Sports Administration	Local Governments, State Governments and National Sports Commission.

3.4 Change Themes

After the implementation of the initiatives and programmes mentioned in 3.2 above, the following changes are expected to be recorded:

S/N	Goals	Anticipated Changes
	<p><u>Facilities</u></p> <p>a) To determine the total number of sports facilities to be established in all Senatorial Districts and all Local Governments by March 2010</p> <p>b) To consider and approve designed standard facilities in all Senatorial Districts by July 2010 and on-going</p> <p>c) To rehabilitate existing sports facilities</p>	<p>a) Availability of facilities for sports participation.</p> <p>b) National economic development achieved through mass participation and interest an outcome of sufficiency of facilities</p> <p>c) The youth become the rallying point for national economic development and cohesion. This will help to arrest the issue of restiveness among the youth, as their focus will be re-directed. Social vices are reduced and economic crimes are eliminated.</p> <p>d) Improved health among the citizenry will lead to longevity. This will reduce the national health bill and improve national productivity.</p> <p>e) Foreign exchange earnings through exports of nurtured talents are assured.</p> <p>f) Manufacture of sports equipment, for economic purposes.</p> <p>g) Provision of facilities which attracts international competitions and increased tourism.</p>



S/N	Goals	Anticipated Changes
	<p>in all educational institutions and communities by September 2011</p> <p>d) To enforce the procurement of sports equipment in all educational institutions and communities nationwide by September 2010</p>	<p>h) The nation becomes the best sporting African country with more athletes, winning medals at both African championships as well as the All Africa Games.</p> <p>i) To become among the best four countries in the Commonwealth Games in 2014.</p> <p>j) To have more quality coaches for schools, clubs, communities, zones and states.</p> <p>k) Participation and involvement in more sports increased with more standard facilities in place.</p> <p>l) More awareness for sports increased at the grassroots.</p> <p>m) Increased more functional competitions at various levels.</p> <p>n) Increased regular maintenance and continuous use of facilities.</p>
2.	<p><u>High Performance Centre</u></p> <p>a) To put in place proposals for construction of the centres by January 2010</p> <p>b) To produce a benchmark for the High Performance training centres by March 2010</p> <p>c) To present a design of the High Performance Centres to the appropriate govt agencies for approval and award of contracts by June 2010</p>	<p>a) The youth become the rallying point for national economic development and cohesion. This will help to arrest the issue of restiveness among the youth, as their focus will be re-directed. Social vices are reduced and economic crimes are eliminated</p> <p>b) Increased job for youths, athletes, coaches and technical officials</p> <p>c) Foreign exchange earnings through exports of nurtured talents are assured</p> <p>d) The nation becomes the best sporting African country with more athletes, winning medals at both African championships as well as the All Africa Games</p> <p>e) Attraction for increased Private-Public-Partnership for elite athletes</p>
3.	<p><u>Mass Participation in Sports</u></p>	<p>a) National economic development achieved through mass participation and interest</p>



S/N	Goals	Anticipated Changes
	<p>a) To design a proposal for take-off of mass participation in schools, colleges, universities and communities nationwide by January 2010</p> <p>b) To submit proposals to the concerned govt agencies for the commencement of mass participation from June 2010</p> <p>c) To encourage all students and communities to take part in mass participation in sports available by September 2012 and on-going</p>	<p>b) Improved health among the citizenry will lead to longevity. This will reduce the national health bill and improve national productivity</p> <p>c) Manufacture of sports equipment, for economic purposes</p> <p>d) To have more quality coaches for schools, clubs, communities, zones and states</p> <p>e) Participation and involvement in more sports will increase with more standard facilities in place</p> <p>f) More awareness for sports increased at the grassroots</p> <p>g) Legalized inclusion of organized physical education, teaching of exercise and sports in the curriculum of Nursery, Primary and Secondary schools</p>
4.	<p><u>Application of Sports Science and Medicine</u></p> <p>a) To design and develop aspects of sports science for use of the High Performance athletes by November 2012 and on-going</p> <p>b) To determine a comprehensive sports medicine needs of high</p>	<p>a) To provide more technical officials e.g. medical doctors, physiotherapists, sports psychologists, nutritionist, etc.</p> <p>b) Improved health among the citizenry will lead to longevity. This will reduce the national health bill and improve national productivity</p> <p>c) The nation becomes the best sporting African country with more athletes, winning medals at both African championships as well as the All Africa Games through scientific approaches to training, practice and competitions</p> <p>d) Emergence of core professionals in the management of sports sector</p> <p>e) Research and National Sports Information Centre established</p>



S/N	Goals	Anticipated Changes
	<p>performance athletes by November 2012 and on-going</p> <p>c) To design a linkage between sports science and sports medicine to enhance high performance athletes by December 2012 and on-going</p>	<p>f) Establishment of Coaches training colleges all over the Federation</p> <p>g) Improved athletes and officials welfare and stability through the application of sports science and medicine</p> <p>h) Utilization of scientific knowledge to training and coaching</p> <p>i) Constant test and re-test of athletes to have current fitness and mental status of the athletes</p> <p>j) Continuous psyching of athletes for better performance</p> <p>k) Regular counseling of athletes, coaches and officials.</p>



4.0 IMPLEMENTATION ROADMAP

4.1 Implementation Plan – Short term, Medium term and Long term

Strategy	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Funding Sources
		Short Term	Medium Term	Long Term			
1) Facilities Provide adequate facilities in all senatorial districts, LGAs and relevant institutions	a) Baseline of existing sports facilities at the Federal, States and LGAs as well as institutions	2010			National Sports Commission (NSC) States Sports Councils and agencies	National Planning Commission (NPC) and State Planning Commissions	Private Sector Organisations and individuals
	b) Rehabilitate existing sports facilities in all the senatorial districts, LGAs and institutions	2011			NSC, States Sports Councils and agencies	Federal and State Ministries of Education and agencies	Federal Govt, 36 States and FCT, LGAs and the Private Sector
	c) Consider and approve designs for standard sports facilities and Bill of Quantities (BOQ)	2011			NSC, States Sports Councils and agencies	Federal and State Ministries of Works and consultants	Federal Govt, 36 States and FCT, LGAs and the Private Sector
	d) Procure standard and adequate sports equipment at Federal, States, LGAs and institutions	2010					
	e) Identify equipment to be procured. For example, balls, rackets, bats, fitness equipment,	2010			Federal Govt, States and LGAs		



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Strategy	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Funding Sources
		Short Term	Medium Term	Long Term			
	etc						
	f) Place order for procurement of identified equipment	2011 (15%)	2015 (50%)	2016 (100%)	Federal Govt, States and LGAs	Private Sector, Organisations and Individuals	
	g) Receive and install identified equipment	2012 (20%)	2015 (50%)	2017 (100%)	Federal Govt, States and LGAs		Implementing and collaborating agencies
	h) Construction of sports facilities at all levels	2011	2015		Federal Govt, States and LGAs		Implementing and collaborating agencies
	i) Effect adequate maintenance of sports facilities	2011	2015		Federal Govt, States and LGAs		Implementing and collaborating agencies
2) High Performance Centres (HPC)	a) Acquire sites, develop designs and drawings and BOQ for the HPCs	2010 - 2012 (25%)			NSC, Federal, Ministry of Works, States and LGAs	NSC and Consultants	Implementing and collaborating agencies
a) Establish six HPCs in the six geopolitical zones	b) Develop policies for the implementation of the HPCs	2010 - 2011			NSC, Federal Ministry of Works, States and LGAS	NSC and Consultants	Implementing and collaborating agencies
b) Establish policy framework							



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Strategy	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Funding Sources
		Short Term	Medium Term	Long Term			
for realization of the HPCs	c) Award of contracts for the construction of the six HPCs	2010 – 2012	2013 – 2015		Federal Gov, and the Private Sector	The Private Sector	PPP
3) Mass Participation in Sports a) Design and approve proposals for mass participation in sports in schools, colleges and universities nationwide	Enact sports policies to compel sports agencies and institutions to promote mass participation programmes	2010 – 2012			NSC, States, LGAs, Federal and State Ministries of Education	Individual corporate organization and NGOs	NSC and Implementation and Collaborating Agencies
b) Achieve full commencement of mass sports participation	a) NSC and Stakeholder agencies and institutions to compel participation	2013 - 2015			NSC, Ministry of Education		Federal Govt. State and LGAs
	b) Pioneer and host Diaspora Games	2011			NSC, Ministry of Foreign Affairs	NTDC, Internal Affairs, NOC and Nigeria Para Olympic Committee	Federal Govt and Organised Private Sector
	c) Bidding for major and minor competitions/ games	2010	2015	2020	NSC and National Sports Federation	NTDC, Internal Affairs, NOC and Nigeria Para Olympic Committee	Federal Govt and Organised Private Sector
4) Application of Sports	NSC to establish a policy of	2010 – 2012	2013 - 2015		NSC, State Sports Councils and	NAPHER-SD, NASM, SPAN and SWAN	NSC, States Sports



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Strategy	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Funding Sources
		Short Term	Medium Term	Long Term			
Science to boost Performance a) Mobilize all sports scientists in Nigeria for sports programs	mandatory engagement of sports scientists in the preparation and participation of Nigerian teams for sports competitions				Commissions		Councils and Commissions
5) Provision of Adequate human infrastructure for the attainment of the sports goals	a) Census of existing institutions, universities, etc offering programs on sports development capacities and establish gaps	2010 – 2012			NSC, State Sports Council and Agencies	PPP, Federal Ministry of Education	Federal and State Govts, PPP
	b) Initiate or strengthen sports programmes where they exist and or provide the relevant equipment to sharpen existing skills of coaches, teachers, sports scientist, facility maintenance officers, etc	2010 – 2012			NSC, Federal Ministry of Education	Private Sector	Federal, State Govts and LGA



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Strategy	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Funding Sources
		Short Term	Medium Term	Long Term			
	c) Provide scholarship schemes for the development of future sports personnel	2011			Federal and State Govts, LGAs, PPP	Federal Ministry of Education	Federal State Govts and LGAs
	d) Establishment of pre-retirement career counseling and education including entrepreneurship skills	2011 - 2012	2013 – 2015	2016 – 2020	NSC, State Sports Councils	Federal Ministry of Education	NSC, State Councils and NGOs
	e) Establishment of exchange programmes to boost availability of manpower	2011 - 2012	2013 – 2015	2016 – 2020	NSC	Foreign Missions and NGOs	Federal Govt, PPP, LGAs
6) Installation of Sustainable incentives and Reward System for Performing Athletes, Officials and Retired Athletes	a) Scholarship/ Bursary Scheme to be established	2010 – 2012	2013 – 2015	2016 – 2020	NSC, States Sports Council and LGAs	Federal Ministry of Education, NGOs and their Agencies	Federal Govt, UBEC and SUBEB
	b) Establish a Hall of Fame for distinguished athletes, officials, administrator and sports development partners	2010 – 2012	2013 – 2015	2016 – 2020	NSC, State Sports Council and LGAs	Federal Ministry of Education, NGOs and their Agencies	Federal Govt, UBEC and SUBEB



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Strategy	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Funding Sources
		Short Term	Medium Term	Long Term			
	c) Annual Training grants for athletes performing well both locally and internationally	2010 – 2012	2013 – 2015	2016 – 2020	NSC, State Sports Council and LGAs	Federal Ministry of Education, NGOs and their Agencies	Federal Govt, UBEC and SUBEB
	d) Establish insurance scheme with reputable companies for	2010 – 2012	2013 – 2015	2016 – 2020	NSC, State Sports Council and LGAs	PPP and NGOs	Federal Govt, Insurance Companies and PPP
	e) Cash rewards, street naming and national honours for athletes, officials, administrators and sports development partners	2010 – 2012	2013 – 2015	2016 – 2020	NSC, State Sports Council and LGAs	Federal Ministry of Education, NGOs and their Agencies	Federal Govt, UBEC and SUBEB
7) Funding	a) To build the annual funding requirement of sports development into the existing National macro-economic framework i.e NEEDS, SEEDS, 7-Point Agenda, etc	2010 – 2012	2013 – 2015	2016 – 2020	NSC, State and LGAs	Federal Ministry of Education	Federal Govt, States and Development Partners
Establish a sustainable funding system for sports development	b) Establish a Sports Trust Fund	2010 – 2012	2013 – 2015	2016 – 2020	NSC, States Sports Councils and LGAs	MTN, Globacom, ExxonMobil, IT Industries and Banks	MTN Globacom PPP

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Strategy	Initiatives	Timeline			Implementing Agencies	Collaborating Agencies	Funding Sources
		Short Term	Medium Term	Long Term			
	c) Establish a favourable tax regime to encourage businesses that sponsor construction of sports infrastructure	2010 – 2012	2013 – 2015	2016 – 2020	NSC, States Sports Councils and LGAs	Federal Ministry of Education	MTN, Globalcom, PPP Institution agencies
	d) Establish of marketing strategies to aid the progress to raise funds for sports development	2010 – 2012	2013 – 2015	2016 – 2020	NSC, States Sports Councils and LGAs	Federal Ministry of Education	MTN, Globacom, PPP, Institutional agencies

4.2 Key Development Enablers – Resource Requirements

Table 4.2: Resource Requirement

Plans/Programs	Personnel	Requirement	Infrastructure	Funding Sources
1) Establishment of community sports centres	Centre managers, coaches, admin staff and grounds men	Accessible location sports promotion programmes to encourage the use of set minimum planning requirement in line with best practices	774 LGAs sports and recreational centres, Zonal sports centres, Community sports centres	NSC, State Govts, LGAs, Organised Private Sector (OPS) and Development Partners
2) Promotion of sports and physical education	Physical Education Teachers	NCE Training/Certification as minimum	Increase sports and recreational facilities in schools and local communities	Federal and State Ministries of Education and Development Partners
3) Encouragement of sports as an instrument of National Unity, economic development and international diplomacy	Coaches and other technical officials, sports administrators and foreign affairs officials	Sports aligned to national objectives, National Sports Festivals and International competitions	Develop more sports facilities , Enhance equipment of community sports centres	NSC, State Govts, the Private Sector and Individuals
4) Planning to win at	Professional coaches,	A pool of qualified identified	Sports academies, High	NSC, Nigeria Olympic



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Plans/Programs	Personnel	Requirement	Infrastructure	Funding Sources
least 10 Gold medals at the 2010 Commonwealth Games; top medals table at the 2011 All African Games and win at least 4 and 8 Gold medals at the 2012 Olympics and Para-Olympics	qualified support services personnel, sports scientists and sports medicine experts	talents, providing international exposure and adequate motivation	Performance Centres, Workshops and Seminars	Committee (NOC), International Olympic Committee (IOC), Team Nigeria and the Private Sector
5) Encourage the provisions and maintenance of sports facilities across the country	Qualified Human Resource Managers, engineers and technicians	Proper planning, facilities maintenance, operating guidelines and protocols	Equipped sports laboratories and workshops	Various levels of government, NSC and the Private Sector
6) Ensure that Nigeria becomes the hub for sports development in Africa by 2010	Experienced sports officials	Improve sports infrastructure, regularly host national, regional and international, proper planning	State of the art sports facilities	NSC, OPS, National Tourism Development Commission (NTDC)
7) Use sports to launder National image and for Peace Initiative promotion	Informed Foreign Service Officers	Regular hosting of minor and major international sports events, regular sporting events in the Niger Delta Region and areas with outstanding youth challenges	State of the art sports facilities and sports facilitators	NDDC, State Govts, LGAs and the Ministry of Niger Delta

4.3 Implementation Monitoring Framework and Tools

Table 4.2: Implementation monitoring tool

Status	Initiatives/Activities/Projects	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigation
	1) Rehabilitation and maintenance of existing sports facilities in schools and communities to	State sports associations, National Federations and NAPER - SD	Annually	Number of sports facilities		Enforcement	1) Personnel Negligence 2) Poor contractor	1) Regular Monitoring 2) Timely release of



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Status	Initiatives/Activities/Projects	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigation
	enhance mass participation						performance	funds
	2) Ensure the availability and affordability of sports equipment and kits for mass use	NSC, Ministries of Finance, Commerce & Industry, schools & collegiate sports associations	Quarterly	Usage of sports equipment		Affordability & Availability	Abuse and smuggling	Review restrictions on importation of sports equipment/kits
	3) Enforce PE and compulsory teaching of sports in schools and colleges	Ministries of Education Inspectorate Divisions, NAPHER-SD	Quarterly	Inclusion of sports in the school curriculum	100% of statutory provisions	Have a uniform & quality curriculum	Insufficient and unqualified teachers	Employment of sufficient qualified teachers
	4) Encourage participation and competitions in schools, colleges, polytechnics and universities	State sports associations, National Federations and NAPHER-SD	Quarterly	Frequency of competitions (Intra, inter schools & collegiate competitions)	100% of statutory provisions	None	Inadequate funding	Framework for sufficient funding of athletes
	5) Exposure of the identified athletes to appropriate competitions locally and internationally	NSC, National Federations, States Sports Councils and all other sports bodies (SPAN, NASSM, NUGA, etc)	Seasonal	Number & quality of athletes in local and international competitions		1) Empowering the National Federations, sports associations & LG communities 2) Non co-operation of foreign embassies	Defection of athletes	Counseling, education and motivation
	6) Regular hosting of International Sports Events	NSC, Ministry of Foreign Affairs (MFA) and NTDC	Quarterly	Number of International competition		Hosting of non profitable competitions	Unsuccessful bid for competitions	Adequate involvement of



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Status	Initiatives/Activities/Projects	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigation
				s and contribution				stakeholders in bidding and
	7) Hosting of Diaspora Games	NSC, MFA	Quarterly	Number of participating countries		Effective mobilization of countries in Diaspora		
	8) Employment of PE teachers and coaches by school authorities or its responsible agencies to effect the identification and training of athletes	Inspectorate Division of Federal and State Ministries of Education, LGAs, NSC, NAPHER-SD	Annually	Number of PE teachers and coaches in schools	50%	Quality of PE teachers and coaches	Employment of non qualified PE teachers and coaches	Ensure minimum standard of PE teachers and coaches
	9) Improve the content of the training of coaches in higher institutions and the National Institute for Sports (NIS)	NSC, National Coaches Council	Annually	1) Improvement in performance of athletes 2) More medals at competitions			Insufficient practical exposure	Emphasis on practical approach in coaches institutes and colleges
	10) Establishment of a scholarship scheme for studies in sports	Research and Planning Unit of the NSC, National Coaches Council, National Federations, National Collegiate associations	Annually	Number of awards		Criteria for scholarship awards	Mismanagement	Proper monitoring and adherence to selection process
	11) Sports as a tool for the enhancement of International image and promotion of peace	NSC, MFA	Annually	Reduction in youth restiveness and positive image of Nigeria		Effective implementation		Adequate planning and implementation programme



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Status	Initiatives/Activities/Projects	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigation
				internationally				
	12) Establishment of High Performance Centres	NOC, NASSIM, SPAN, Qualified Olympians	Annually	Standard of Performance		Personnel, facilities & infrastructure	Political Will and insufficient funding	Adherence to standard & positive political will
	13) Utilization of sports sciences and sports medicine	NSC, NASSIM, SPAN	Annually	Performance		Capacity of coaches to utilize the benefits of sports sciences	Misapplication	Training and re-training of sports scientists and coaches
	14) Utilization of bilateral agreements, alliances and collaborations, to attract specialized technical personnel to meet specific manpower needs	NSC and Ministry of Foreign Affairs	Annually	Number of exchange programmes	100%	Execution of agreement	Breach of agreements	Optimization of agreements
	15) Provision of grants to elite athletes to support their training as a motivation	NSC, NOC, Sports Federations and State Sports associations	Annually	Number of recipients	100%	1) Funding structure 2) Late or non release of funds	1) Release of funds 2) Non utilization for training purposes	1) Complementing private sector input 2) Effective monitoring
	16) Incentives and rewards, and immortalizing of outstanding athletes, officials, sports persons and organizations	Federations, State Sports associations and Nigeria Olympians Association (NOA)	Annually	Graded athletes		Non fulfillment of promises	Unethical practices	Adherence to roles
	17) Creation of Special roles for retiring athletes	NSC, NOA, State Sports Councils	Annually	Involvement of retired athletes	100%	Capacity of athletes to take advantage of	Low level of education of most retired athletes	Pre-retirement counseling and



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Status	Initiatives/Activities/Projects	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigation
						opportunities		education
	18) Introduction of special insurance and severance schemes for athletes and officials	National Sports Federations, schools and collegiate associations, NOA	Annually	Consistency	100%	Enforcement of agreement	Inappropriate application of the scheme	Appropriate monitoring to ensure compliance
	19) Introduction of rolling plan for funding of sports to cater for the peculiarities of events like the All African Games, Commonwealth and Olympic Games	NOC and sponsors	Annually	Adherence to set time lines	100%	Adherence to the Rolling Plan	Disruption of set time lines	Appropriate funding and monitoring
	20) Exploring alternative funding means outside Public – Public partnerships	NSC, Funding partners, Federal Inland Revenue Service (FIRS)	As appropriate	Value of funds realized	As applicable	1) Accountability 2) Economic environment 3) Poor performance	1) Over dependence 2) Inability to meet expectations	Effective mobilization
	21) Encouraging corporate organizations & individuals to sponsor the construction of sports infrastructure	The benefiting sports federations, associations/ committees, Nigerian Society of Engineers (NSE), OPS	As applicable	The number of privately funded/ owned sports facilities	100%	Economic environment	Liquidation	1) Insurance of projects 2) Complimentary Government involvement 3) Bail out
	22) Ensuring that legislation on tax reliefs is implemented	NSC, FIRS, Ministry of Finance, NPC	Annually	Number of sponsors	100%	The utilization procedure	1) Complicated process 2)	Simplification of process by FIRS



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Status	Initiatives/Activities/Projects	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigation
							Bureaucracy	
	23) Establishment of National Sports Information Centre	NSC, NOC, NIS, Nigeria Computer Society	Monthly	Availability and currency of data	100%	1) Sourcing and collation of data 2) Poor record keeping	Data integrity	Appropriate technology

Appendix I

TOP FIVE COUNTRIES AT THE 2008 OLYMPIC GAMES (BEIJING)

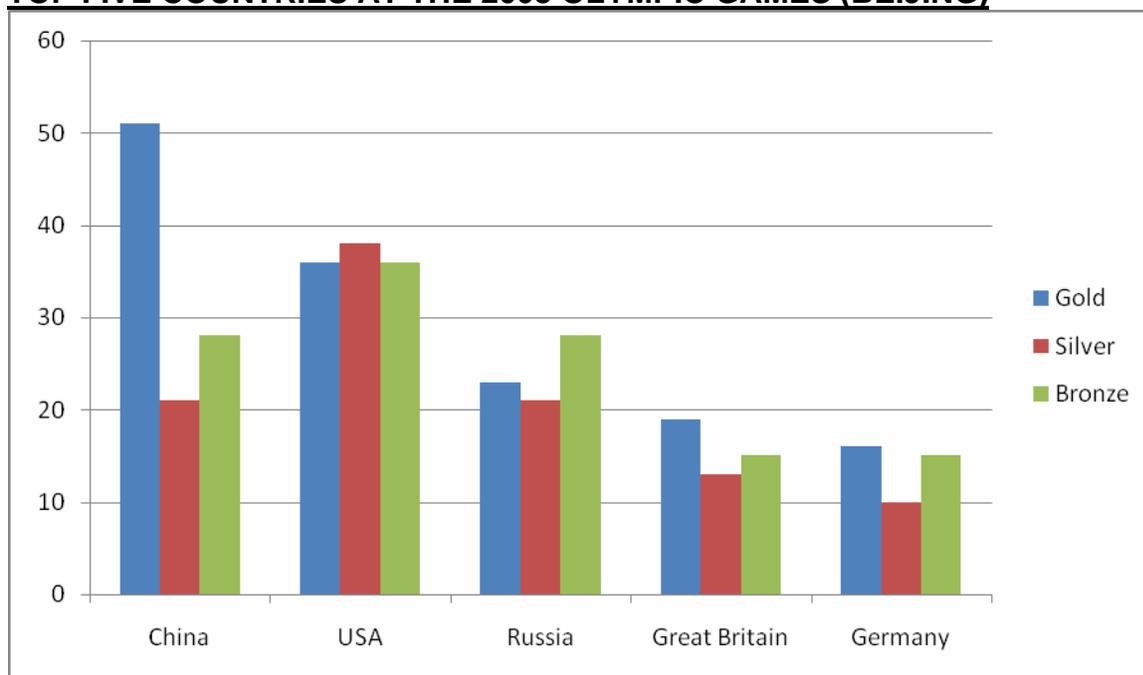


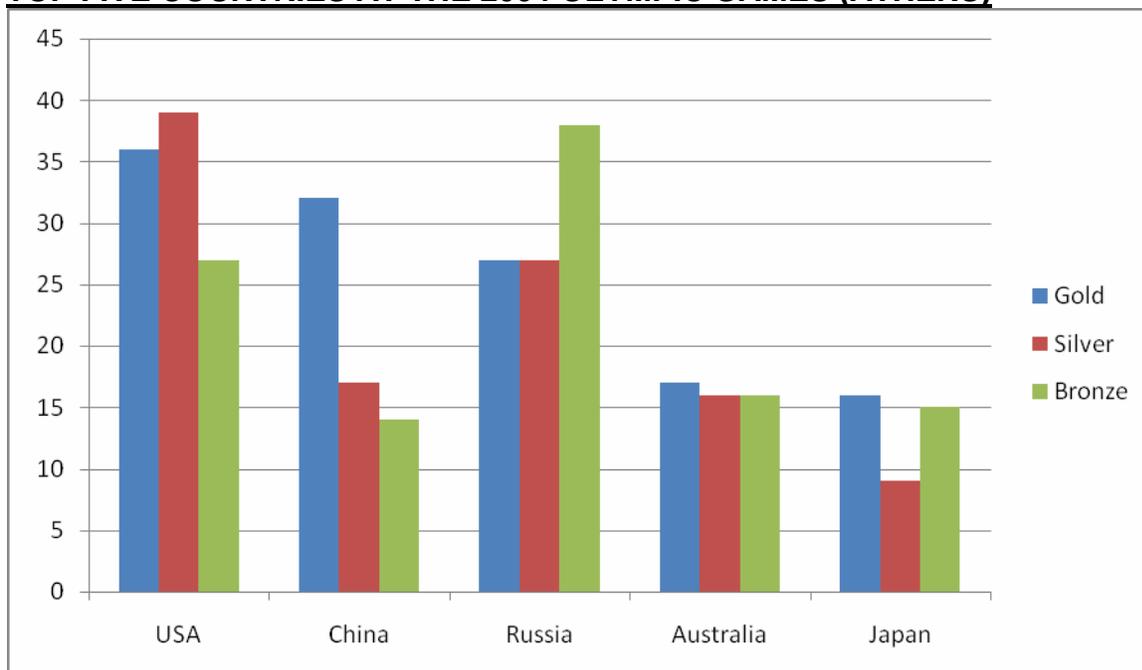
Diagram 1

RANKING AT THE 2008 OLYMPIC GAMES

			GOLD	SILVER	BRONZE	TOTAL
1.	CHINA	51	21	28	100	
2.	USA		36	38	36	110
3.	RUSSIA		23	21	28	72
4.	GREAT BRITAIN		19	13	15	47
5.	GERMANY		16	10	15	41

AFRICAN COUNTRIES

15.	KENYA		5	5	4	14
18.	ETHIOPIA		4	1	2	7
38.	ZIMBABWE		1	3	0	4
52.	CAMEROON		1	0	0	1
52.	TUNISIA		1	0	0	1
61.	NIGERIA		0	1	3	4

Appendix II**TOP FIVE COUNTRIES AT THE 2004 OLYMPIC GAMES (ATHENS)****Diagram 2****RANKING AT THE 2004 OLYMPIC GAMES**

		GOLD	SILVER	BRONZE	TOTAL
1.	USA	36	39	27	102
2.	CHINA	32	17	14	63
3.	RUSSIA	27	27	38	92
4.	AUSTRALIA	17	16	16	49
5.	JAPAN	16	9	12	37

AFRICAN COUNTRIES

28.	ETHIOPIA	2	3	2	7
36.	MOROCCO	2	1	0	3
41.	KENYA	1	4	2	7
43.	SOUTH AFRICA	1	3	2	6
46.	EGYPT	1	1	3	5
49.	ZIMBZWBE	1	1	1	3
54.	CAMEROON	1	0	0	1
68.	NIGERIA	0	0	2	2

Appendix II

TOP FIVE COUNTRIES AT THE 2000 OLYMPIC GAMES (SYDNEY)

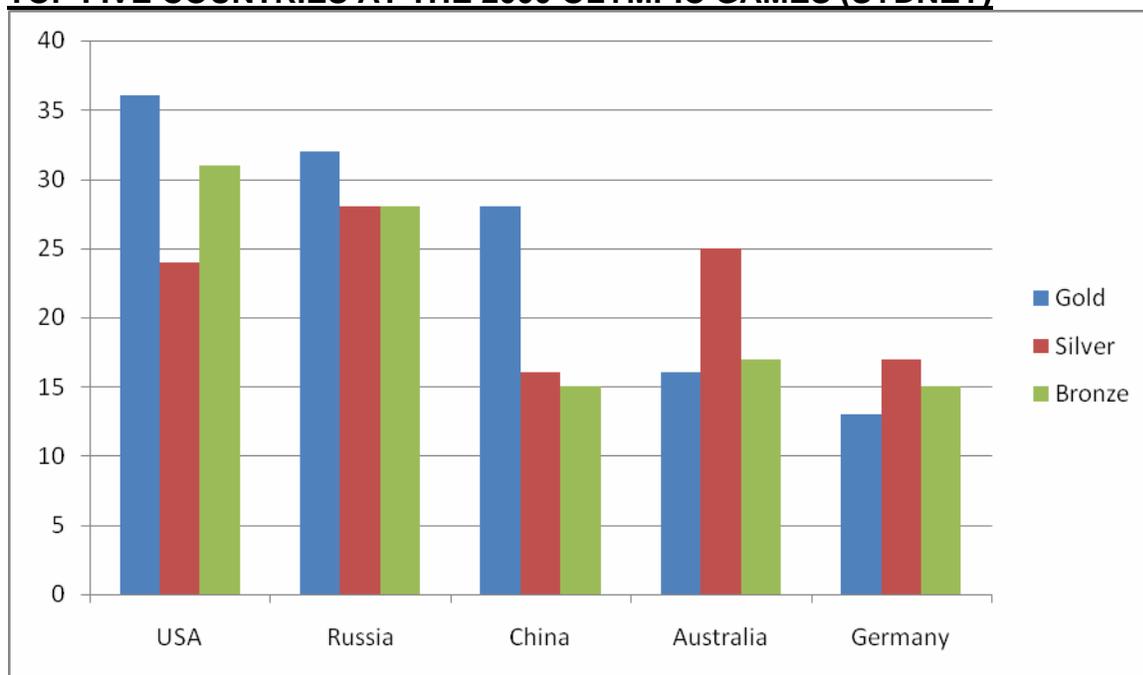


Diagram 3

RANKING AT THE 2000 OLYMPIC GAMES

		GOLD	SILVER	BRONZE	TOTAL
1.	USA	36	24	31	91
2.	RUSSIA	32	28	28	88
3.	CHINA	28	16	15	59
4.	AUSTRALIA	16	25	17	58
5.	GERMANY	13	17	26	56

AFRICAN COUNTRIES

20.	ETHIOPIA	4	1	3	8
29.	KENYA	2	3	2	7
40.	NIGERIA	1	2	0	3
41.	ALGERIA	1	1	3	5

Appendix III

TOP FIVE COUNTRIES AT THE 1996 OLYMPIC GAMES (ATLANTA)

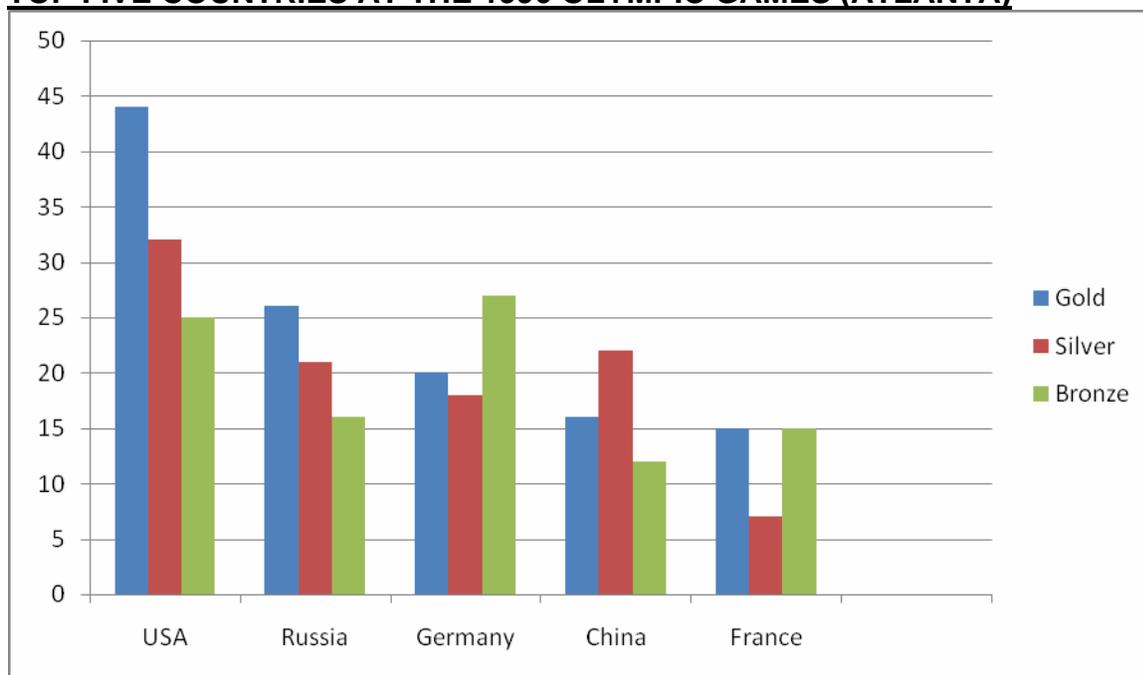


Diagram 4

RANKING AT THE 1996 OLYMPIC GAMES

		GOLD	SILVER	BRONZE	TOTAL
1.	USA	44	32	25	101
2.	RUSSIA	26	21	16	63
3.	GERMANY	20	18	27	65
4.	CHINA	16	22	12	50
5.	FRANCE	15	7	15	37

AFRICAN COUNTRIES

27.	SOUTH AFRICA	3	1	1	5
32.	NIGERIA	2	1	3	6
34.	ALGERIA	2	0	1	3
34.	ETHIOPIA	2	0	1	3
38.	KENYA	1	4	3	8



Appendix IV

INTERDEPENDENCY MEETING NOTES

In line with the mandate of the Sports Thematic Group, the Sub-Group headed by Prof. E.O. Ojeme, held several meetings with the Education, Health, Manufacturing and, Science, Technology and Innovation thematic groups with a view to creating the needed awareness on the relevance of the sports thematic area in their fields of endeavour. The gains made are summarized below;

A. Education:

In order to actualize our vision, the following areas were emphasized:

- ❖ Establish adequate and standard sports facilities in schools and communities
- ❖ Set up high performance athletes centres in all the sporting zones
- ❖ Encourage mass sports participation in schools
- ❖ Promote the application of sports science and medicine in our schools
- ❖ Establish sports information centres. On the basis of this, the following areas were captured:
 - Improve the teaching of physical education in schools
 - Education and its relevant agencies to;
 - a) Provide facilities and equipment for sports and physical education
 - b) Promote school sports through competitions
 - c) Upgrade human performance laboratories in producing sports scientists
 - d) Make adequate budgetary provisions for sports
 - e) Reactivate Inspectorate Divisions
 - f) Establish school sports boards
 - g) Use sports to combat youth restiveness

B. Health:

On health, the role of sports as a tool for disease prevention and health promotion was emphasized. Consequently, the following were identified:



- ❖ The inclusion and recognition of exercise programmes in improving the quality of life on Nigerians was stressed.
- ❖ The appreciation of sports and exercise science as a great health indicators for fitness and longevity, reproductive and maternal health
- ❖ The use of the platform of exercise for dissemination of health messages on HIV/AIDs control, drug addiction, etc.

Both groups identified the role of community sports centres on improving health and well-being.

C. Science, Technology & Innovation:

On Science, Technology & Innovation, enhanced knowledge in the field of sports science was identified as an important factor to enhance sports performance. The meeting recognized the fact that significant amount of knowledge and expertise that can benefit high sports performance resides outside sports. Therefore, there was the need to create an environment where organizations with the ability to assist high performance (industries, research industries, universities, etc) are encouraged to share their experts.

Emphasis on development of science based teachers in schools was captured as essential areas. It was finally agreed that the sports thematic area will be reflected in goals 1, 3, 4 and 5 of the STI thematic area report.

Collaborate areas in technology were also to be explored in the developing facilities and equipment to improve research in the area of sports science.

D. Manufacturing:

On manufacturing, the role of locally manufactured sports equipment was captured as one of the success factors in achieving our goals. Therefore, this important aspect was captured by the manufacturing thematic area. It was also agreed that certain percentage of completion according to years be incorporated into the sports thematic group report as follows:

- ❖ Presently, the percentage of locally manufactured sports equipment is about 30%
- ❖ This is expected to be increased to about 80% by 2015



- ❖ This is expected to increase to 100% by 2020

E. Foreign Affairs:

During the group's meeting with the Foreign Affairs Group, the following points were highlighted:

- ❖ The need for regular hosting of International sports events
- ❖ Use sports to launder National image for peace initiative promotion
- ❖ Ensure that Nigeria becomes the hub for sports development in Africa by 2010
- ❖ Institution and hosting of the Diaspora Games by 2011.

F. Tourism:

The Tourism Thematic Group in their meeting with the team from the sports thematic group highlighted that during the 2009 National Sports Festival "KADA GAMES" held in Kaduna, the Nigerian Tourism Development Corporation (NTDC) had a good working relationship and co-operation with the Local Organising Committee, to ensure that athletes and other officials, and visitors to the Games were well attended to at the various hotels all around Kaduna City. The NTDC also provided waste bins all over the town, to ensure that the town was clean throughout the duration of the Games.

It was also noted that there was the need for the NSC, other sports organizing federations/agencies and the NTDC to always work together during all local and international competitions or championships. It was highly noted that sports tourism will go a long way to showcase Nigeria's good image and culture to visitors who come into the country for one sports event or the other. Hence, there is the need to bid for and host more International competitions. The group also supports the call for the hosting of the Diaspora Games in Nigeria.

G. Niger Delta:



On the Niger Delta issue, it was noted that sports can play a major role in curbing youth restiveness. Consequently, both groups agreed that there was the need for the hosting of regular sporting events in the Niger Delta Region and other areas of the country with outstanding youth challenges.