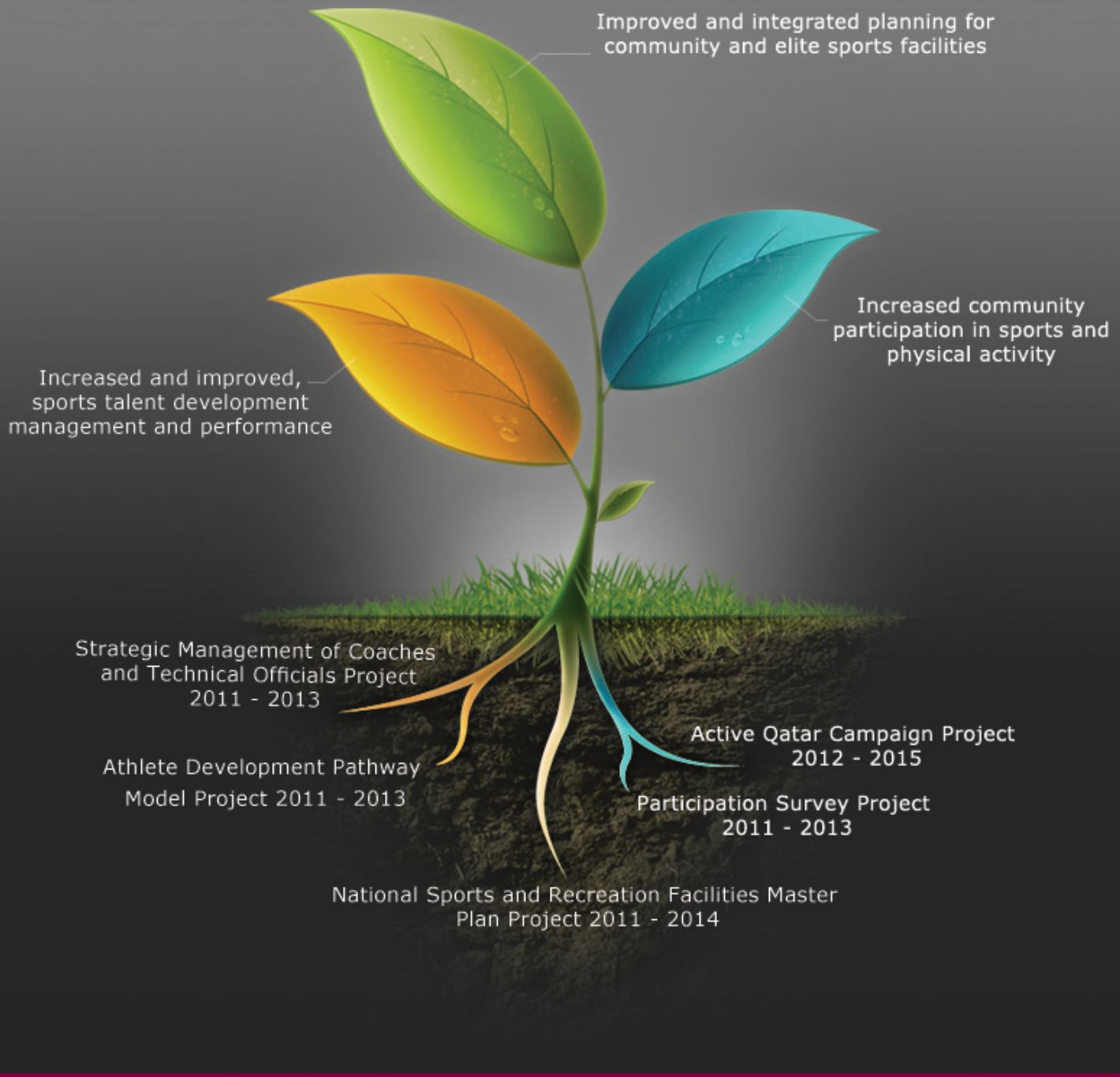

Sports Sector Strategy

(2011 – 2016)

QATAR

Second Edition – July 2011

Qatar Olympic Committee (QOC)

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Saoud Bin Abdulrahman Al-Thani
Secretary General,
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Foreword

Qatar has enjoyed unprecedented global recognition in sport in recent years and continues to advance through targeted efforts aimed at creating a safer, healthier and more peaceful society. Qatar invests heavily through the Qatar Olympic Committee (QOC) and its partner clubs, sports federations, the Aspire Zone Foundation and other strategic allies, to increase the supply of sport and active recreation facilities, develop athletes, host international competitions and raise awareness of the benefits of sport and physical activity.

The Qatar National Vision 2030 (QNV 2030) sets out the principles for Qatar's sustainable and balanced development, based on a vibrant and prosperous economy that provides economic and social justice, stability and equal opportunity for all. In order to operationalise the goals and objectives of QNV 2030 and to provide a coherent basis for planning, Qatar's first National Development Strategy 2011-2016 (NDS) is being prepared. The Sports Sector Strategy 2011-2016 (SSS) is one of fourteen sector strategies that will be integrated into the NDS.

The QNV 2030 commits to maintaining harmony between economic growth, social development and environmental management, as well as improving people's quality of life. The QNV 2030's social development pillar pledges to build a safe, secure and stable society that is centred on effective institutions and leads to the promotion of tolerance, benevolence, constructive dialogue and openness.

Hosting of the FIFA 2022 World Cup will accelerate the development of the objectives of Qatar National Vision 2030, which aim at transforming Qatar into an advanced country by 2030, capable of sustaining its own development and providing for a high standard of living for all of its people for generations to come.

Physical activity occupies a central role in enriching lives, with participation in sport being a source of health and enjoyment for

those who join as players, volunteers, coaches, observers, officials or administrators. It is often a binding element in the social and cultural fabric of society.

Qatar will continue to place emphasis on sport, especially to meet the challenges presented by a rapidly increasing and youthful population, cultural change and more affluent lifestyles. Like many developed societies, Qatar's health system is challenged by the cost of treating chronic preventable diseases borne from sedentary lifestyles and a lack of physical activity. The increasing prevalence of obesity leading to hypertension, heart disease and diabetes, requires a whole-of-government strategy starting with physical education and training in childhood, traversing through rigorous sports activity in adulthood and culminating in moderate physical activity at older ages.

These challenges will necessitate us conceptualising and executing innovative, visionary and effective policy and programmatic responses that benefit current and future generations. This SSS outlines the strategic directions and key initiatives that the sports sector will undertake from 2011 to 2016 to deliver three key outcomes:

- Greater community participation in sports and physical activity
- Improved and integrated planning for community and elite sports facilities
- Increased and improved sports talent development, management and performance

The SSS represents the outcome of six months of active engagement with key stakeholders in the sports sector and beyond and builds on the QOC Strategic Plan of 2008-2012. It has been guided by the sub-Task Team to whom I am sincerely thankful. I would also like to extend my appreciation to all members of that sub-Task Team including the technical focal points. My thanks also go to the General Secretariat for Development Planning for its strategic leadership, methodical approach and tireless efforts.

Qatar's future looks brighter each day as the QNV 2030 is rolled-out across all sectors. The SSS is part of this future and requires strong backing and partnerships across government, industry and the community. I encourage and invite all to join in this journey into the future that will open up previously undreamt of opportunities, while contributing to regional and international stability and peace.

Executive Summary

Sport – Activating the Qatar National Vision 2030

The Qatar National Vision 2030 (QNV 2030) builds a safe, secure and stable society, and makes a firm commitment to create a vibrant and prosperous future for the country. Sport development and physical activity are critical for providing the necessary energy to deliver on the vision's ambitions.

At the community level, sport helps build social and family cohesion by bringing people together in a friendly and active way. At the individual level, participation in sport raises people's confidence and skills and improves physical health and mental well-being. These personal benefits contribute towards broader national outcomes, including improving national health, reducing healthcare costs and increasing labour productivity. The provision of quality sports facilities and services, including outdoor recreation facilities, also makes Qatar an attractive place to work, live and visit.

At the international level, sports events and athletes help raise Qatar's regional and global profile, and result in enhanced national pride. International sport is also a powerful tool for international engagement and diplomacy through tourism, aid and trade.

Qatar is committed to increasing sports participation and active lifestyle practices among its population to improve health outcomes, and is using sports to forge friendships and improve relations between nations worldwide. It is also strategising to become a global sports hub with an array of first class sports facilities and a host of regional and international sporting events.

This report represents Qatar's first comprehensive national Sports Sector Strategy, 2011-2016 (SSS). Its preparation prompted an unprecedented level of consultations across the country. A great deal of data, information and public opinion were analysed, and numerous interviews and meetings were conducted with representatives from government, industry, non-governmental organisations and academic institutions. The SSS is one of fourteen sector strategies that have been prepared which, when integrated, will form Qatar's first National Development Strategy, 2011-2016 (NDS).

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Structure of the Strategy

Qatar's first NDS and SSS provide a critical platform for creating a healthy and active population. The SSS identified five interrelated projects that are designed to give momentum for achieving three key outcomes:

- Increased community participation in sports and physical activity
- Improved and integrated planning for community and elite sports facilities; and
- Increased and improved sports talent development, management and performance.

The five projects within this strategy are as follows:

1. Participation Survey
2. Active Qatar Campaign
3. National Sports and Recreation Facilities Master Plan
4. Athlete Development Pathway Model
5. Strategic Management of Coaches and Technical Officials

Ambitious targets have been set and these will require early, effective and sustained implementation of the proposed interventions if they are to be met. It is critically important to recognise the complex interconnected nature of sports development. Sport is both a goal and an enabler for achieving the QNV 2030 aspirations and sport issues are intimately linked to economic, social and environmental outcomes. One focused intervention can result in a range of additional benefits beyond the realm of sport alone.

Sport for Life: Inspiring the Nation

Qatar has a growing, young and increasingly affluent population with ample leisure time, but participation in sport and physical activity is low. Chronic diseases are a major cause of death, accounting for 47 per cent of classified deaths in 2008. The primary drivers Qatar's chronic disease burden are inactivity and sedentary lifestyles, which pose an increasingly serious health risk for individuals and families. Lifestyle adaptations, in terms of increasing physical activity and adoption of healthy dietary habits, must therefore be seen as a key pathway to improving the health of the Qatari population.

Children and young people can gain more from physical activity than just improved physical health. An involvement in sport from an early age helps build character and discipline in children that can be applied in other aspects of their lives. Given that nearly all children and young people attend school, the school community has a unique role to play in providing and promoting diverse physical activity opportunities for young people, through official compulsory physical education programmes and after-school co-curricular activities.

In order to achieve healthy and active lifestyles, it is necessary to:

- Increase opportunities for everyone in Qatar to be physically active;
- Increase the availability of adequate information on the importance of physical activity and adoption of healthy dietary habits and how to achieve the recommended amount of activity for health; and
- Create living, working and social environments that support and encourage healthy and active lifestyles

The SSS calls for incorporating sports and physical activity within a broader preventive health agenda. A series of activities will be implemented to champion the many benefits of sports to individuals, families, communities and to society, and to increase participation across all age groups.

The SSS also calls for the strengthening of physical education curricula, including its integration with co-curricular activities and nutritional concerns, to improve the physical education learning experiences of students in early age.

Sport for All: Equipping the Nation

In order for people to engage effectively in sports and physical activities, Qatar must ensure an adequate access to sports and recreation facilities that provide a safe physical and psychological learning environment. As sports participation increases, it is important to ensure that more facilities are made available so that everyone can easily take part in physical activity anytime and anywhere.

In Qatar, a concerted infrastructure building programme has been in place since 2004 to build more competition fields, neighbourhood playgrounds and cultural centres. Before deciding on whether to build new facilities, the option to use, co-share and co-locate with existing sports facilities should first be considered as a matter of due diligence. By maximising usage and increasing access to existing venues, the quantity and mix of sports facilities that are available to the public can be increased without the need for heavy capital expenditure. Public policy needs to consider both access and use of sports venues and public parks, to ensure the best possible environment is made available for people to be physically active.

In order to better inform policy, the SSS proposes the development of a National Sports and Recreation Facilities Master Plan to systematically collect and analyse data related to sports and recreation facilities. An inventory of national sports facilities will help Qatar

- Develop a network of accessible, high quality open spaces and sport and recreation facilities, which meet public needs, are fit for purpose and are economically and environmentally sustainable;
- Determine an appropriate balance between new facilities and the enhancement of existing facilities; and
- Promote these facilities locally and internationally for future revenues.

Sport for Stars: Propelling the Nation

Sports excellence is integral for generating interest in sports and building national pride. A key challenge for Qatar is to improve the performance of Qatari sportsmen and sportswomen at regional and international championships. National sporting heroes can inspire Qatari youth to participate in sporting activities and motivate them to adopt a healthy and productive lifestyle in pursuit of their dreams.

Sport in Qatar depends on the programs of each federation, club or sport institution, such as ASPIRE, in preparing their athletes. In order to make the process more effective, this strategy suggests the adoption of general guide model to achieve or improve the outcomes. Besides identifying systemic changes required to improve sports performance in Qatar, a national model would assist in the creation of sport-specific development models by national federations, including for female athletes and athletes with special needs. Such a model would identify the specific stages of athlete development from first entry through to the high performance level. It would

address the appropriate stages for introduction and refinement of basic and technical skills, as well as physical, mental and tactical skills. Further, it will describe multiple pathways to sport excellence, including the support that must be in place to allow for the development of the athlete, such as the coaching, training and competition programmes required at each stage.

The SSS calls for the creation of athlete development systems to enhance youth talent recruitment and ensure a comprehensive flow-through system into elite sports. A special emphasis will be given to developing elite female athletes, as well as athletes with disabilities.

Besides good athletes, sports development necessitates capacity building of professional coaches and a well-organised coaching system. Coaches and their coaching style play a critical role in nurturing talent, improving satisfaction and encouraging sports participation. It is essential that athletes have access to qualified and professional coaches, who have cultural and linguistic communication skills, throughout the athlete development pathway, and especially at high performance levels.

Referees, umpires and other sports officials are also important for officiating competitive athletic and sporting events. They play a crucial role in ensuring that established rules and regulations of the various sports are adhered to. It is essential that capacity building programmes are organised for them so that they can keep abreast of current ideas, technologies and rule changes.

The SSS calls for the development of strategic management plans for coaches and other technical human resources to identify the systemic changes required to support the employment, retention and development of coaches and other technical human resources, and promote the growth of Qatar's sports sector.

A New Chapter for Growth

A sound management framework for sport development is essential for building a modern and progressive state. For better results, cross-sectoral alliances should be continued and expanded. A coordinated inter-agency approach that gives public and private agencies a shared responsibility in sports promotion and development will yield great success.

A sporting culture cannot take root overnight. The recommendations contained in this Strategy will generate some momentum and sow the seeds for a future whereby people will grow to embrace sports physical activity as a way of life. The five projects identified within the SSS represent a comprehensive range of first steps towards achieving Qatar's goal of developing an active and healthy nation, with a strong sense of identity and social cohesion. Through the delivery of this strategy, by 2016, it is expected that:

- There is a growing conviction of the value of sport & physical activity and the contribution it can make to national outcomes, resulting in better coordinated planning and delivery of sports
- Children across Qatar are introduced to sport from an early age and more children, irrespective of their gender and ability, progress into higher level sporting opportunities
- Qatar benefits from new and improved access to quality sports facilities and public facilities
- More potential athletes are recognised and supported, including top athletes who are fully prepared to represent Qatar on the world stage; and
- More coaches and other technical human resources have developed their skills and qualifications, in turn improving the experience of a wide range of participants.

Overview

Sports and physical activity, be it for recreation or competition, has an important role in all societies. Sports bring individuals, families, communities and countries together in a fun and participatory way, improving communications and bridging cultural divides. It inculcates discipline, confidence and leadership, and promotes core principles such as tolerance, cooperation and respect. Certain sports, such as falconry and camel racing in Qatar and the other Gulf Cooperation Council (GCC) countries, are also closely related to cultural identity.

Participation in sports and physical activity have a positive impact on people's physical and mental health and reduces the likelihood of diseases. A healthy population supports economic development through improved productivity and increased economic output. Sports and physical activity can also be a significant economic force in itself through activities such as sports events, sports-related services, sports tourism and the media.

Hosting of the FIFA 2022 World Cup in Qatar may be considered as an enabler that will support achievement of some of the goals of other sectoral strategies that are part of the National Development Strategy. For example, by using an eco-friendly green technology, diversifying sources of income by engaging the private sector, and through the development of sports tourism. It will also contribute to raising the Qatar's profile regionally and internationally, create job opportunities, build the capability of young people and produce efficient and productive workforce. Further it is expected have a major impact on national sports through youth, providing high standards sport facilities and increasing the level of participation in sport and physical activity, including improved performance in sports.

In Qatar, the sports sector is playing an increasingly prominent role in shaping national identity and progress. The achievements thus far, including the successful staging of the 15th Asian Games in 2006 and other major sporting events, have helped change Qatar's image in the world. Success in sports has become an inspiration for the whole society and contributes to an energized, confident and modernising nation.

Sports development is integral to the four pillars of the Qatar National Vision 2030 (QNV 2030) (Figure 1). Qatar is committed to increasing sports participation and active lifestyle practices among its population to improve health and sport outcomes, and is using sports to forge friendships and improve relations between nations worldwide. It is also building itself to become a global sports hub with an array of first class sports facilities and a host of regional and international sporting events.

QATAR NATIONAL VISION 2030

NATIONAL DEVELOPMENT STRATEGY

Sector Strategies – Sports

Human Development	Social Development	Economic Development	Environmental Development
Develop all people to enable them to sustain a prosperous society	Develop just and caring society with high moral standards and active role in global development	Develop competitive diversified economy to secure prosperity for all in present and future	Ensure harmony between economic growth, social development and environment
• Healthy population physical and mental • Sports participation and skills development • Formal and non formal sports education and training	• Family cohesion and women's empowerment • Community development and a secure, stable society • Increased regional and international role	• Sports events and sports-related services • Increased productivity from healthy population	• Environmentally friendly sports facilities and goods • Using popularity of sports to promote environmental awareness

Figure 1: Sports development integral to four pillars of Qatar National Vision 2030

National Development Strategy, 2011-2016 (NDS)

In order to operationalise the QNV 2030, Qatar's first National Development Strategy, 2011-2016 (NDS) will provide an integrated medium-term framework for policy formulation, as well as determine priority national and sectoral goals. It will identify the broad means for achieving these goals, including monitoring, evaluation and learning mechanisms to measure progress and improve outcomes.

The NDS will be developed through a combination of top-down and bottom-up approaches (Figure 2). The determination of national priorities will be guided by the QNV 2030's long-term development goals and desired end-state. It will also be based on the baselines and intermediate targets identified in sectoral strategies.

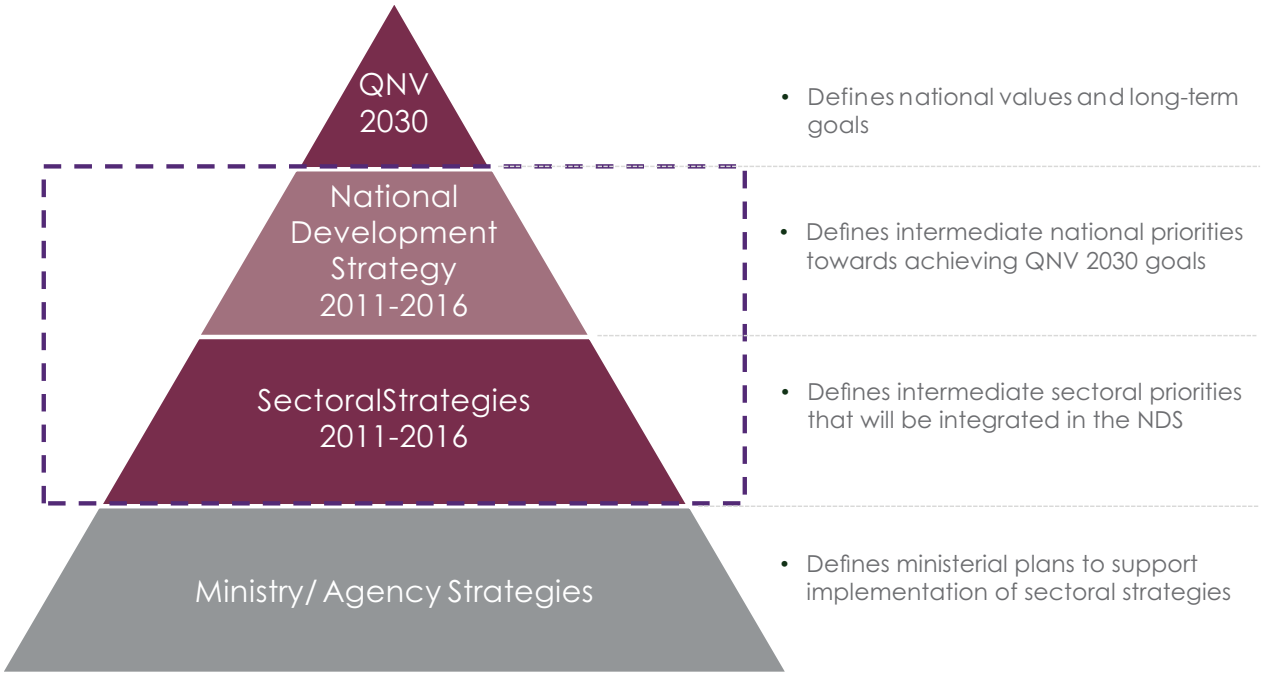

Figure 2: NDS to be developed through a combination of top-down and bottom-up approaches

Sports Sector Strategy, 2011-2016 (SSS)

The Sports Sector Strategy, 2011-2016 (SSS) defines the national priorities for the sports sector that will be integrated into the NDS. It presents the key sports outcomes that the country intends to achieve by 2016 based on a rigorous analysis of the current state of sports development, extensive stakeholder engagement, and a careful consideration of emerging challenges. It also recommends a set of high-priority projects that should be implemented throughout its duration.

Methodology

The SSS was prepared through a fully participatory process, which was led by the Qatar Olympic Committee (QOC), with full support from the General Secretariat for Development Planning. Work on the SSS was managed through a multi-sectoral sub-Task Team on Sports, which formed part of the Culture and Sports Task Team.

The SSS is based on, and advances, the QOC's Strategic Plan 2008-2012, which sets out six priority areas for sports (Figure 3), namely

1. Sport and Leisure Facilities
2. Promotion and publicity
3. Sports education, awareness and cultural change
4. Athlete pathways development
5. Sports Management
6. Hosting international events

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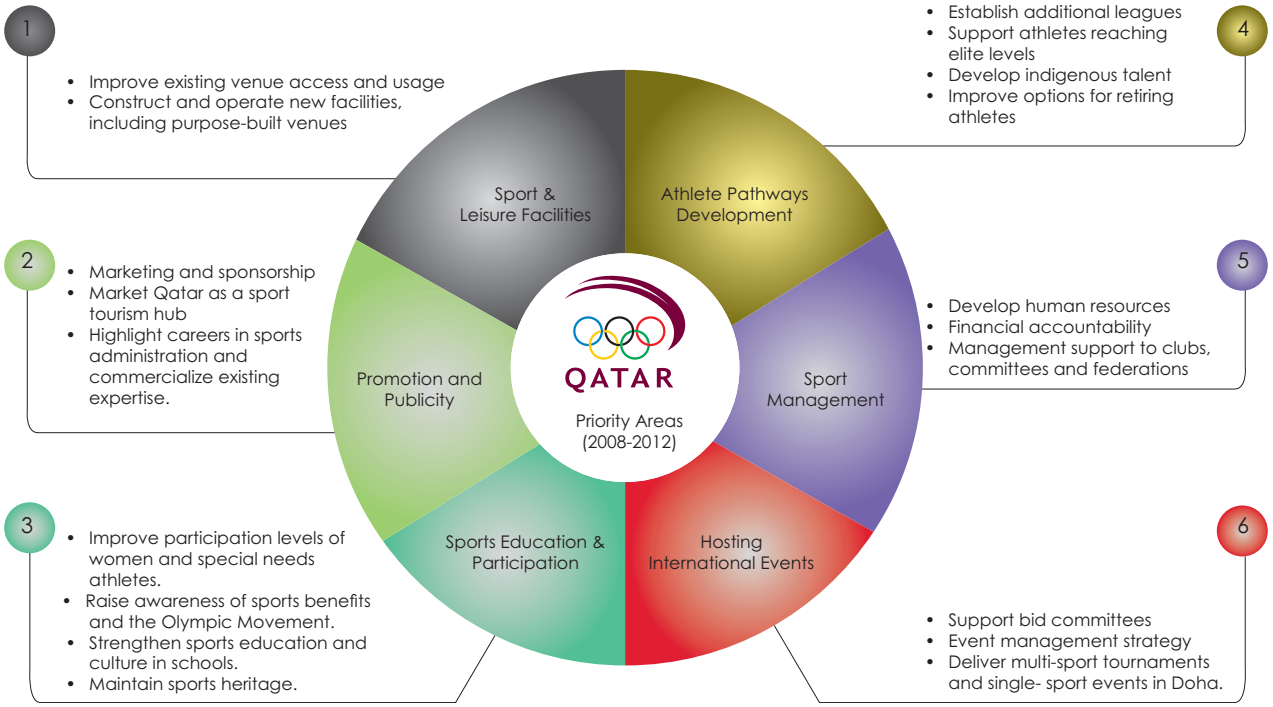


Figure 3: QOC's Strategic Plan identifies 6 priority areas in sport field

Of these six areas, three were prioritised for consideration in the SSS based on the results of a comprehensive situation analysis:

- Sports education, awareness and cultural change;
- Sport and Leisure Facilities; and
- Athlete pathways development.

Results

The SSS identified 3 key outcomes for the sports sector for the period 2011 to 2016, which are supported by a series of outputs, with baselines and targets to 2016 (Figure 4).

Outcomes	Outcome Objectives	Outputs	Baseline and Targets to 2016
1. Increased community participation in sports and physical activity	To educate and engage the public on the importance of healthy and active living, and increase opportunities for people of all ages and abilities to participate in physical activity	1.1 Healthy and active lifestyles interventions within public health programmes, catering to different target groups	Baseline: No baseline information on the population's physical activity and sporting habits; No concerted public education campaign to promote healthy and active lifestyles Targets: Baseline information on society's physical activity and sports behaviour collected; Increased participation in sports and physical activity across society and improved nutritional intake, especially of children
2. Improved and integrated planning for community and elite sports facilities	To ensure adequate, appropriate and accessible facilities for recreational and competitive sports	2.1 A National Sports and Recreation Facilities Master Plan to ensure a more coordinated approach to delivering and improving, or upgrading sports facilities	Baseline: No consolidated database of all sports and recreation facilities in Qatar; No long-term strategic building plan for sports and recreation facilities Targets: Electronic facilities database with details of all sports and recreation facilities in Qatar developed; National Sports and Recreation Facilities Master Plan completed
3. Increased and improved sports talent development, management and performance	To improve sports talent identification programs and athletes sponsorship.	3.1 A comprehensive sport-specific athlete development model to articulate an integrated pathway from talent identification to sporting excellence	Baseline: No clear national development model for athletes Targets: Standard athlete development model developed, together with specific models for women and for those with special needs; National database of athletes created improving the database of Qatari Sport System (QSS) at QOC for multi-purpose use.
		3.2 A Strategic Management Plan for Coaches and Technical Officials to identify and address needs, and develop professional skills and career paths	Baseline: Irregular availability of coaches and technical officials Targets: A Strategic Management Plan for coaches and technical officials developed, develop standards to ensure the recruitment of best candidates, and continuing education program related to the contracts renewal.

Figure 4: SSS Outcomes, Outputs and 2016 Targets

Sector Results

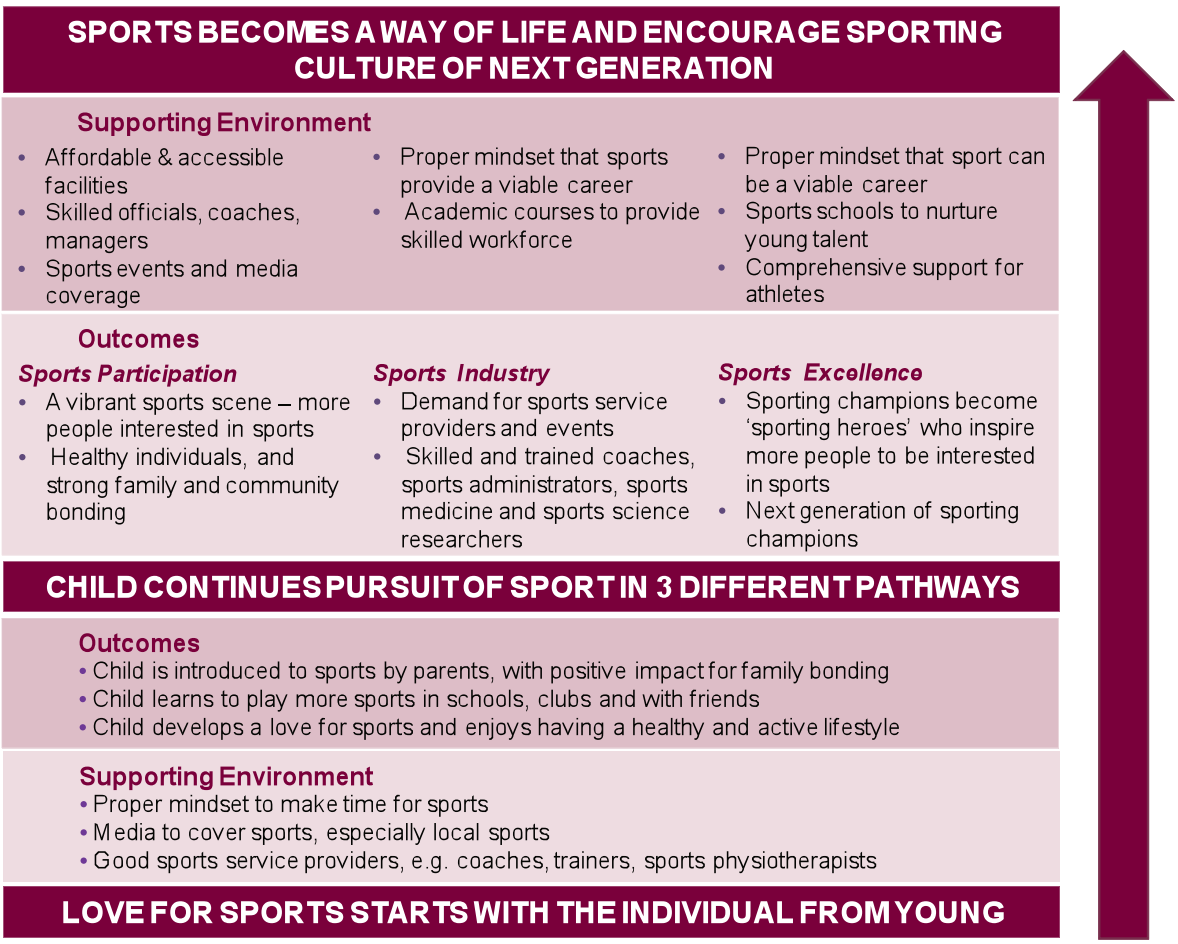
Sector Outcome 1: Increased Community Participation in Sports and Physical Activity

Outcome objective: To educate and engage the public on the importance of healthy and active living, and increase opportunities for people of all ages and abilities to participate in physical activity

Sport and physical activity are a powerful tool for building the health of a nation and should form an integral part of preventive healthcare agendas. Being physically active provides people with a range of physical, social and mental health benefits. For example, regular exercise reduces the risk of cardiovascular diseases, particularly by maintaining weight, reducing blood pressure and improving cholesterol levels. It also interacts positively with the prevention of other risk factors, such as unhealthy diets, smoking, alcohol and drug use. Further, a healthy lifestyle improves mood and depression and helps to reduce violence, whilst promoting social interaction and integration.

Sport development and physical activity are therefore critical for providing the necessary human capital to support the QNV 2030. It is also instrumental for the achievement of the vision's health-related goals. Qatar's national sports policies should infuse sports into everyday lives and build a vibrant and self-sustaining sporting culture in the country. Sports and physical activity must compete with the multiple commitments, pressures and alternative leisure options that people face in today's modern world to become a choice lifestyle throughout all stages of life. This involves an integrated approach that considers four core components (Figure 5):

- Raising public awareness and interest towards sports;
- Generating opportunities for participating in sports at all levels, whether as a recreational, amateur or professional athlete, coach, spectator or volunteer;
- Building a supportive sporting environment with the required infrastructure, sports groups and programmes; and
- Improve national athlete performances on the international stage.



Source: "Sporting Culture Committee Report", Ministry of Community Development, Yout and Sports, Singapore

Figure 5: Integrated pathways to developing a sporting culture

Outcome 1: Increased Community Participation in Sports and Physical Activity through:

Output 1.1: Sports and active lifestyles interventions within public health programmes, catering to different target groups

Output 1.1: Sports and Active Lifestyle Interventions

• Baseline	• No baseline information on the population's physical activity and sporting habits • No concerted public education campaign to promote healthy and active lifestyles
• 2016 Targets	• Baseline information on society's sports behaviour collected • Increased participation in sports and physical activity across society and improved nutritional intake, especially of children

Current Status

Qatar has a growing, young and increasingly affluent population with ample leisure time, but participation in sport and physical activity is low. Chronic diseases are a major cause of death, accounting for 47 per cent of classified deaths in 2008 (Figure 6). The primary drivers for the chronic disease burden are inactivity and sedentary lifestyles, which pose an increasingly serious health risk for individuals and family. Appropriate modification of lifestyles must therefore be seen as a key pathway to improving the health of the Qatari population.

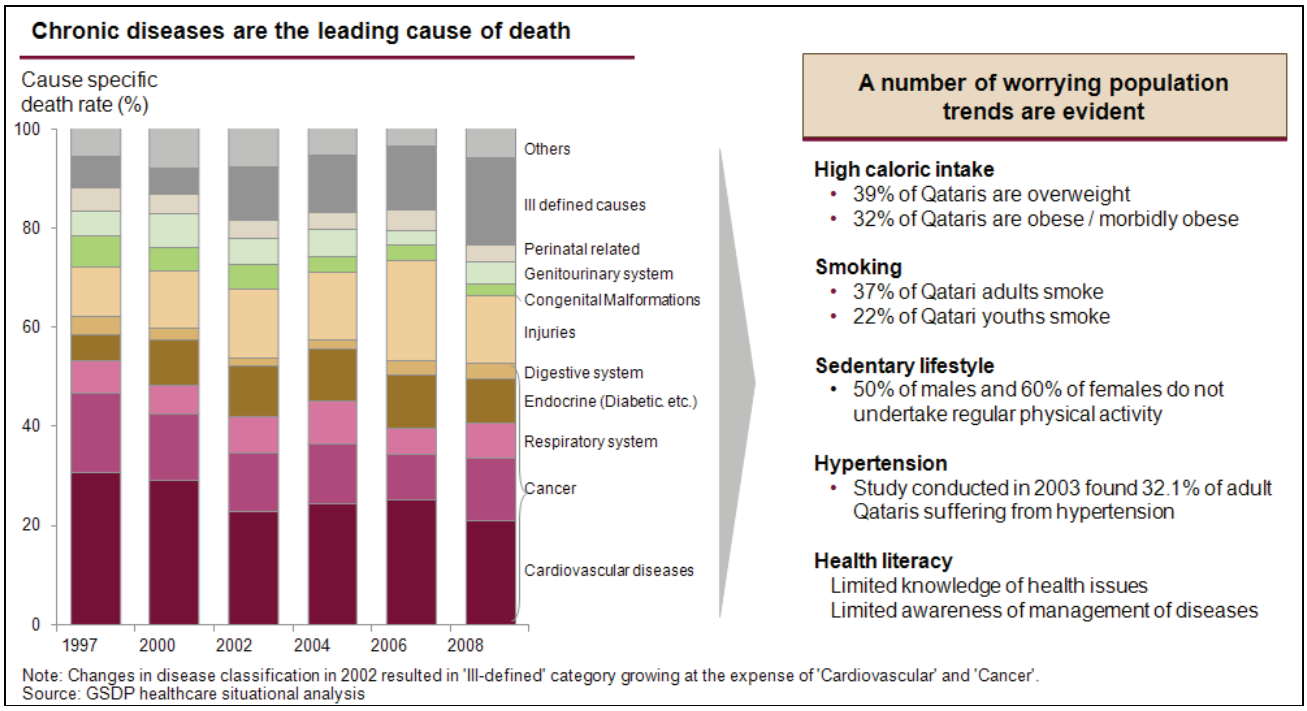


Figure 6: Lifestyle change through sports education and awareness key for healthier population

- Participation of Qatari Women in Sport and Physical Activity

Women play a critical role in promoting healthy lifestyles through their influence on their children's health and well being. Concerned about the fitness and health of Qatari women and how this affects their children, in 2009, the QOC initiated an in-depth study on their participation in sports and physical activities. The study found that just 15 percent of Qatari women aged 15 and above regularly participated in sport (Figure 7). More than half of the respondents either did not or seldom participate. Among Qatari women, the type of sport and physical activity most frequently practiced are walking, 58 per cent, running, 11 per cent, aerobic exercise, 14 per cent, and swimming, 6 per cent.

Regularity of participation in sport and physical activity of Qatari women age 15 and above, 2009

Regularity of participation	Distribution (%)
Regularly participates	15
Sometimes participates	36
Seldom participates	32
Never participate	17
Total	100
Number	*959*

Type of sport that Qatari women age 15 and above participate in, 2009

Type of activity	Distribution (%)
Walking	58
Running	12
Aerobic exercise	14
Swimming	6
Others	10
Total	100
Number	*959*

Source of data: QOC, 2009

Factors inhibiting participation of Qatari women

Socio-cultural constraints
- Social codes/traditions and family requirements
- Time constraints and family responsibilities

Access constraints
- Availability and appropriateness of facilities and programmes
- Lack of information and guidance

Physiological constraints
- Physical limitations and health conditions
- Old age

Interpersonal constraints
- Lack of interest and motivation
- Lack of networks and supportive environments

Figure 7: Social and Community Influences Limiting Qatari Women's Participation in Sport

Despite the huge number of advantages that women can accrue through physical activity, the practice of sport by women is affected by many factors. Social and community influences are the most important factors constraining Qatari women's participation. The greatest number of concerns relates to (i) social and community aspects; (ii) problems associated with information and education on sport; (iii) problems associated with the characteristics of the women; and (iv) problems associated with facilities and programmes.

A QOC study contended that the advancement of women in sport and physical activities is a national imperative benefitting their health and that of their families. The study called for an integrative national strategy, involving key stakeholders, that addresses all elements affecting women's participation in sport. It recommended the need to prepare reader-friendly publications and media initiatives to raise awareness about the value of sport and physical activity, the need for special community-based sports facilities for women, and the need to organise sports programmes and physical activities for girls and women of all ages.

- Qatar Women's Sport Committee

The Qatar Women's Sport Committee (QWSC) was established in 2000 to lead, support and promote greater Qatari women's participation in sport, including in national, regional and international championships. According to its Strategic Plan 2009-2012, the QWSC's work is grouped into three focus areas, namely (i) development; (ii) support; and (iii) progress (Figure 8). During the period 2001-2009, the Committee facilitated the participation of Qatari sportswomen in 8 Gulf championships, 4 Arab championships and 8 Asian championships in various fields of sport such as shooting, basketball, gymnastics, swimming, table tennis, volleyball, handball, fencing, football, judo, taekwando, athletics and chess.

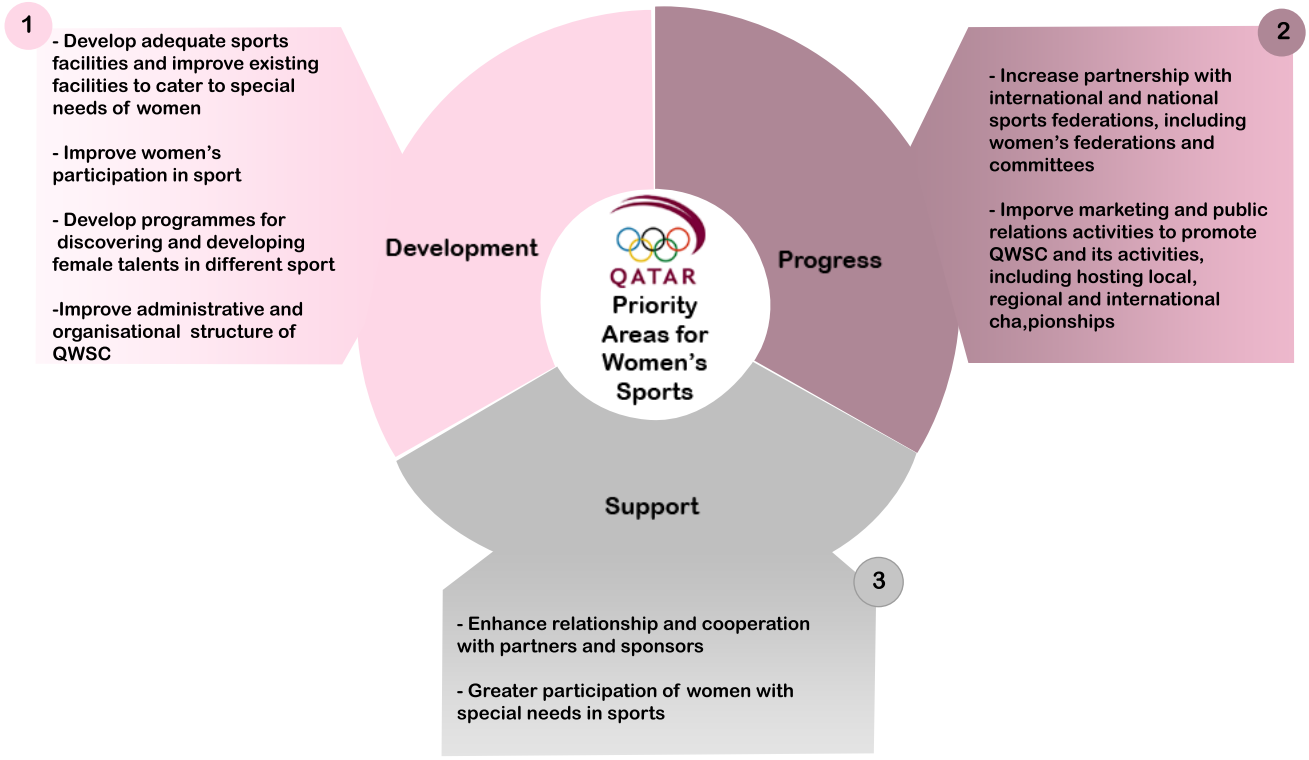
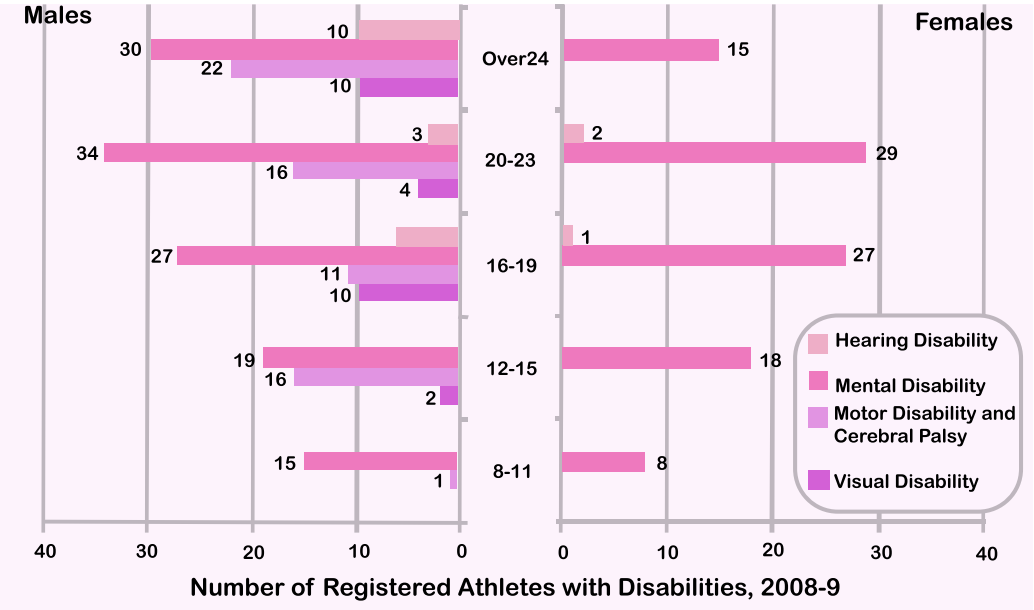


Figure 8: Qatar Women's Sport Committee's Strategic Plan has three Priority Areas

- Participation of Persons with Special Needs in Sport and Physical Activity

Sports activities can foster greater inclusion and wellbeing for persons with special needs by reducing the stigma and discrimination associated with a disability and by empowering them to recognize their own potential. Sports can help reduce their isolation and integrate them more fully into community life.

The Qatar Paralympic Committee (QPC) promotes sports for persons with special needs in the country and works closely with QOC in this focus area. There is also a training facility located at the National Federation Headquarters and in 2009, a Shafallah Forum focusing on the rights of the disabled was organised in conjunction with the launch of the QPC new headquarters. At this Forum, a number of presentations and discussions were held on various themes related to persons with disability, such as "Promoting Inclusion for People with a Disability", "Preparing Students with a Disability to Transition into Post-Secondary Activities", and "Digital Accessibility and Independent Living in the Convention on the Rights of Persons with Disabilities" (IPC, 2009). For the 2008-9 season, there were about 330 athletes registered with the QPC, of which about 30 per cent were female (Figure 9). Most of the registered athletes were mentally disabled.



Note: Data is for the number of athletes with disabilities registered with the Qatar Paralympic Committee and is not equivalent to those who train regularty
Source of data: QOC 2010

Figure 9: Registered athletes with special needs are predominantly male with mental disabilities

In terms of the type of sport played, most registered athletes with special needs are involved in athletics (Figure 10). The mentally disabled athletes do not specialise in any one sport but rotate around a set of different sports.

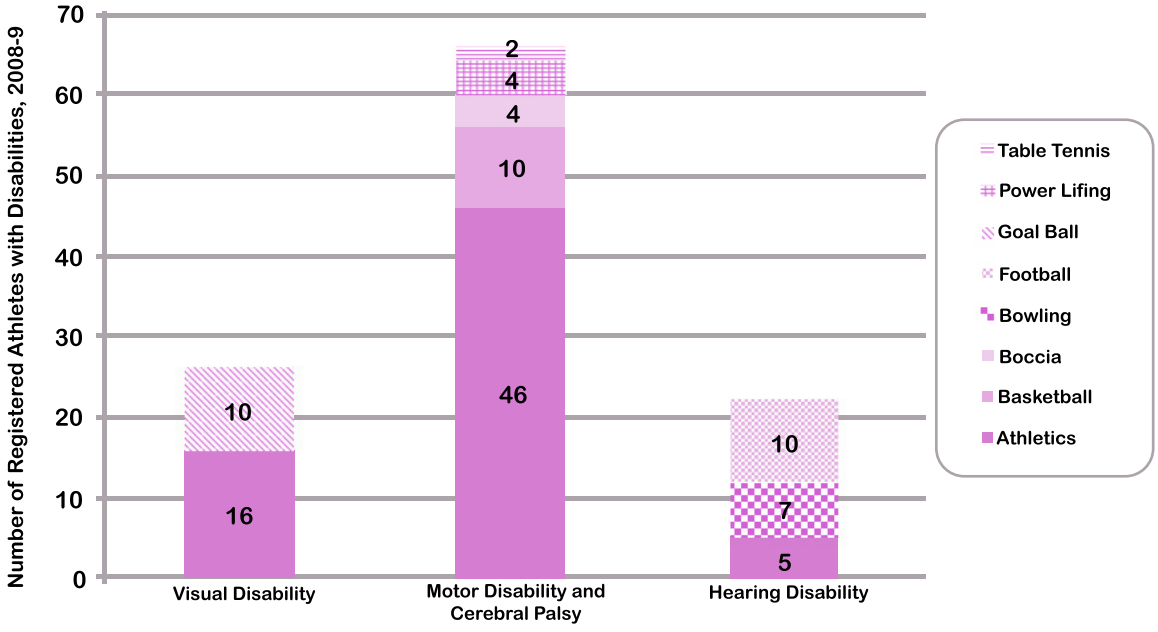


Figure 10: Most registered athletes with special needs participate in athletics

National sports strategies should focus on improving the opportunities of special needs towards full participation in sports. This should be supported by adequate resources such as infrastructure, social support, capable coaches, rehabilitation services, medical sports, transportation, sport equipment and promotion and communication activities.

The principle of inclusion is among the key objectives of the QOC's Strategic Plan. The Qatar Olympic Committee and the Qatar Paralympics' Committee works to integrate persons with special needs into society through sport and encourage them to participate in national and international championships and tournaments. The 2009-10 SOP, which carried the theme 'Sport and Culture', included for the first time a 'Special Day' for students with disabilities. However, there are no registered clubs that cater specifically to persons with special needs and no training centres with the right expertise and equipment to cater to a broad-base of adaptive sports. The idea of having a circular to clubs to have a team for special needs for 2 sports as a start could encourage special needs group to participate in sports.

Taking into account current and future activities in this, area, consideration could be given to strengthen the national sports strategy to include a special focus on persons with special needs. National sport strategies that have a special focus on developing opportunities for persons with special needs will enable them to fully participate in sports. Such strategies should be backed by an adequate resource framework, including adequate infrastructure and social support such as trained and qualified coaches, rehabilitative services and sports medicine, accessible transportation and adaptive equipment, and communications and promotional activities.

New Directions

Sports and physical activity should be incorporated within a broader preventive health agenda. In order to achieve healthy and active lifestyles, it is necessary to:

- Increase opportunities for everyone in Qatar to be physically active;
- Increase the availability of adequate information on the importance of physical activity and how to achieve the recommended amount of activity for health; and
- Create living, working and social environments that support and encourage healthy and active lifestyles

In support of Output 1.1, a Healthy and Active Lifestyle Project will be implemented to champion the many benefits of sports to individuals, communities and to society, and to increase participation across all age groups. This project will have two key components

- A sports and physical activity participation survey to collect information on the frequency, duration, nature and type of physical activities undertaken by Qatari society. This will provide the necessary baseline information to develop evidence-based policies towards increased community participation in sports and physical activity. It will also enable the country to set targets for sports and physical activity participation levels.
- An Active Qatar campaign will be carried out to educate and engage the public on the importance of healthy and active living. Given that participation levels are low across the entire population, the campaign will initially promote active lifestyles for everyone. This will be followed by targeted campaigns for priority groups whose level of activity is very low or who have a higher risk of inactivity-related diseases, such as persons with disability, women, the elderly and people with clinical conditions such as obesity, diabetes and so on. Some effective approaches include
- Large-scale, high-intensity promotional campaigns through the mass media;
- Individual behaviour change interventions that provide tools for goal-setting and self-monitoring, incorporating counselling, motivational support and performance awards;
- Social support interventions that focus on changing behaviour through social networks and relationships such as community sports groups or workplace sports and physical activity programmes; and

- Campaigns and environmental prompts such as signs placed close to lifts and escalators to encourage the use of stairs.

Qatar ratified the UN Convention on Rights for Persons with Disabilities in 2006. The initiatives taken to promote sports among persons with disability that this project will include will help support the implementation of the Convention and help promote inclusive development in Qatar.

This project must be implemented through effective partnerships across sectors to achieve change. Physical activity should be included in health programmes, and public health and primary care professionals should be regularly updated with information on the activity levels of the population, as well as the various interventions that are in place to increase physical activity among different population groups. Additionally, the design, implementation and evaluation of the Active Qatar campaign, as well as the prioritisation of resource allocation, should be guided by and integrated with the participation survey.

Sector Outcome 2: Improved and Integrated Planning for Community and Elite Sports Facilities

Outcome objective: To ensure adequate, appropriate and accessible facilities for recreational and competitive sports

In order for people to engage effectively in sports and physical activities, Qatar must ensure an adequate access to sports and recreation facilities that provide a safe physical and psychological learning environment. As sports participation increases, it is important to ensure that more facilities are made available so that everyone can easily take part in physical activity anytime and anywhere.

Outcome 2: Improved and Integrated Planning for Community and Elite Sports will have one key focus:

Output 2.1: A National Sports and Recreation Facilities Master Plan to ensure a more coordinated approach to delivering and improving, or upgrading sports facilities

Output 2.1: A National Sports and Recreation Facilities Master Plan

• Baseline	• No consolidated database of all sports and recreation facilities in Qatar • No long-term strategic building plan for sports and recreation facilities
• 2016 Targets	• Electronic facilities database with details of all sports and recreation facilities in Qatar developed • National Sports and Recreation Facilities Master Plan completed

Current Status

Sports infrastructure typically includes outdoor and indoor areas for the leisurely practice of sport and for structured and open training, as well as for competition at a desired standard. A well-designed sport facility, as well as the way it is operated and its atmosphere, can either encourage or discourage people's active involvement in sport. Increasing sports and physical activity participation therefore depends to a certain extent on the adequacy of sports facilities in meeting the needs of current and prospective users.

In Qatar, a concerted infrastructure building programme has been in place since 2004 to build more competition fields, neighbourhood playgrounds and cultural centres. Infrastructure for sports in Qatar consist of facilities owned by QOC in first and second grade clubs, Federations, youth and cultural centres, within Freejs, off-side files. In addition to other facilities in schools and Aspire Zone (Figure 11). These facilities, with the exception of facilities at schools which are under the purview of the Supreme Education Council, are open for use and for rental by the general public with various degrees of access and are being used occasionally for multi-purpose events, such as concerts and plays.

Facility	Total		Facility	Total	
	2008	2010		2008	2010
Sport Stadium	10	12	Horse-Race Track	1	1
Football Playground	71	90	Car Racing Track	3	3
Swimming Pool	18	18	Indoor bicycle Track	0	0
Indoor Hall	32	35	Equestrian Field	4	4
Basket-ball Court	8	9	Shooting Gallery	11	11
Volley-ball Court	8	11	Table Tennis Hall	20	20
Hand-ball Court	11	12	Tennis Court	23	23
Billiard hall	11	11	Squash Court	21	23
Chess hall	3	3	Hockey Field	3	3
Athletic Field/Track	12	13	Golf Course	1	1
Camel-Race Track	0	0	Sailing Club	1	1

Note: * facilities are either being designed or under construction
Source: QOC, 2010

Figure 11: No. of sports facilities owned by QOC in 1st and 2nd grade clubs, Federations, Youth and Cultural Centers, in Freejs, off-side fields. In addition to other facilities in schools and ASPIRE.

The balance between public open space and restricted space for high performance athlete usage, can lead to competition for open land and competition space. However, in anticipation that most venues experience peak periods of activity in the afternoon and early evening periods (when youths are home from school, college or work), this may interrupt public access to these facilities. Although there are other public open spaces such as the Doha Corniche, Al Bidda Park, Sheraton Park and Salata Park, ease of access may be affected by the limited type of sport that can be practiced and the types of equipment that are available or permitted.

All countries wishing to develop effective sports infrastructure also face the pressure of finding suitably sized land to build on that is within close proximity to residential zones or is easily accessible to spectators and athletes alike. This problem is exacerbated in Qatar by the very rapid population growth and increasing urbanization. While the country's major sports venues are located in populated areas, restrictions on use and access, as well as incomplete information, are limiting the demand and potential of sports development among the general public. Additionally, urbanisation pressures are resulting in increasing competition for land and rising land prices, which limits building space for sports facilities.

In order to improve physical activity among Qatar's population, public policy needs to consider both access and use of sports venues and public parks to ensure the best possible environment in which people can be physically active. Before deciding on whether to build new facilities, the option to use, co-share and co-locate with existing sports facilities should first be considered as a matter of due diligence. By maximising usage and increasing access to existing venues, the quantity and mix of sports facilities that are available to the general public can be increased without the need for heavy capital expenditure. Also, the design for streets can be utilized in establishing bicycle tracks and walking tracks (Figure 12).

Figure 12: Design for the street with bicycle tracks and walking areas.

There is a need to design and build multi-purpose sports facilities in each area to serve specific group. Currently, this is under study at QOC through a project involve 25 federations and committee searching in number of issues, one of them is the accessibility to sport facilities.

For example, many countries adopt policies that open school sports facilities to the public at specified times, sometimes for a fee, with caveats on insurance coverage. This provides greater options and engages people in sport in a location that is possibly close to their homes. Further, given the increased multi-purpose use of worldwide sports venues for other purposes such as concerts, ceremonies, banquets and multi-sport events, the diversification of use of existing facilities could also lead to higher utilisation rates over time.

New Directions

In order to better inform policy, there needs to be systematic collection and analysis of data related to sports and recreation facilities. An inventory of national sports facilities will help Qatar

- Develop a network of accessible, high quality open spaces and sport and recreation facilities, which meet public needs, are fit for purpose and are economically and environmentally sustainable;
- Determine an appropriate balance between new facilities and the enhancement of existing facilities; and

Such a database should also include indicators to measure performance related to capacity, access and utilisation, user satisfaction and operational efficiency.

In support of Output 2.1, a National Sports and Recreation Facilities Master Plan project will be implemented to ensure adequate, appropriate and accessible facilities for recreational and competitive sports. The project will bring together and integrate policies for the development and use of land, with policies in the interest of sports and active recreation. It should also be designed and implemented, in partnership with relevant authorities in Qatar. Such authorities would include the Ministry of Municipality and Urban Planning.

The key components of the project include

- An audit of sports and recreation facilities in the country
- An updated electronic database of sports and recreation facilities
- A gap analysis to match supply against present and projected future demand
- A Sports and Recreation Facilities Master Plan, including spatial maps to show the locations of current and future sports stadiums, competitive venues, as well as dedicated areas for casual and unorganised recreational activities.
- Study the streets design to include bicycle tracks and walking areas

This project will also take into account related initiatives by QOC, such as previous facility building and enhancement during the Asian Games held in 2006 and current efforts to develop a QOC Event Master Plan for all sports venue that will include an assessment of potential usage of venues for tourism, cultural and social development. It will also take into account the mechanism that has been developed at QOC in relation to the development of data to support analysis related to sports and recreation facilities.

Sector Outcome 3: Increased and Improved Sports Talent Development, Management and Performance

Outcome objective: To improve sport talent identification programs and athlete sponsorship.

Sports excellence is integral for generating interest in sports and building national pride. Having successful and high performing role models in sport is a powerful medium for encouraging people to take up sport. At the same time, an elite sport system is only as good as the talent base in which it can draw from.

Qatar's athletes have steadily improved over time in international competitions. The first participation of a QOC delegation to the Olympic Games was in 1976 in Montreal with an administrative delegation; the first participation to the Arab Games was in 1976 in Syria with teams in football and athletics; and the first participation to the Asian Games was in 1978 in Bangkok with an athletics team.

The Asian Games is the premier multi-sport competition at a continental level that Qatar participates in. Long before hosting the 15th Asian Games in 2006, Qatar's youth demonstrated their sporting success in the Games relative to the GCC countries. While Kuwait was the first GCC country to win a gold medal at the 1982 Asian Games, Qatar is the most consistent and successful GCC country at the Asian Games level, having won the most number of gold medals (Figure 13) and total medals.

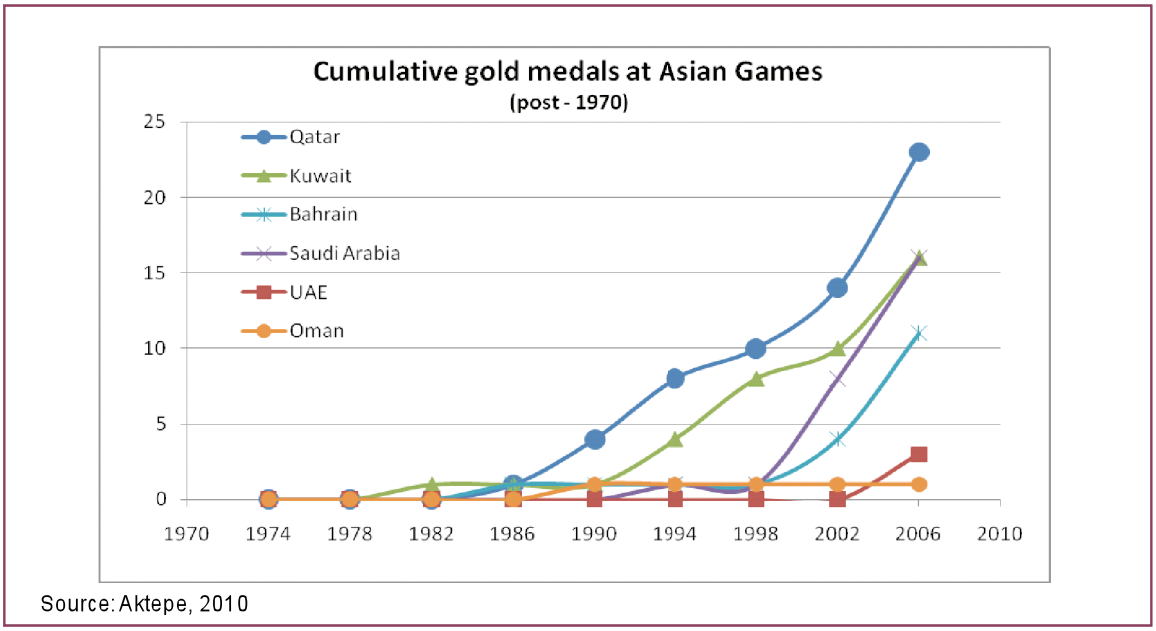


Figure 13: Qatar best performer among GCC countries in Asian Games

At the Olympic level, since sending the first team of 17 athletes to the Los Angeles 1984 Olympic Games, Qatar's participation had increased to reach 31 athletes during the 1992 Barcelona Games where it won its first medal - a bronze in the men's 1,500 metres event. This was followed by another bronze medal in weightlifting in the Sydney 2000 Olympic Games. This improved performance is testament to the improved international standing of Qatari sportsmanship, especially since the Olympic Games imposes maximum qualification criteria on participation.

A key challenge for sports administrators in Qatar is to improve the performance of Qatari sportsmen and sportswomen at regional and international championships. National sporting heroes can inspire Qatari youth to participate in sporting activities and motivate them to adopt a healthy and productive lifestyle in pursuit of their dreams. Sporting success can be sustained only with a consistent pool of quality and diversified talent. Innovation, research, science and technology should be the drivers of sporting excellence and Qatar needs to work closer with its universities and research institutions to improve its sports science base for better sports outcomes.

Outcome 3: Increased and Improved Sports Talent Development, Management and Performance will focus on two key areas:

- **Output 3.1: A comprehensive sport-specific athlete development model to articulate an integrated pathway from talent identification to sporting excellence**
- **Output 3.2: A strategic management plan for coaches and technical officials to identify and address needs, including professional career development paths**

Output 3.1: A Comprehensive Sport-Specific Athlete Development Model

• Baseline	• No clear national development model for athletes
• 2016 Targets	• Standard athlete development model developed, together with specific models for women and persons with special needs • Improving the database of Qatari Sport System (QSS) at QOC for multi-purpose use.

Current Status

The number of athletes in Qatar (registered players in sports federations and clubs) increased from 7,500 in the 2000 sports season, to 13,700 in 2008, with an average annual growth rate of 7.8 per cent over the period (see Figure 14). By category, the number children participants grew at 8.9 per cent, above the average rate. The junior category grew at the average rate while the rest grew at below average rate. About 74 per cent of registered athletes are Qataris in 2010.

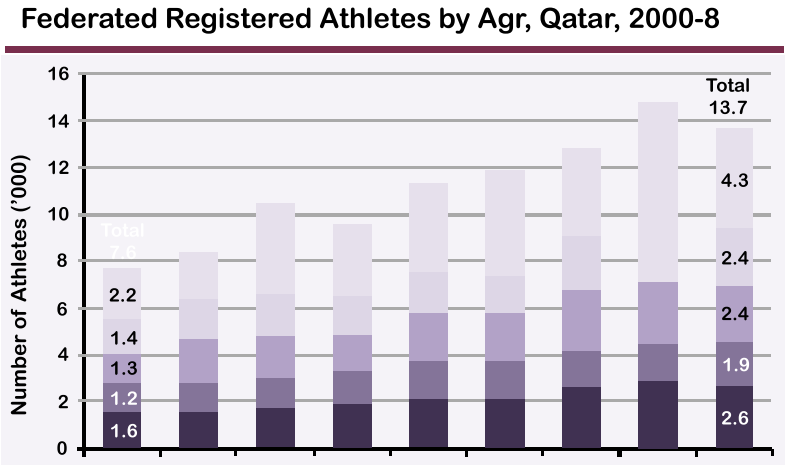


Figure 14: Children, younger and junior Qatar athletes have increased most

While the Qatari female share of athletes is exceedingly small, it is rising, increasing from a negligible amount in 2000 to 7.3 per cent of athletes in 2008 (Figure 15). Interesting over this period, the growth of female athletes in the six years to 2008 at 23 per cent was much greater than for males of 4 per cent.

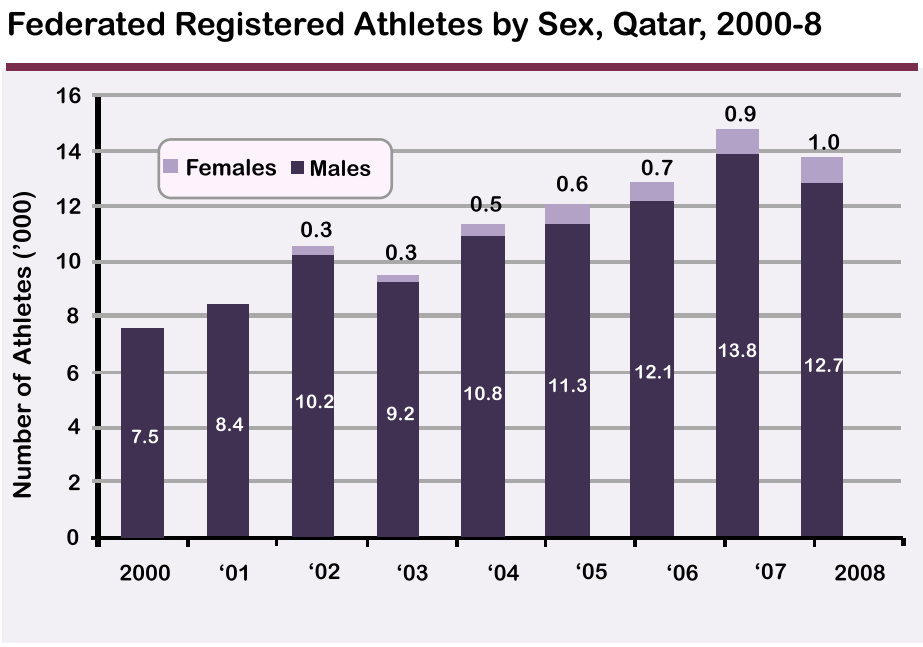


Figure 15: Qatar athletes predominantly male, although growth of female athletes greater than for males but from low base

- Athlete Development

Qatar has various means of identifying potential sporting talent (Figure 16). The largest and most structured of these is the Talent Identification and Testing Programme (TITP) by Qatar's elite sports education institute, the Aspire Academy for Sports Excellence (Aspire Academy). The TITP involves a mass screening of male and female 6th grade students through various phases to identify individuals with sporting talent who will be offered full Aspire Academy scholarships. The Academy also conducts after-school sport-specific and multisport skill development programmes for children from Grades 1-6. Highly-skilled participants within these programmes may be invited to join the Academy's Feeder Groups and talented individuals may be nominated for admission to the Academy. Other means of talent identification are run by sports federations and clubs. All QOC-funded sports federations are required to deploy junior development programmes for talent identification purposes.

Some federations have their own programs in identifying talent and improving performance towards sports excellence. But most federations suffer from athlete drop-out during the university period or work period.

Figure 16: Various means of identifying potential sporting talent in Qatar, but limited long-term athlete development options

The Aspire Academy's Sport Skill Development Programme (SSDP) maps out a clear athlete development pathway beginning with general sports skills development and progressing through sport-specific training to more aggressive programmes for perfecting skills (Figure 17). The objectives of the SSDP are to (i) encourage participation and skill development in a variety of sports; (ii) improve the amount, quality, equity and variety of sports activities available to children; (iii) promote fair play and good sporting behaviour, while discouraging a win-at-all-costs attitude among children; (iv) promote enjoyable and satisfying competition; (v) establish a sound foundation that encourages sports activity throughout life and higher level sport skill development; and (vi) identify, encourage and select sport-talented children to pursue a pathway into Aspire Academy or QOC's sport federation and club sport programmes.

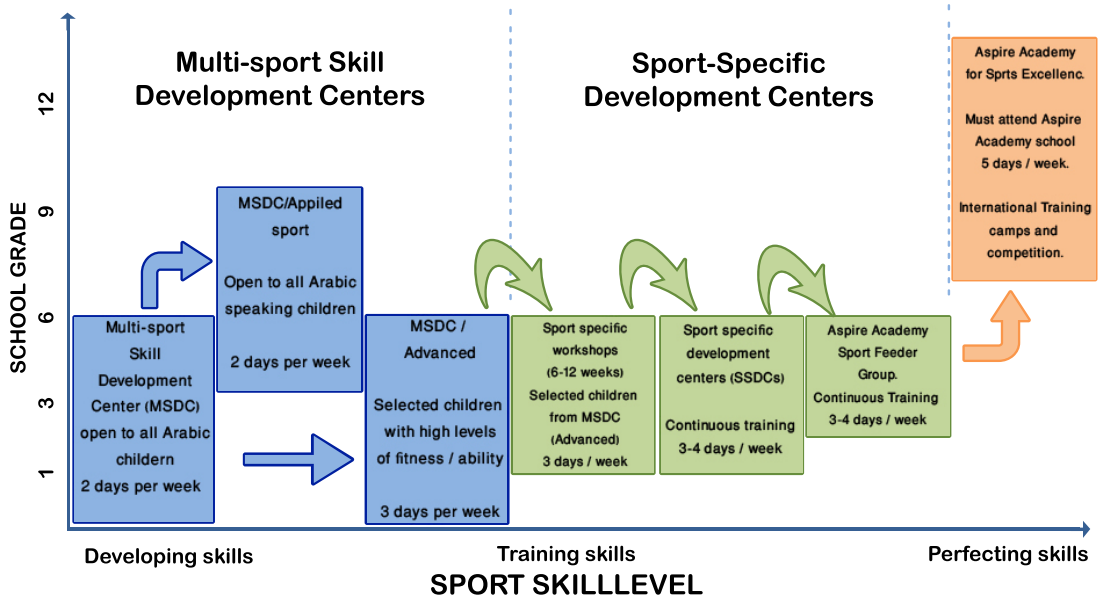


Figure 17: Aspire Academy's Sports Skill Development Programme encourages and supports young sports talent

Some of Qatar's most promising young sportspersons gain admission to the Aspire Academy. Besides sports training, the Academy's curriculum is designed for university preparation and is aligned with the SEC's standards. Classrooms are equipped with modern technology and classes are delivered by an international faculty. Currently there are approximately 200 student-athletes in grades 7 through 12 who specialize in football, athletics, squash, table tennis, sailing, judo, gymnastics, swimming, tennis, fencing, rowing, shooting and golf. Football, athletics, squash and table tennis are considered 'main sports' for which the Academy provides full-time coaching staff and year round training programmes. The remaining sports are 'federation sports' where the Academy provides strength and conditioning programmes, performance enhancement and other sports science services, medical services and Academy schooling. However, the athletes in these sports are coached by coaches in the respective national sport federation.

Other than the Aspire Academy, various sports federations and clubs run their own, athlete development programmes. For larger federations with multiple clubs, the primary responsibility for athlete development lies with the clubs. Athletes are trained from young ages until they qualify to compete in the senior/reserves teams in leagues. Accelerated development programmes are available for more talented athletes, and some are nominated to participate in the Aspire Academy's TPIT. For smaller federations, talent development is administered centrally and it is unclear if accelerated development programmes exist.

QOC also plays an important and crucial role in developing athletes and identifying talents through the provision of most operational expenses, services and support to Olympic Movement members. It works closely with the National Federations and clubs in identifying talents. Its close relationship with the International Olympic Committee further strengthens efforts in this area. Through a project established in 2009, "the Alignment of Elite Athlete Management to QOC Strategic Objectives", QOC was able to collect information and data pertaining to the ability of 25 National Federations in supporting efforts in this key area of sports development. Based on the experiences accumulated through this project and other initiatives, QOC is designing several projects with the aim of leading towards a long term model for national team development. Among some of these projects are:

- National team vision, standards and brand
- The development of Qatar's Sports Development Index (QSDI). This index will contain data, including key performance indicators (KPIs) on
  - Athlete pathways by type of sports and events
  - Physiological, physical and anthropometric fields
  - Financial KPIs for athlete salaries, bonuses and retirement packages
- Athlete transition services
- Athlete welcome kit

To help reduce the number of athlete drop-out, the QOC also provides a wide ranging set of incentives for athletes. These incentives include scholarship support, tutoring support and also financial incentives. These incentives are programmatically evaluated to ensure that they remain aligned to the goals and objectives of sports development in Qatar.

Sport in Qatar depends on programs of each federation, club or sport institution, such as ASPIRE, in preparing their athletes. In order to make the process effective, the strategy suggests the adoption of general guide model to achieve or improve results. Qatar lacks a reference model that provides guidelines on how to prepare athletes, and identify clearly the roles, responsibilities and funding mechanisms that delivers an integrated sports system to identify and improve athletes for national teams. In spite of that, it is not accurate to say that the national federations and clubs do not benefit from accepted methodologies to train their athletes. Therefore, there is a need for systematic review and indexing to these methodologies in order to identify a wider scope of development coupled with focus on international sport competitions that would lead to improved performance.

Besides identifying systemic changes required to improve sports performance in Qatar, a national model would assist in the creation of sport-specific development models by national federations, including for female athletes and athletes with special needs. Such a model would enable Qatar to identify which levels to focus on in GCC, regional, continental and international levels for the purpose of athlete development from first entry through to the high performance level. It would address the appropriate stages for introduction and refinement of basic and technical skills, as well as physical, mental and tactical skills. Further, it will describe the pathway to sport excellence, including the support that must be in place to allow for the development of the athlete, such as the coaching, training and competition programmes required at each stage.

New Directions

In support of Output 3.1, an Athlete Development Model project will be implemented to enhance youth talent recruitment and ensure a comprehensive flow-through system into high performance sports. This will entail two major activities:

- Developing a sound and rigorous process to identify and develop young sporting talent QOC and its federations and clubs, as well as the Aspire Zone Foundation should coordinate their talent identification and management processes to ensure a seamless transition between pathways. These agencies should work together to define the development requirements of each categorised sport, and formulate a common set of criteria and protocols that reflect athletic ability among young children.
- Coordinating multiple pathways to high performance requires coordination between key members, there must be coordination between them for a more efficient and strategic use of resources, as well as knowledge transfer and sharing. A central database should be set up to track the performance of the country's sports talents, which is under study currently at QOC.

The project should also explore athlete development models for women, and put in place a structure to take real and practical steps towards addressing the under-representation of women in high performance sports. Athletes with disabilities should also be recognised and provided with appropriate opportunities and access to sporting pathways. This project will also benefit from the past, ongoing and new initiatives by QOC that support the development of a long-term national model for athlete development. It will also benefit from the achievements of QOC's priority 4 area on Athlete Pathways Development as stated in QOC's Strategic Plan 2008-2012.

Output 3.2: Strategic Management Plan for Coaches and Other Technical Human Resources

• Baseline	• Lack stability in availability of coaches and other technical human resources
• 2016 Targets	• A strategic management plan for coaches and other technical human resources developed

Current Status

Besides good athletes, sports development necessitates capacity building of professional coaches and a well-organised coaching system. Coaches and their coaching style play a critical role in nurturing talent, improving satisfaction and encouraging sports participation. It is essential that athletes have access to qualified and professional coaches throughout the athlete development pathway, and especially at high performance levels. Also, it is important to employ the latest human resources practices in salaries, allowances and review the performance of coaches in a comprehensive manner.

Referees, umpires and other sports officials are also important for officiating competitive athletic and sporting events. They play a crucial role in ensuring that established rules and regulations of the various sports are adhered to. It is essential that capacity building programmes are organised for them so that they can keep abreast of current ideas, technologies and rule changes.

QOC has the access to international federations' offers as QOC is a member is Olympic Movement.

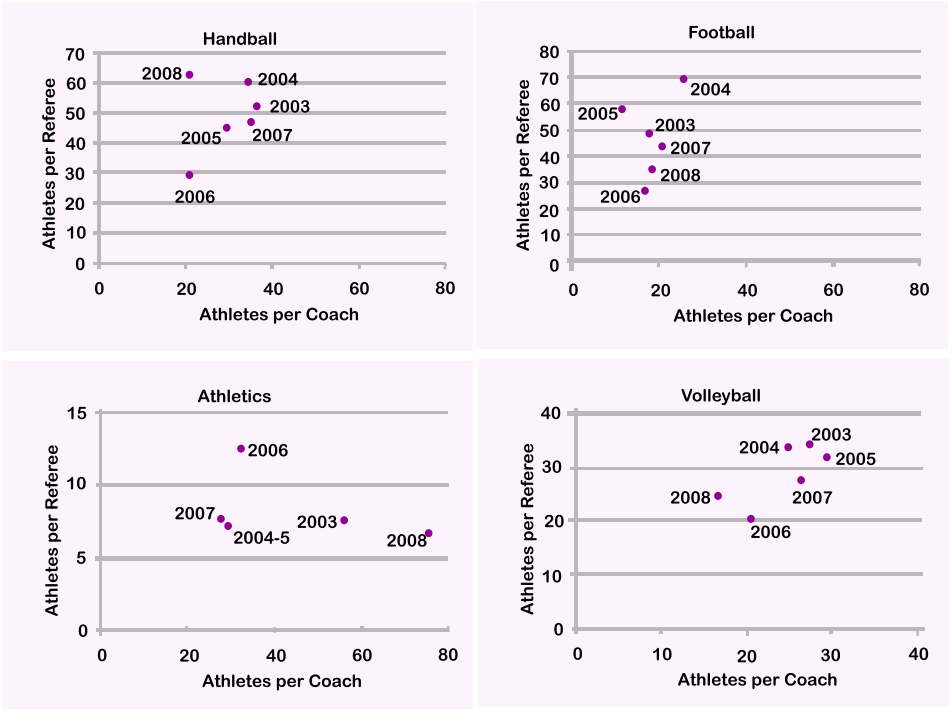
Between 2003 and 2008, the number of registered athletes in Qatar tended to rise in most sports activities. Because of the parallel increase in the number of coaches in most of the sports, there was a general decline in the ratio of players per coach, implying greater attention per athlete or team (Figure 18).

Sports Activities	Athletes		Coaches		Ratio of Athletes: Coaches	
	2003	2008	2003	2008	2003	2008
Athletic	1,182	1,208	21	16	56	76
Basketball	685	747	25	45	27	17
Billiard & Snooker	142	305	5	8	28	38
Bowling	163	251	6	8	27	31
Fencing	100	208	4	20	25	10
Football	3,255	3,960	182	217	18	18
Gymnastics	158	137	6	14	26	10
Handball	1,313	1,692	36	80	36	21
Martial Art	209	1,763	8	71	26	25
Shooting	125	151	11	16	11	9
Swimming	136	310	13	29	10	11
Table Tennis	364	400	13	18	28	22
Tennis & Squash	96	297	25	29	4	10
Volleyball	745	1,235	26	60	29	21

Source of data: QSA, 2003 and 2008

Figure 18: Decline in ratio of registerred athletes per coach in most sports activities

Analysis indicates that there is a need to study the reason behind the fluctuations in the number of coaches and referees, possibly linked to a high turnover of staff (Figure 19). For better sports outcomes, the sporting environment needs to be aligned with the needs of athletes. This calls for greater consistency in sports management involving an optimisation of the quality and number of coaches and referees.



Source of data : QSA (various years)

Figure 19: Unstable sporting infrastructure – coaches and referees limits potential for better sports outcomes

New Directions

Having good coaches from recreational to competitive levels is necessary to encourage more people to play sports more proficiently and safely. In support of Output 3.2, a Strategic Management of Coaches and Technical Officials project will be implemented to identify the systemic resources required to support the employment, retention and development of coaches and technical sports officials. Key components of this project include:

- A benchmarking exercises to determine international best practice for the optimum coach and technical sports officials ratios, and consider gaps in the country's current athlete management practices
- Develop a management plan for coaches and technical officials based on the current state, with provisions for future demand. This management plan should include information on recruitment and retention, mentoring, recognition, formal and informal education, pathway development and succession planning.

Indicative Resource Requirements

The achievement of the SSS Outcomes requires considerable commitment of financial resources. The financial requirements for the key outputs are for three categories of expenses:

- Human resources
- Operational activities
- Infrastructure

Human Resources

This is arguably the most important resource to invest in. For effective implementation of sports policies and programmes, Qatar needs to first identify what skills/capacities will be needed, what exists, what can be achieved using them, and finally what training options are available to fill capacity gaps. Qatar currently lacks sufficient capacity in management agencies for successful implementation of policies and programmes. National technical expertise and trained human resources are also in short supply. The implementation of some of the recommended activities therefore necessitates the recruitment of several international experts who, in most case, have to be working on a full-time basis.

Operational Activities

Expenditure on operational activities includes education and training, communications and consulting expenses. There are also other one-off expenditures such as for publications, conferences, office equipment and so on.

Infrastructure

Some outputs require investments in IT infrastructures, such as the National Sports and Recreation Facilities Master Plan, the Athlete Development Pathway and Strategic Management for Coaches and Technical Officials projects.

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Management Arrangements

One of the key goals of the QNV 2030 is to strengthen the role and capacities of its various institutions. International experience shows that when lead responsibility for a cultural strategy lies within a single line ministry, this creates a perception that the strategy is a project of that ministry, or a narrowly sectoral matter, resulting in limited involvement and cooperation from other ministries. To ensure continued commitment across government and overcome institutional rivalry and inertia, high level political commitment is required.

Similar to the multi-stakeholder and participatory approach in which the SSS was prepared, SSS implementation should be overseen by a high-level multi-stakeholder Task Team chaired by the QOC. A strong mandate should be given to this Task Team so that they can champion the cultural cause, address issues with all the various stakeholders, and see the SSS through to completion. Broad participation from the private sector and civil society are important to leverage on the comparative advantage of each agency and ensure shared ownership towards achieving the goals of the SSS.

As the QOC will lead the SSS implementation and features prominently in many of the key outputs, it needs to build its managerial and technical capacity through investments in people and knowledge development. The QOC already has demanding responsibilities and, despite the considerable investment in training and the great progress that is already being made, there is a need to strengthen the organisation's capacity even further. Capacity enhancements and synergies can be achieved through knowledge sharing and networking among practitioners at the national, regional and international levels.

Additionally, in order to support SSS implementation and supervise the direction and pace of change, the QOC should consider the establishment of a Project Management Office for the SSS and NDS. This Office will serve two main purposes: (i) to manage, direct and supervise implementation of the SSS; and (ii) provide support and training in project management, monitoring and evaluation. Some of its responsibilities include:

- Supporting the development of annual work plans for SSS projects
- Ensuring appropriate allocation of resources to projects;
- Rigorous testing of implementation plans for the individual projects; and
- Identifying key gaps and risks in implementation, including risk mitigation measures.

Monitoring and Evaluation

A functional monitoring and evaluation (M&E) system is important for the success of the SSS. It provides the information needed to review progress, identify problems in planning or implementation and make adjustments to improve the efficiency and effectiveness of projects. Monitoring is based on set targets and activities, and helps to track progress. It provides a useful base for evaluation, which considers whether the objectives are met and the desired impact achieved.

The SSS is supported by an M&E system that contains two sets of indicators: (i) process indicators; and (ii) impact indicators. Process indicators are determined by activities with a time frame for implementation (Figure 20), defined responsibilities for implementing each activity and indicative costs for each activity. Impact indicators are determined by baselines and targets that are set for each key output. A more detailed M&E plan should be developed for each project through

- Establishing clear indicators;
- Setting up systems to collect information related to these indicators;
- Collecting, recording and analysing the information; and
- Using the information to inform decisions

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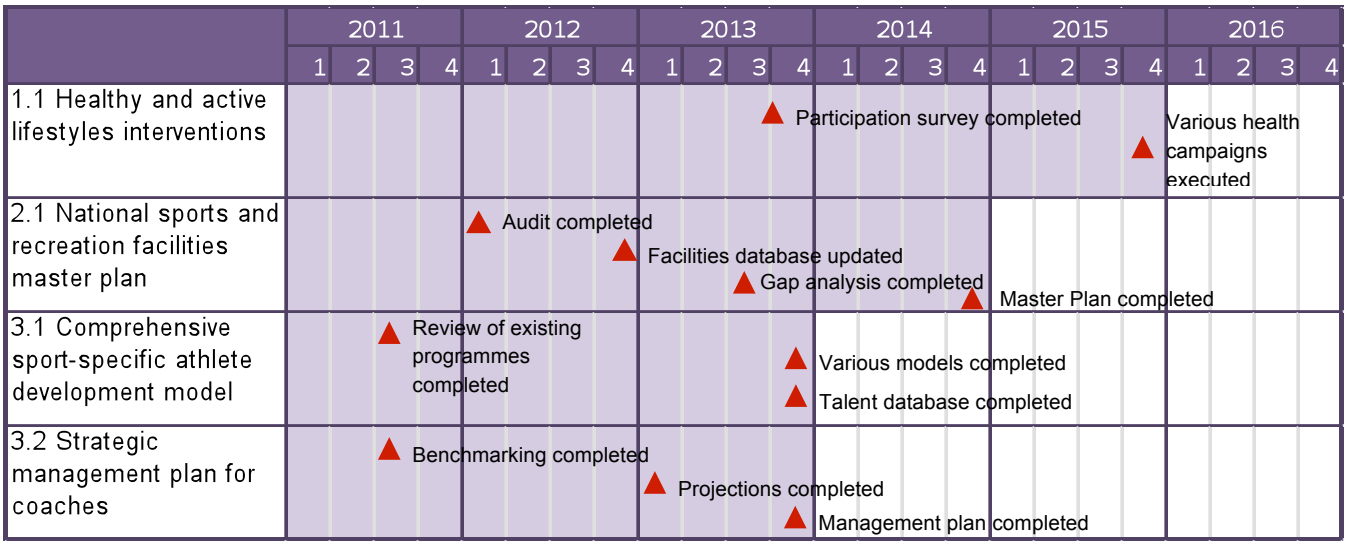

Figure 20: Sequenced Implementation Roadmap

Conclusion: A New Chapter of Growth

Sport makes a significant contribution to the QNV 2030. It is both a goal of and an enabler to achieve the nation's vision (Figure 21). The QOC's experience in engaging multiple stakeholders in its work is evidence of the importance of cross-sectoral linkages in Sports. Much can be leveraged from the partnerships that have been formed between QOC and the other entities, including both the public and private sectors. With changes in the environment and technology encouraging a more sedentary lifestyle, sports policies should be oriented towards 'active living'. For more effective results, policy approaches should also address the physical and social environments that facilitate people's choice to become active.

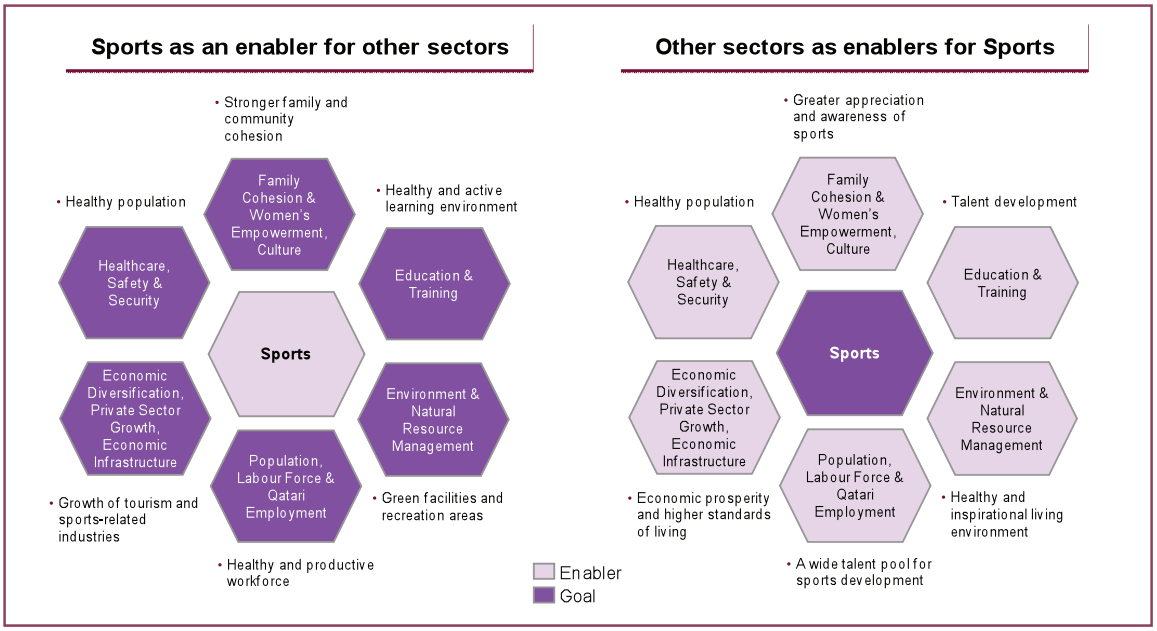

Figure 21: Sports is both a goai and an enabler to achieve the aspirations of the QNV 2030

A sporting culture cannot take root overnight. The recommendations in this Strategy will generate some momentum and sow the seeds for a future whereby people will grow to embrace sports as a way of life. The youth are therefore one of the most important target groups. People who cultivate a love for sports from young are more likely to maintain their passion for sports throughout their lives. This passion will translate to adults who adopt more active and healthy lifestyles, and raise their children to develop similar habits, which is essential to maintaining a sporting culture in future generations.

Qatar now needs to improve the performance of its athletes at ever-more competitive regional, continental and international championships. High levels of achievement in sport are currently limited by the lack of an integrated national model for athlete development to identify and develop athletes for national teams. Sports performance is also limited by the low level of participation of female athletes at the elite level.

The five projects to be implemented under the SSS represent a comprehensive range of first steps that will help build the necessary structures, test the processes, and establish practical demonstrations of good practice related to sports development. In time, this will result in Qatar having a more vibrant, active and productive population, with improved health outcomes and increased sports performance.

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QATAR

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QATAR

Project Name: Active Qatar Campaign		
Related QNV 2030 Goal		"A national network of formal and non -formal educational programmes that equip Qatari children and youth with the skills and motivation to contribute to society, fostering participation in a wide variety of cultural and sporting activities"
Sectoral	**Outcome**	Increased community participation in sports and physical activity
	Outcome Objectives	To educate and engage the public on the importance of healthy and active living, and increase opportunities for people of all ages and abilities to participate in physical activity
	Outputs	Sports and active lifestyles interventions within public health programmes

Background and Justification	- Chronic diseases are a major cause of death in Qatar, accounting for 47% of classified deaths in 2008. The primary drivers for the chronic disease burden are lifestyle factors, which pose an increasingly serious health risk for individuals and families. - Appropriate modification of eating habits and lifestyles is seen as a key pathway to improving the health of Qatari population. - The cost of healthcare is likely to rise as Qatar's population ages, but could be minimized through a reduction in these chronic diseases. - Qatar requires a healthy workforce to ensure sustainable economic growth for future generations
Project Objectives	- To introduce sports and activity programmes targeted to members of the community who would otherwise not have access to them - To raise awareness of the dangers associated with inactive lifestyles while highlighting the health and wellbeing benefits of regular physical activity - To engage the public to take part in recreational and physical activity. - To administer education campaigns targeting nutrition, healthy eating and personal fitness - To revise public policy on physical health and activity in workplaces and schools - To ensure physical activity programs are available at key centers nationwide including youth centers

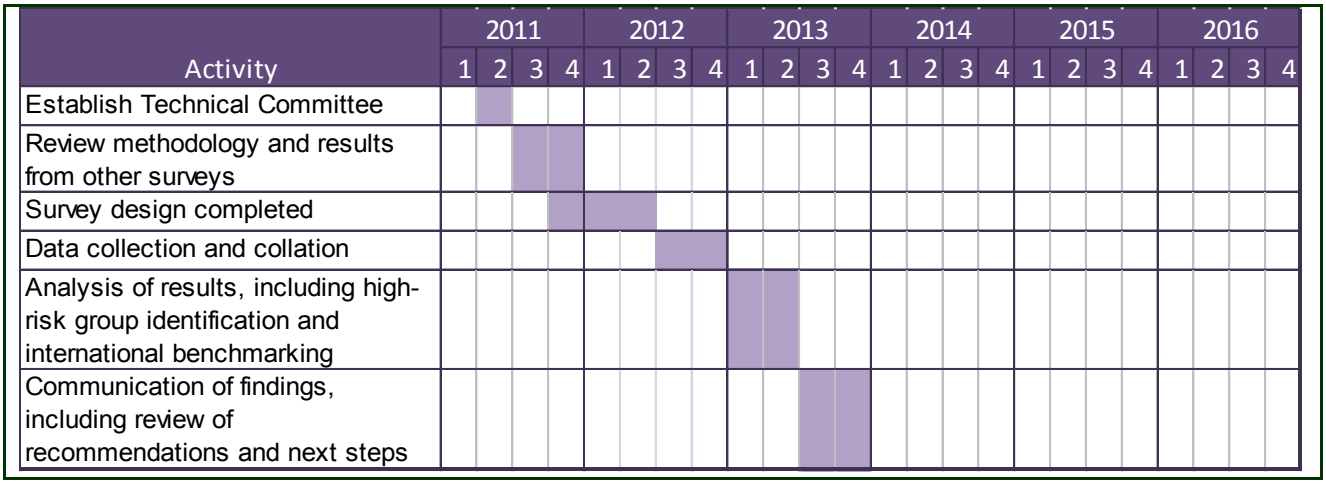
Activities/ Inputs	Indicators	Responsible Parties	Institutional Readiness and Capacities
– Conception and execution of general public education campaign to promote sports and active lifestyles o Education on personal fitness o Education on nutrition o Establish active living information and referral centers	- Increase in the level of sports and physical activity among the general public and improved health outcomes as determined by participation survey	- QOC - SCH - SEC - Aspire	- These activities are complex in nature and require significant planning, coordination and high-level support for them to be executed properly. As such additional

content - Data collection and analysis of results including high-risk group identification and international benchmarking - Communication of findings, including policy recommendations for increasing sports participation - Advocacy workshop to disseminate findings, review recommendations and determine next steps	completed and agreed - Survey conducted and analysis completed - Final report on survey findings published - Summary report on discussions held at the workshop and agreed next steps	SCH	

Key Stakeholders and Overall Management Structure	Key stakeholders Qatar Olympic Committee (QOC), Supreme Council for Health (SCH), Qatar Statistics Authority (QSA), Supreme Council for Family Affairs, and other relevant stakeholders Management Structure A multi-stakeholder Technical Committee should be formed, with QOC as the Chair
Beneficiaries	QOC and SCH, through improved evidence-based policies
Cross-sectoral Linkages	Health: Improved baseline information to enable more targeted interventions
Estimated Duration	3 years

Risks	**Mitigation Measures**
a) Data collected may be unreliable or unrepresentative	a) Contract an independent firm with previous experience at executing such surveys
b) Public response rate to survey may be low	b) Keep the survey window wide (weeks rather than days). Identify different ways to communicate with public and conduct survey through various forms of media and in various languages. Emphasize the benefits of the survey. Offer rewards for those who complete the survey (e.g. running shoes, gym membership, tickets to major events in Doha, etc.)
c) Agencies may try to collect too much data	c) Limit the number of questions, particularly those related to background personal / demographic that are collected.
d) The survey may produce adverse findings	d) Accept the results and set ambitious targets with extensive support for next five years or until the survey is repeated.

Sequenced Implementation Roadmap


Activity
2011
2012
2013
2014
2015
2016
1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4
Establish Technical Committee
Review methodology and results from other surveys
Survey design completed
Data collection and collation
Analysis of results, including high-risk group identification and international benchmarking
Communication of findings, including review of recommendations and next steps

Monitoring and Evaluation Template

Project: Participation Survey				
Output	Sports and active lifestyle interventions within public health programmes			**Start Date: Q2, 2011** **End Date: Q4, 2013**
Activities Related to Output	**Start Date**	**End Date**	**Date of Assessment**	**Indicator of Completion of Activity**
Establish Technical Committee	Q2, 2011	Q2, 2011		Technical Committee established
Review methodology and results from other surveys	Q3, 2011	Q4, 2011		Report on best practices from other countries completed
Survey design completed	Q4, 2011	Q2, 2012		Survey design completed and agreed
Data collection and collation	Q3, 2012	Q4, 2012		Data collection and collation completed
Analysis of results	Q1,2013	Q2, 2013		Results analysed, including high-risk group identification and benchmarking
Communication of findings	Q3, 2013	Q4, 2013		Summary report on discussions held at the workshop and agreed next steps
Project Achievements (What did each project activity achieve? List of achievements) Activity 1: Activity 2: . . . Activity n:				

Project Name: Active Qatar Campaign		
Related QNV 2030 Goal		"A national network of formal and non-formal educational programmes that equip Qatari children and youth with the skills and motivation to contribute to society, fostering participation in a wide variety of cultural and sporting activities"
Sectoral	**Outcome**	Increased community participation in sports and physical activity
	Outcome Objectives	To educate and engage the public on the importance of healthy and active living, and increase opportunities for people of all ages and abilities to participate in physical activity
	Outputs	Sports and active lifestyles interventions within public health programmes

Background and Justification	– Chronic diseases are a major cause of death in Qatar, accounting for 47% of classified deaths in 2008. The primary drivers for the chronic disease burden are lifestyle factors, which pose an increasingly serious health risk for individuals and families. – Appropriate modification of eating habits and lifestyles is seen as a key pathway to improving the health of Qatari population. – The cost of healthcare is likely to rise as Qatar's population ages, but could be minimized through a reduction in these chronic diseases. – Qatar requires a healthy workforce to ensure sustainable economic growth for future generations
Project Objectives	– To introduce sports and activity programmes targeted to members of the community who would otherwise not have access to them – To raise awareness of the dangers associated with inactive lifestyles while highlighting the health and wellbeing benefits of regular physical activity – To engage the public to take part in recreational and physical activity. – To administer education campaigns targeting nutrition, healthy eating and personal fitness – To revise public policy on physical health and activity in workplaces and schools – To ensure physical activity programs are available at key centers nationwide including youth centers

Activities/ Inputs	Indicators	Responsible Parties	Institutional Readiness and Capacities
– Conception and execution of general public education campaign to promote sports and active lifestyles o Education on personal fitness o Education on nutrition o Establish active living information and referral centers	– Increase in the level of sports and physical activity among the general public and improved health outcomes as determined by participation survey	– QOC – SCH – SEC – Aspire	– These activities are complex in nature and require significant planning, coordination and high-level support for them to be executed properly. As such additional

– Conception and execution of targeted public education campaign to promote sports and active lifestyles among women, families, those with special needs, the aged, socially disadvantaged and other high-risk groups – Conception and execution of sports and public health campaigns targeted at childhood obesity and associated family obesity o School nutrition and canteen meals o After-school and childcare activities o Observation system to evaluate level of physical activity, weight status, and nutrition and dietary intake in children and young people	– Increase in the level of sports and physical activity among targeted groups and improved health outcomes – Sports and public health campaigns piloted in at least 5 schools		experts and resources will be required.

Key Stakeholders and Overall Management Structure	Key stakeholders – Qatar Olympic Committee (QOC), Supreme Council for Health (SCH), Supreme Education Council (SEC), Aspire Zone Foundation and related stakeholders Management Structure – A Task Force (or similar body) should be established to run this project, co-chaired by the QOC and SCH.
Beneficiaries	QOC, through greater interest in sports and increased sports talent SCH, through improved health outcomes Qatar's population, through healthier living
Cross-sectoral Linkages	Health: Improved health outcomes through increased levels of sports and physical activity Education: Improved understanding and practice of healthy living habits Labour: Healthier workforce
Estimated Duration	4 years

Risks	Mitigation Measures
a) Activities are large and complex and require highly skilled professionals to deliver them	a) Start training and development of existing staff from day one. Recruit from abroad to complement existing capability pool.
b) Activities may be expensive to implement	b) Set out multi-year detailed budgets for each activity at the start of the project and monitor progress carefully during execution. Careful planning and budgeting will minimize cost over-runs.
c) Campaigns may be ineffective and ill-received	c) Run some campaigns in series to learn lessons

by the community	from previous campaigns and not repeat mistakes

Sequenced Implementation Roadmap

Activity	2011				2012				2013				2014				2015				2016			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Conception and execution of general public education campaign to promote sports and active lifestyles																								
Conception and execution of targeted public education campaign to promote sports and active lifestyles to specific groups such as women, the elderly, persons with disability and other high-risk grouos																								
Sports and public health campaigns in schools to address the problem of childhood obesity																								

Monitoring and Evaluation Template

Project: Active Qatar Campaign				
Output	Sports and active lifestyles interventions within public health programmes			**Start Date: Q1, 2012** **End Date: Q4, 2015**
Activities Related to Output	**Start Date**	**End Date**	**Date of Assessment**	**Indicator of Completion of Activity**
Conception and execution of general public education campaign to promote sports and active lifestyles	Q1, 2012	Q2, 2012		Increase in the level of sports and physical activity among the general public and improved health outcomes as determined by participation survey
Conception and execution of targeted public education campaign to promote sports and active lifestyles among women, families, those with special needs, the aged, socially disadvantaged and other high-risk groups	Q2, 2013	Q3, 2014		Increase in the level of sports and physical activity among targeted groups and improved health outcomes.
Conception and execution of sports and public health campaigns targeted at childhood obesity and associated family obesity	Q1, 2014	Q4, 2015		Sports and public health campaigns piloted in at least 5 schools
Project Achievements (What did each project activity achieve? List of achievements) Activity 1: Activity 2: . . . Activity n:				

Project Name: National Sports and Recreation Facilities Master Plan		
Related QNV 2030 Goal		"Provide high quality services that respond to the needs and the desires of individuals and businesses".
Sectoral	Outcome	Improved and integrated planning of community and elite sports facilities
	Outcome Objectives	To ensure adequate, appropriate and accessible facilities for recreational and competitive sports
	Outputs	A National Sports Facilities Master Plan to ensure a more coordinated approach to delivering and improving or upgrading sports facilities

Background and Justification	– There is a lack of information about the precise number and location of publicly owned infrastructure suitable for practicing sport or engaging in active recreation that is available for public use. – Hosting international events requires major sports venues that meet the requirements of international sports federations. This audit will identify what can be hosted in existing venues and what needs to be built to meet future hosting needs. – Access to sports venues is problematic for the community both at peak periods (evenings and weekends) and off-peak where only members can use the facilities. Thus, policies on access to all public spaces require further analysis. This audit will also examine access hours for different constituent groups – Geographic distribution of existing facilities is uneven – the audit will identify geographic areas most in need. – As Qatar's population grows, there will be increased pressure on existing sport and recreation facilities. A Master Plan will enable facilities to be built in areas of highest need, highest usage rates and – The Ministry of Municipality and Urban Planning (MMUP) is putting together a Qatar National Master Plan Study where sports and recreation facilities should also be incorporated – Competing demands of federations and clubs for elite sporting venues can sometimes clash with community demands. A Master Plan will aim to identify meet and spatially map out both parties needs.
Project Objectives	– To carry out an audit (quantification and attributes) of sport and active recreation facilities to enable development of a baseline for the Master Plan – To put together an urban Master Plan showing location (spatial mapping) of future sports stadia, public competition venues and locations for casual and unorganized recreational activities. – Coordinate with Ministry of Municipality and Urban Planning (MMUP) regarding the design of streets to include bicycle tracks and walking areas. – The Master Plan will also aim to ensure that Qatar has significant facilities to host pre-determined future large-scale multinational competition events.

Activities/ Inputs	Indicators	Responsible Parties	Institutional Readiness and Capacities
– Conduct audit of sports and recreation facilities – Design new database/ append	– Audit completed – Database updated	– QOC – MMUP	– A team of expert consultants will be required to work

existing databases to include audit results – Conduct needs/gap analysis o Identify population projections and urban growth corridors o Gather information from the public about their sports infrastructure needs o Gather federations and clubs needs from the audit o Gather information about future land use and availability – Prioritise facilities that need to be built and the timeframe for building withina Facilities Master Plan, including spatial maps – Develop street design with bicycle tracks and walking areas	- Gap analysis completed - Facilities Master Plan completed – Street design with bicycle track and walking areas is developed		with the QOC and MMUP to carry out this project.

Key Stakeholders and Overall Management Structure	Key stakeholders - Qatar Olympic Committee, MMUP, sports federations and committees Management Structure - QOC will chair this project with the MMUP represented at senior level in it.
Beneficiaries	- QOC and MMUP, through improved building plans - Athletes and the general public, through adequate accessible sports and recreation facilities
Cross-sectoral Linkages	- None
Estimated Duration	4 years

Risks	**Mitigation Measures**
a) Building further permanent elite sports venues may lead to low usage rates	a) Maximise use of scalable design options utilizing temporary structures
b) Bids for major international events may not be successful and venues may not be fit for small-scale use	b) Set out priority competition events to host and work with federations to develop smaller-scale competitions as well as athletes in those sports
c) Urban plans may change with little notice	c) QOC and MMUP to engage in frequent and structured dialogue
d) Population increase may not eventuate	d) Develop two master plans – one for high growth and another for low growth projections.

Sequenced Implementation Roadmap

Activity	2011				2012				2013				2014				2015				2016			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Design and conduct audit of sports and recreation facilities																								
Design/ Update Facilites database																								
Conduct needs/gap analysis																								
Develop Facilities Master Plan																								

Monitoring and Evaluation Template

Project: National Sports and Recreation Facilities Master Plan				
Output	National Sports Facilities Master Plan to ensure a more coordinated approach to delivering and improving or upgrading sports facilities			**Start Date: Q1, 2011** **End Date: Q4, 2014**
Activities Related to Output	**Start Date**	**End Date**	**Date of Assessment**	**Indicator of Completion of Activity**
Design and conduct audit of sports and recreation facilities	Q1, 2011	Q1, 2012		Audit completed
Design/update facilities database	Q1, 2012	Q4, 2012		Facilities database updated
Conduct needs/gap analysis	Q4, 2012	Q3, 2013		Gap analysis completed
Develop Facilities Master Plan	Q3, 2013	Q4, 2014		Facilities Master Plan completed
Project Achievements (What did each project activity achieve? List of achievements) Activity 1: Activity 2: . . . Activity n:				

Project Name: Athlete Development Pathway Model		
Related QNV 2030 Goal		"A national network of formal and non-formal educational programmes that equip Qatari children and youth with the skills and motivation to contribute to society, fostering participation in a wide variety of cultural and sporting activities"
Sectoral	**Outcome**	Increased and improved sports talent development, management and performance
	Outcome Objectives	To improve sports talent identification programs and athletes sponsorship.
	Outputs	A comprehensive sport-specific athlete development model to articulate an integrated pathway from talent identification to sporting excellence.

Background and Justification	– Qatar lacks a long-term national model for both male and female athlete development that delivers an integrated sports system with clearly defined roles, responsibilities and funding mechanisms to identify and develop athletes for national teams. – A clearly defined model would identify the specific stages of athlete development from first entry through to the high performance level. It would also address the appropriate stages for introduction and refinement of basic and technical skills, as well as physical, mental and tactical skills. – It will also describe the pathway to sport excellence, including the support that must be in place to allow for the development of the athlete, such as the coaching, training and competition programmes required at each stage.
Project Objectives	– To develop a long-term *male* national athlete development model that considers the athlete's transition and involvement at club, federation, Aspire Academy and national team level. – To develop a long-term *female* national athlete development model that considers the athlete's transition and involvement at club, federation, Aspire Academy and national team level. – To build a model that helps in the creation of sport-specific development models by national federations

Activities/ Inputs	Indicators	Responsible Parties	Institutional Readiness and Capacities
– Review of existing development programmes per sport including transition points between federations, clubs and Aspire Academy. – Study talent development programmes in other countries – Build a standardised model to develop athletes in Qatar – Build a female-athlete specific development model – Build a special needs athlete specific development model	– Review completed – Best practice study completed – Standard model developed – Female-specific model developed – Model for special needs athlete	– QOC – Aspire – Federations – Clubs	– Technical expertise from Aspire Academy should be leveraged for this project

– Improving the database of Qatari Sport System (QSS) for multi-purpose use.	developed – Database of sporting talent developed		

Key Stakeholders and Overall Management Structure	Key stakeholders – QOC, federations, clubs, Aspire Academy, Supreme Education Council – Athletes and their families – Qatar Women in Sport Committee – Qatar Paralympic Committee Management Structure The project will be co-chaired by the QOC and the Aspire Academy
Beneficiaries	Athletes will directly benefit from this project. Others will receive indirect benefits
Cross-sectoral Linkages	Education, through more holistic development of athletes
Estimated Duration	3 years

Risks	Mitigation Measures
a) There will need to be a transition from current regimes to new development programmes that not all athletes will want to shift to	a) Early engagement of athletes in the project design is essential to make this successful.
b) The participation of women in sport may not be welcomed by some sections of society	b) Emphasise and educate on the health benefits of women practicing sport and being role models

Sequenced Implementation Roadmap

Activity	2011				2012				2013				2014				2015				2016			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Review existing development programmes per sport including transition points between federations, clubs and Aspire Academy.																								
Study talent development programmes in other countries																								
Build a standardised model to develop athletes in Qatar																								
Build a female-athlete specific development model																								
Build a special needs athlete specific development model																								
Development of a talents database and registration of all entries and exits into the programme																								

Monitoring and Evaluation Template

Project: Athlete Development Pathway Model				
Output	A comprehensive sport-specific athlete development model to articulate an integrated pathway from talent identification to sporting excellence			**Start Date: Q1, 2011** **End Date: Q4, 2013**
Activities Related to Output	**Start Date**	**End Date**	**Date of Assessment**	**Indicator of Completion of Activity**
Review existing development programmes	Q1, 2011	Q3, 2011		Review completed
Study talent development programmes in other countries	Q4, 2011	Q1, 2012		Report on best practices from other countries completed
Build standardised athlete development model	Q2, 2012	Q4, 2012		Standard model developed
Build female-athlete specific development model	Q4, 2012	Q2, 2013		Female-specific model developed
Build special needs athlete development model	Q2, 2013	Q4, 2013		Special needs model developed
Improving the database of Qatari Sport System (QSS) for multi-purpose use.	Q2, 2013	Q4, 2013		Database developed
Project Achievements (What did each project activity achieve? List of achievements) Activity 1: Activity 2: . . . Activity n:				

Project Name: Strategic Management of Coaches and Technical Officials		
Related QNV 2030 Goal		"A national network of formal and non-formal educational programmes that equip Qatari children and youth with the skills and motivation to contribute to society, fostering participation in a wide variety of cultural and sporting activities"
Sectoral	**Outcome**	Increased and improved sports talent development, management and performance
	Outcome Objectives	To increase sports talent and enhance talent development programmes for improved sporting success
	Outputs	A Strategic Management Plan for coaches and technical officials to identify and address coaching needs while developing professional career paths

Background and Justification	– A high turnover of coaches and technical officials (TOs) have been seen across national sports federations. This affects the on-field individual and team performance of athletes, leading to wastage and non-optimal outputs. – Stability in coaching and technical officials allows athletes to focus on their performance rather than team politics. – The recruitment, professional development and retention procedures of these personnel are inconsistent across federations. – Future demand and supply levels for them has not been modeled. – Career paths in coaching remain unclear and post-coaching options remain limited – A shortage of TOs impacts the running of on-field competition, possibly match results and potentially championships.
Project Objectives	– To maintain stable coach to athlete and TO to athlete ratios across all age groups and capability levels – To increase the average length of tenure of coaches and TOs with the long-term goal of seeing on-field performance improvements from athletes in key international competitions. – Identify priority sports that will need significant coaching or TO personnel

Activities/ Inputs	Indicators	Responsible Parties	Institutional Readiness and Capacities
– Determine global benchmarks per sport and per age group for key coach and TO ratios – Review coach, TO and registered athlete management practices o Number of coaches and TOs by sport and per age group o Duration of service o Training activities – Perform demand and supply analysis for athletes, coaches and TOs and generate projections to 2020. – Create incentives for long-term	– Benchmark report completed – Review completed – Projections completed – Coaches and TO	– QOC – Aspire – Feder-ations – Clubs	– Analytical researchers, strategists and HR forecasting personnel to carry out this project. – The project may be outsourced to consultants to execute

commitment of coaches and TOs ○ Standardise personnel management procedures for coaches across all federations and clubs ○ Training and development	management plans created		

Key Stakeholders and Overall Management Structure	Key stakeholders – QOC – Professional, casual and volunteer coaches and TOs and their agents – Professional and recreational athletes – Federations – Clubs – Aspire Zone Foundation Management Structure – QOC will lead this project and teams will be formed from the federations, clubs and athletes
Beneficiaries	– Professional, casual and amateur athletes
Cross-sectoral Linkages	– None
Estimated Duration	3 years

Risks	Mitigation Measures
a) Club and federation management may not be open to changes	a) Engage them earlier. Describe benefits of higher-performing athletes. Offer incentives within remuneration packages linked to on-field performance
b) Expertise to carry out review and change management may be lacking in QOC	b) Recruit new staff to carry out review and change agenda
c) Future demand may be difficult to determine	c) Prioritise sports so that strategies can be developed more easily. Comparison across similar sports (e.g. team sports) can help project demand.

Sequenced Implementation Roadmap

Activity	2011				2012				2013				2014				2015				2016			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Determine global benchmarks per sport and per age group for key coach and TO ratios																								
Review coach and TO trends and																								
Perform projections of future coaches and TO needs																								
Create incentives to encourage long-term commitment of coaches and TOs																								

Monitoring and Evaluation Template

Project: Strategic Management of Coaches and Technical Officials (TO)				
Output	A strategic management plan for coaches and technical officials (TOs) to identify and address coaching needs while developing professional career paths			**Start Date: Q1, 2011** **End Date: Q4, 2014**
Activities Related to Output	**Start Date**	**End Date**	**Date of Assessment**	**Indicator of Completion of Activity**
Determine global benchmarks per sport and per age group for key coach and TO ratios	Q1, 2011	Q3,2011		Benchmark report completed
Review coach, TO and registered athlete management practices	Q4,2011	Q2,2012		Review completed
Perform demand and supply analysis for athletes, coaches and TOs and generate projections to 2020.	Q3,2012	Q1,2013		Projections completed
Create incentives for long-term commitment of coaches and TOs	Q2,2013	Q4,2013		Coaches and TO
Project Achievements (What did each project activity achieve? List of achievements) Activity 1: Activity 2: . . . Activity n:				

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