NATIONAL SPORT POLICY OF TRINIDAD AND TOBAGO

MISSION STATEMENT

"TO ENRICH OUR LIVES THROUGH TOTAL PARTICIPATION, QUALITY TRAINING AND EXCELLENCE IN SPORT"

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INTRODUCTION

In Trinidad and Tobago there have been many plans and programmes to develop sport in the past and some of these efforts may have, directly or indirectly, borne fruit internationally in certain team and individual sports. However there was always the popular opinion that sport lacked:

- (i) A proper policy; and
- (ii) The required resources to facilitate its development in the context of its increasing scientific, competitive and professional nature internationally.

In order to address these issues Cabinet appointed a Task Force on Sport to fashion a Draft National Sport Policy based on the broadest possible consultation with members of the public and representatives of the various National Sport Associations and other relevant interest groups.

This National Sport Policy offers a formal, holistic and systematic framework for the development of sport in Trinidad and Tobago. It is based on recognition of the important role which sport plays in the life of the individual, the community, the nation, the region and in the world. The policy however must be seen more as a process rather than as a final product. It seeks to guide decision making with regard to the development of sport since it will be subject to modification and refinement in response to changing social realities. This draft policy document will address the meaning of sport, the rationale and/or objectives of the policy, the critical and significant issues which are central to the development of sport and the various institutional and organizational mechanisms for their attainment.

DEFINITION OF SPORT

The policy is based on a very broad, all inclusive notion of sport since it supports the definition of sport as "all forms of physical activities which through casual or organized participation aim at improving physical fitness and mental well being, forming social relationships or obtaining results in competition at all levels". (Council of Europe)

1. RATIONALE

The National Sport Policy is based on the democratic principle of equality of opportunity and consequently is one that caters for all our citizens irrespective of race, colour, class, gender, age, creed, physical or mental condition and area of residence. Because of the known health, social and economic benefits which can be derived from participating in sport, it can be deemed as important as any other activity or field of endeavour to the total development of the individual and the society.

Regular involvement in sport and physical activity are fundamental to good health and wellness at all stages of life. Sport provides an important environment for the education and socialization of all citizens as well as valuable opportunities for personal enjoyment, social contacts and integration. It contributes fundamentally to the development and maintenance of democratic societies with active and productive citizens. Sport can also play a major role in the economy and offers potential for economic development. It is imperative, therefore, that sport be given the due recognition and resources that it deserves in order to facilitate its contribution to the energizing of the society as a whole.

2. OBJECTIVES

Consistent with international trends, the National Sport Policy shall cover the two broad dimensions of contemporary sport:

- (a) Total Participation in Sport (TPS)
- (b) High Performance Sport (HPS)

The term "Total Participation in Sport" is based on the "Sport for All" concept in which all sectors of the society - children, youth, adults, senior citizens and the specially challenged, regardless of gender, ethnicity or religion are encouraged to be involved in an active lifestyle. It is one of the building blocks on which a successful sport development programme is framed. Total Participation in Sport (TPS) by its very nature therefore is all embracing since it focuses on all.

On the other hand, the term "High Performance Sport" refers to:

"Competitive sport organized in accordance with International Federations and Olympic Committee rules and conditions at national or international level to determine winners".

High Performance Sport (HPS) by its very nature, therefore, tends to focus on an elite set of athletes. In light of the increasing scientific and competitive nature of HPS over the last two decades, the sport policy must give special consideration to our elite athletes if they are to develop and compete successfully on the world stage.

In making provisions for these two broad areas of sporting activity, the National Sport Policy has eight (8) major related objectives:

- i. To develop a healthy, disciplined, united and productive society through greater participation in sport and physical recreation by all members of the society. In this regard, special opportunities are to be made available to children, young people, women, girls, senior citizens and the specially challenged.
- ii. To actively encourage the establishment of Physical Education Programmes at all educational levels and to foster the sport development phase of these programmes through the provision of sport coaching programmes throughout the education system.
- iii. To encourage and provide for the fullest participation of women and girls in all areas of sport, consistent with the 1994 Brighton Declaration on Women in Sport.
- iv. To provide opportunities for the fulfilment of social, psychological, emotional and physiological needs of the individual through sport and physical recreation.
- v. To develop and improve the knowledge and practice of sport in the interest of the holistic development of the individual and the enjoyment by the public at large.
- vi. To strive to attain excellence at the highest level of sporting competition, develop national pride, patriotism and enhance goodwill among nations.
- vii. To promote and facilitate the development of sport as an industry that will contribute to the earning capacity of the individual as well as to the national economy.
- viii. To promote Trinidad and Tobago as a hub of Caribbean sporting activities and by so doing position the country as a preferred destination for international sports events.

The fundamental thrust and raison d'etre of the policy therefore can be captured in the statement: "To Enrich Our Lives Through Total participation, Quality Training and Excellence in Sport."

3. MECHANISMS/STRATEGIES

Both Total Participation in Sport (TPS) and High Performance Sport (HPS) must be developed simultaneously. While they may have a different focus or character, they both share certain fundamental, developmental and infrastructural needs and complement each other. Total Participation in Sport (TPS) and High Performance Sport (HPS) must be intrinsically linked to a well structured scientifically developed Physical Education programme which moves systematically through the education system: from pre-school to primary, secondary and vocational schools to the tertiary education level.

4. INSTITUTIONAL FRAMEWORK

The institutional framework shall comprise governmental and non-governmental organisations or institutions whose collaboration will be critical to the successful implementation of the sport policy. However, the three institutions which shall assume the leadership role in the definition, implementation and monitoring of the sport policy and ensuring such institutional collaboration are the Ministry responsible for Sport, the Ministry of Education and the Sport Commission of Trinidad & Tobago, hereinafter called, **SCOTT**. The full complement of institutions includes:

- The Ministry of Sport and Youth Affairs
- The Ministry of Science, Technology and Tertiary Education
- The Sport Commission of Trinidad & Tobago
- The Ministry of Education
- The Ministry of Finance
- The Ministry of Health
- The Ministry of Agriculture, Land and Marine Resources
- The Ministry of Housing
- The Ministry of Local Government
- The Ministry Community Development and Gender Affairs
- The Ministry of Planning and Development
- The Ministry of Tourism and Culture
- Tobago House of Assembly

Non- Government Organizations:

- i. Trinidad and Tobago Olympic Committee
- ii. National Sporting Organizations
- iii. Community Sport Organizations
- iv. Voluntary Sport Organizations
- v. Private/Business Sector Organizations including Credit Unions
- vi. University of the West Indies (UWI)
- vii. Trinidad & Tobago Hospitality & Training Institute (TTHTI)
- viii. State Corporations

4.1 GOVERNMENTAL ORGANIZATIONS

4.2 THE MINISTRY OF SPORT AND YOUTH AFFAIRS

This Ministry shall be responsible for the following:

- 4.2.1 Formulating, Monitoring and Evaluating policies relating to Sport and Physical Recreation.
- 4.2.2 Establishment of the National Sport Fund
- 4.2.3 Establishment of national and regional recreation grounds and sporting facilities
- 4.2.4 Establishment of financial, administrative and organizational criteria for identifying National Sporting Organizations for each sport

4.3 THE SPORT COMMISSION OF TRINIDAD & TOBAGO [SCOTT]

SCOTT, which shall be established by an Act of Parliament, shall be responsible for the following:

- 4.3.1 Providing advice and making recommendations to the Ministry responsible for sport on matters relating to Sport and Physical Recreation
- 4.3.2 Collaborating with the University of the West Indies, the Ministry of Sport & Youth Affairs, the Ministry of Education and other relevant agencies in the establishment of an Institute of Sport
- 4.3.3 Designing and ensuring the implementation of suitable programmes for Total Participation in Sport and High Performance Sport
- 4.3.4 Administering the National Sport Fund
- 4.3.5 Provision of financial and technical assistance to individuals, Community Sporting Organizations, Schools and Community Coaching Programmes, Community Sport and Coach Education Programmes, Public Education in Sport and Physical Activity and National Sporting Organizations based on an established criteria
- 4.3.6 Management and maintenance of sport facilities identified by SCOTT
- 4.3.7 Designing and setting standards for national and regional recreation grounds and sporting facilities in conjunction with the Ministry of Sport and Youth Affairs
- 4.3.8 Ensuring legislation of codes of practice for (a) housing developers; (b) institutions involved in sport and fitness training, for example, health spas, coaching schools and gyms, and safety in sporting facilities

- 4.3.9 Establishing a Department of National Play Fields which will develop a national community and village recreation plan and supervise the upkeep and maintenance of grounds and sporting facilities identified by SCOTT
- 4.3.10 Designing and setting standards for National Coaching Programmes and for coaching certification

4.4 THE MINISTRY OF EDUCATION

The Ministry of Education in collaboration with the Ministry of Science Technology and Tertiary Education shall ensure that Health & Physical Education is part of the curriculum at all levels of the education system from pre-school through to the tertiary level. In addition, it will develop and co-ordinate sports programmes and physical recreation activities in schools with the co-operation and guidance of SCOTT.

- 4.4.1 The Ministry of Education shall work in collaboration with the Ministry of Sport & Youth Affairs and the University of the West Indies in respect of the training of teachers in the teaching of Health & Physical Education.
- 4.4.2 It will ensure that Health & Physical Education at Teachers' Training Colleges is compulsory and be part of the core curriculum.
- 4.4.3 It shall ensure that the Teachers Training Colleges are properly and adequately equipped for the training of Health & Physical Education Teachers.
- 4.4.4 It shall work with related agencies to have Certificate, Diploma and Degree Courses in Health & Physical Education offered at the University of the West Indies.
- 4.4.5 It shall actively provide the support to ensure that every child from pre-school to secondary school inclusive of special schools for the physically and mentally challenged be exposed to regular quality Health & Physical Education programmes at least twice weekly.
- 4.4.6 It shall create an environment where participation and achievement in sport and Health & Physical Education shall be encouraged alongside academic achievement
- 4.4.7 The Ministry of Education shall ensure that Health & Physical Education is an examinable subject at the G.C.E and C.X.C Examinations.
- 4.4.8 The Ministry of Education shall be responsible for the upkeep of Schools Recreation Grounds where they form a part of the School's Establishment

4.5 THE MINISTRY OF FINANCE

SCOTT, through the Ministry of Sport shall liaise with the Ministry of Finance in matters relating to the financing of sport and SCOTT. The Ministry of Finance shall be responsible for financing the plans and programmes and all related matters to sport and the work of SCOTT and for that purpose shall receive the budgets and other estimates of expenditure presented by SCOTT through the Ministry with responsibility for Sport.

4.6 THE MINISTRY OF HEALTH

The Ministry of Sport & Youth Affairs shall liaise with the Ministry of Health in matters relating to Health Education in Sport and Physical Recreation.

4.7 THE MINISTRY OF AGRICULTURE, LAND AND FOOD PRODUCTION

This Ministry will liaise with the Ministry of Sport & Youth Affairs in the establishment of Nature Trails and Parks.

4.8 THE MINISTRY OF HOUSING

The Ministry of Housing and Settlements shall liaise with the Ministry of Sport & Youth Affairs in matters relating to the provision of sport and physical recreation facilities for public and private housing settlements/schemes.

The Ministry of Sport & Youth Affairs shall liaise with the Ministry responsible for State Lands in matters relating to acquisition of lands for the establishment of sporting facilities.

4.9 THE MINISTRY OF LOCAL GOVERNMENT

4.9.1 This Ministry shall be responsible for the establishment, upkeep and maintenance of, sporting facilities designated as community and village grounds and it shall be supported and advised by SCOTT through its department responsible for National Play Fields.

4.10 THE MINISTRY OF SOCIAL AND COMMUNITY DEVELOPMENT

SCOTT will liaise with the Ministry of Community Development and Gender Affairs in the implementation of SCOTT's Community Coaching, Public Education in Sport and Physical Activity Programmes.

4.11 THE MINISTRY OF PLANNING AND DEVELOPMENT

The Ministry responsible for Sport shall liaise with the Ministry of Planning and Development in pursuance of its national infrastructural plans for sport.

4.12 THE MINISTRY OF CULTURE AND TOURISM

This Ministry shall collaborate with the Ministry of Sport & Youth Affairs in matters relating to Sport Tourism.

4.13 THE MINISTRY RESPONSIBLE FOR SCIENCE & TECHNOLOGY

The Ministry shall work in collaboration with the Ministry of Sport, SCOTT and the University of the West Indies in respect of matters relating to Science and Technology in Sport.

4.14 THE TOBAGO HOUSE OF ASSEMBLY

The Ministry responsible for Sport shall liaise with the Tobago House of Assembly which, by the THA Act 1996, is responsible for the formulation and implementation of policy in respect of sport in Tobago.

5. NON GOVERNMENTAL ORGANIZATIONS

5.1 TRINIDAD AND TOBAGO OLYMPIC COMMITTEE

The Trinidad and Tobago Olympic Committee will be recognised as the administrative body for all Olympic Sports and the sports disciplines included in the schedule of the Commonwealth Games programmes; it shall have the sole right to approve the selection of national teams to represent Trinidad and Tobago at games sanctioned by the International Olympic Committee and Commonwealth Games Federation.

5.2 NATIONAL SPORTING ORGANIZATIONS

There shall be one (1) National Sporting Organization for each individual sporting discipline. This Organization shall be recognized as the official body to administer the sport, based on the financial, administrative and organizational criteria established by the Ministry responsible for the development of Sport. National Sporting Organizations shall be autonomous bodies in matters relating to the administration of their sport. They shall have the sole right to select national teams to represent Trinidad and Tobago at Tournaments and Championships conducted under the jurisdiction and the recommended National Body of their respective International Federations.

5.3 COMMUNITY SPORTING ORGANIZATIONS

Community Sporting Organizations must be registered with SCOTT. These organizations have a crucial role to play in encouraging and sustaining total participation in sport at the community level.

5.4 PRIVATE/BUSINESS SECTOR ORGANIZATIONS/CREDIT UNIONS

- 5.4.1 The Private/Business Sector including Credit Unions has a crucial role to play with respect to:
 - (a) Assistance in the construction and maintenance of sporting facilities
 - (b) Assistance in the funding of athletes and teams to prepare for and participate in competition; and
 - (c) Assistance in the funding of sport programmes at all levels (Club, community, national)
- 5.4.2 All private sector sports clubs shall be encouraged to register with SCOTT.

6. FACILITIES

Access to well equipped, appropriate, safe indoor and outdoor sporting facilities provides the ideal physical environment for the development of sport. In this regard the following is proposed:

- A National Play Fields Council for Total Participation in Sport must be established as a technical and advisory body to develop a plan for the siting and establishment of Community Sporting Facilities to achieve a balanced distribution of such facilities in both urban and rural areas. To assist in this process, surveys must be carried out in order to establish the level of demand for and/or popularity of particular sports in various regions so as to avoid the under utilization of the facilities constructed.
- 6.2 The plan shall be developed in collaboration with the Ministry of Local Government and the Ministry responsible for Sport, the National Sporting Organizations and other relevant agencies.
- 6.3 The authorities responsible for the preparation of urban development plans, village development plans and housing schemes must incorporate sport facilities in their plans in accordance with standards and specifications agreed to by the Ministry responsible for Sport.
- 6.4 The provision of recreation grounds and other sport facilities must be considered an integral part of Housing Schemes. The developer must provide a designated area that is flat and well grassed for the purpose of sport and physical recreation in keeping with the minimum size of recreation grounds identified by the Ministry responsible for Sport.
- 6.5 Special incentives must be given to the corporate sector to complement the efforts of Government in the provision of community play fields.
- 6.6 Joint partnerships with Government and the private sector or Non-Government

- Organizations in the provision of community sport facilities must be encouraged.
- 6.7 All Community and Village Recreation Grounds must be well maintained, appropriately equipped and made accessible to sport persons and the public to ensure optimum utilization.
- 6.8 The development of partnerships between Regional Corporations, Community Sporting Organizations as well as the Corporate Sector shall be encouraged in relation to the maintenance of facilities.
- 6.9 All facilities must be constructed so as to provide easy access for the physically and mentally challenged as well as the elderly. In addition, facilities must be designed in a multipurpose manner in order to accommodate as many disciplines as may be practical.
- 6.10 Facilities for the teaching of Health & Physical Education and the conduct of sport programmes must be an integral part of the design of all primary, secondary and tertiary institutions.
- 6.11 SCOTT shall encourage the maximization of the use of the sporting facilities of the primary, secondary and tertiary institutions, by the communities after school hours
- 6.12 Criteria shall be established for community use of the sport facilities at schools, particularly in the semi-urban and rural areas. Special grants must be provided for schools and other institutions involved in this partnership.
- 6.13 In the establishment of community and school sport facilities special consideration shall be given to the size of facilities to cater to the special needs of children and youth.
- 6.14 The Ministry responsible for Sport shall create and maintain a register of all public and private sporting facilities.
- 6.15 Special play areas for children must be established in housing estates and on village recreation grounds.
- 6.16 Based on established criteria community groups in rural areas shall be encouraged to assist with the management and control of village recreation grounds.
- 6.17 Indoor Sport Arenas shall be provided on a regional basis, taking into consideration population density and other relevant factors.
- 6.18 There shall be a minimum standard set for the establishment of recreation grounds. This minimum standard must incorporate the following:
 - (i) A field that is flat properly grassed, well drained and enclosed.
 - (ii) Change rooms and toilet facilities for players and officials and a bleacher type pavilion for spectators.

- 6.19 Special consideration shall be given to the provision of the flood lighting of sporting facilities at all levels to facilitate and encourage greater participation in sport.
- 6.20 There must be a system of grading for recreation grounds using the traditional scheme A, B, C. Grading will be based largely on the factors outlined in 6.18, but may also include other considerations as floodlighting, and quality of maintenance.
- 6.21 Government shall be supportive of National Sporting Organizations having accommodation and access to a secretariat in order to enhance organizational effectiveness.
- 6.22 Centres of Excellence must be established for the training of athletes, coaches and administrators. These Centres must be fully equipped with the necessary amenities and equipment. Provision shall also be made for their maintenance, management and security by professionally trained staff. Such Centres must be geared particularly towards High Performance Sport.
- 6.23 The Forestry Division, Ministry of Agriculture, Land and Marine Resources must establish Parks and Nature trails for the enjoyment of the population as a matter of policy.

7. SAFETY/RISK MANAGEMENT

The issue of physical safety in sport be it in relation to equipment, sport facilities or the conduct of sporting activity itself must form an integral component of the thrust to develop sport. In this regard the following is proposed

- 7.1 All public and private sporting facilities must be covered by public liability insurance.
- 7.2 Coaches, trainers and Health & Physical Education teachers must be trained in safety measures and First Aid/CPR.
- 7.3 Facilities and equipment must conform to international safety requirements.
- 7.4 The public must be sensitized to the importance of safety at sports competitions.

8. SPORTING EQUIPMENT

The availability of a wide range of good quality and reasonably priced sporting equipment is an important factor in the development of sport. In this regard the following is recommended:

8.1 Working in collaboration with the National Sporting Organizations and Sport Dealers Association, Government will try to keep sport equipment at an affordable cost in order to facilitate Total Participation in Sport and High Performance Sport.

9. HUMAN RESOURCES

Modern day sport is very sophisticated and scientific in nature and influenced by the study of several sub-disciplines including sport psychology, nutrition, biomechanics, exercise physiology and sports medicine.

In sport therefore, the term human resources will include sport medical personnel, sport psychologists, bio-mechanists, exercise physiologists, nutritionists, athletes, match officials, coaches, trainers and administrators.

- 9.1 The Ministry responsible for Sport and SCOTT must therefore be adequately staffed with qualified administrators, coaches and other support staff.
- 9.2 Professional and qualified persons must be employed at all levels in physical education and sports systems, schools, institutions of higher learning, sport organizations and work places.
- 9.3 Sport professionals employed at private sport facilities and organizations must be registered with the Ministry responsible for Sport.
- 9.4 A Department of SCOTT shall be established with responsibility for Coaching Education. This committee will be responsible for:
 - 9.4.1 Devising and implementing a system of classification and/or certification of coaches
 - 9.4.2 Organizing local training programmes;
 - 9.4.3 Reviewing and updating such programmes; and
 - 9.4.4 Gaining more international exposure for local coaches

Coaching standards will be established. Standards must not only relate to specific skills but also to the sports science related components.

A Code of Ethics for coaches, medical personnel, trainers and administrators shall be established, and checks and balances put in place in order to avoid the abuse and /or harassment of athletes. This code shall be consistent with the requirements of the relevant International Sporting Federations.

Administrators at both the national and community levels must be exposed to formal training in sports management.

10. FUNDING [see 4.3.3]

Adequate funding is critical to the development of sport. The Government must create the environment to ensure that funding is available. The following proposal is therefore suggested:-

- 10.1 A National Sport Fund under the authority of the SCOTT shall be established from which programmes and projects for TPS and HPS shall be funded. Sources of funding shall include:
 - 10.1.1 Funds identified by the Ministry of Finance
 - 10.1.2 Contributions by Private Sector Investors;
 - 10.1.3 Appropriate budgetary allocations
- 10.2 All contributions to the National Sport Fund shall be tax exempted or allowed for tax purposes as a deduction.
- 10.3 Allocations to NSOs and athletes shall be based on set criteria determined by SCOTT.

11. PUBLIC EDUCATION/AWARENESS

The public must be made aware of the importance of sport and physical recreation in Individual and national development. The following is recommended to enhance public education and awareness:

- 11.1 Government must utilize its communication and information (e.g., TV and radio) capability to promote the benefits of Total Participation in Sport.
- 11.2 Sport promotion and education must be conducted in collaboration with the mass media and various sport organizations and clubs at the community and national level, in order to encourage a positive attitude towards sport and physical recreation. As part of this process, the public has to be informed of the career opportunities in sport and physical recreation.
- 11.3 Employers must be encouraged to incorporate sport and the appropriate facilities related thereto in their provisions for employees or conditions of work.

12. SYSTEM OF INCENTIVES/REWARDS

SCOTT shall be responsible for establishing and maintaining a system of Incentives/Rewards. Incentives and rewards are fundamental to motivating the individual, achieving high levels of performance and showing appreciation and gratitude to all those involved in the development of sport. Apart from facilities and exposure to competition, such a system lies at the heart of developing High Performance Sport and must contain the following elements -

- 12.1 All employers including the Government and the private sector, must make provision for national athletes to train for and participate in international competition without any loss of earnings, status or benefits. This provision must also be extended to administrators and match officials on national duty.
- 12.2 Based on established criteria national athletes shall have free access to medical and psychological services.
- 12.3 Based on established criteria outstanding athletes and National teams shall be given financial assistance to assist in their preparation for and participation in international competition. This provision is aimed particularly at High Performance Sport.
- 12.4. Based on established criteria National teams and National athletes shall be given free and adequate access to the necessary facilities in order to prepare for approved international competitions to determine Caribbean, Regional or World Champions.
- 12.5 National athletes who excel in sport shall be given special consideration for employment and admission into institutions of higher learning providing that they satisfy the minimum academic standards for the chosen field. In the latter regard, outstanding athletes must be assisted through the procurement of scholarships to pursue their educational goals or career development either locally or abroad.
- 12.6 Athletes must be assisted in addressing issues related to life after sport. In this respect, they must be supported where necessary in:
 - (a) Procuring employment; and
 - (b) Satisfying their basic needs.

Retired athletes can also assist in the development of sport where they are qualified and capable of so doing.

12.7 Outstanding sport performers must be properly honoured. Relatedly, sport officials and sport clubs must also be appropriately recognized for their contribution to the development of sport.

13. DOPING CONTROL

Over the last decade the use of performance enhancing substances among athletes has

become an international menace to sport. To deal with this contemporary malaise, all institutions, organizations and individuals involved in sport particularly coaches, trainers and managers must discourage their athletes from using prohibited substances to enhance their athletic performance. More specifically, NSOs must be called upon to formulate a policy or set guidelines on the use and abuse of performance enhancing substances. Consistent with this they shall:

- 13.1 Make random drug testing mandatory in local competition and during training and incorporated into their constitution;
- 13.2 Alert or sensitize all athletes and particularly national athletes to the dangers of substance abuse in regard to their health, their personal careers and the reputation or image of their country. This education process must be aimed at schools, clubs and the wider community.
- 13.3 Formulate a list of drugs which are banned and differentiate between restricted drugs and banned drugs.
- 13.4 Set guidelines for dealing with athletes who test positive for banned substances.

14. FAIR PLAY

14.1 The Ministry responsible for Sport, SCOTT and the Ministry of Education in collaboration with the national sporting organizations shall encourage fair play and good sportsmanship in all sporting activities.

15. ARBITRATION MECHANISMS

An Arbitration Council shall be established under the provisions of the National Sport Management Commission Act. This body should be independent of any sports organizations, with the primary function of settling disputes in a manner adapted to the specific needs of the sports world and consistent with the Code of Sports-Related Arbitration adopted by the Court of Arbitration for Sport (CAS) and the International Council of Arbitration for Sport (ICAS) from time to time.