



# Keith Joseph

## CAMPAIGN FOR THE PRESIDENCY OF PANAM SPORTS

In a rapidly changing world, Panam Sports stands at a crossroads. Our next steps will define the future of sport across the Americas—uniting our diverse regions under one banner of excellence, sustainability, and inclusion.

As a presidential candidate for Panam Sports in the upcoming October 2024 election, I, Keith Joseph, proudly present my manifesto dedicated to leading the organization and developing sport in a harmonious, holistic and sustainable framework across the Americas.

### THIS VISION IS BUILT ON FOUR PILLARS

1. **Restoration:** Restoring trust and confidence in Panam Sports through transparency and accountability in all our processes.
2. **Unify:** Creating a unified front by enhancing communication and collaboration among member countries, ensuring every voice is heard.
3. **Reformation:** Reforming outdated practices to align with modern governance standards, focusing on agility and responsiveness to emerging challenges.
4. **Growth:** Driving growth through innovative programs that expand participation, particularly among youth and underrepresented.

With extensive experience collaborating with sports organizations across the Americas, I recognize the unique challenges and opportunities our region faces. My vision is to serve, not just lead—ensuring that every member country reaps tangible benefits from our united efforts.

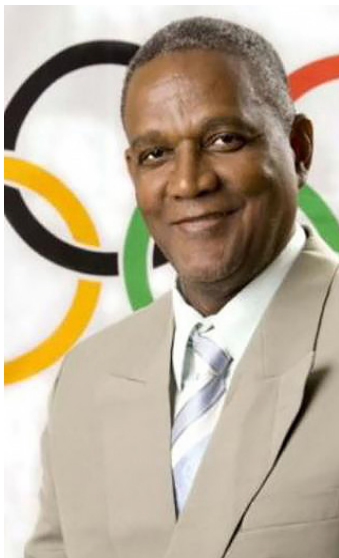
### REFORMS

This manifesto aims to foster pan-regional unity and integration, implement vital reforms, and drive sustainable growth for Panam Sports and ALL of its member countries and territories. It addresses current and future challenges, and seeks to reposition Panam Sports as a leader in regional sport development, promoting sustainability, inclusivity and expansion, and good governance initiatives.

- **Sustainability and Climate Actions:** Our dedication to the Sustainable Development Goals and the IOC/UN Sport for Climate Action Framework underscores our commitment to creating a greener, more responsible sporting community.
- **Inclusivity and Expansion:** By addressing inclusion, expanding our membership, and fostering a consultative democracy, we aim to build an organisation that truly represents the diverse voices of the Americas, whilst understanding, and catering to the diversity in the needs of our respective member territories.
- **Good Governance:** Articulating a strategic outlook, featuring clear roles, responsibilities and an articulated mission with a visionary approach, Panam Sports will remain a dynamic and influential force within the global Olympic Movement.

While I recognize the challenges of implementing widespread reform, I am committed to an inclusive approach that brings all stakeholders to the table, ensuring that changes are both effective and sustainable.

Together, we will seek to mend bridges and strengthen collaborative relationships, chart new pathways, break down barriers, and pave the way for a future where sport continues to unite and inspire people across the Americas region and beyond.



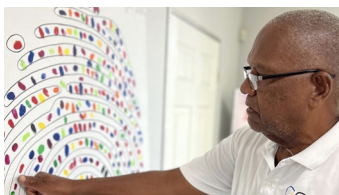
## BIOGRAPHY OF KEITH JOSEPH

I am a distinguished global sports leader whose life has been dedicated to developing sports at home, in the Caribbean, the Americas and farther afield. Currently serving as Panam Sports' second Vice President, I was born in Trinidad and Tobago, studied in Barbados and Trinidad and Tobago, worked in Trinidad and Tobago, Grenada before residing and working in Saint Vincent and the Grenadines. As a University of the West Indies Graduate in Sociology, I have always recognized the important role sport has played in the advancement of social policy and advancing the welfare of society's populations. My life has been committed to advancing national, regional and international sports as a vehicle for human development and fostering national and regional solidarity and unity.

My career spans several decades and has been marked by significant contributions to sports administration, governance, athlete development, and organising and overseeing successful events.



Starting as an athlete, I made the decision to get into sport administration once I completed my degree, laying the foundation for future roles in the growth and development of national, regional and international sport. As the President of Team Athletics St Vincent and the Grenadines (TASVG) and Secretary General of the Saint Vincent and the Grenadines Olympic Committee (SVGOC), I have been involved in initiatives supporting athletes, all categories of stakeholders of sport and the enhancement of sports infrastructure. The list of activities in this regard is extensive, including: the formation of the OECS Athletics Committee (OAC), the Association of National Olympic Committees of the OECS (ANOCES), engagement with the establishment of the Caribbean Association of National Olympic Committees (CANOC), working with the Commonwealth Games Federation (CGF) Sports Committee, the IOC Commission on Olympic Education, and with National Olympic Academies in the Caribbean, lecturer for Olympic Solidarity on Sport Leadership, facilitator/consultant on Sports Policy development, amongst others.



As Secretary General and now President of the CANOC, much emphasis has been placed on fostering greater collaboration, engendering solidarity among member nations and elevation of the region's global presence, growing recognition and engagement, always driven by strategic vision, inclusive leadership and a passionate commitment to gender equality, honesty and fearless defence of the centrality of human rights in and through sports.



My upbringing has facilitated a consciousness of the importance of being vocal on issues impacting human dignity, athlete welfare, anti-doping measures, gender equality, Caribbean unity and fair play in all aspects of life, especially in sport. Admittedly, speaking out has had its consequences and has not always been appreciated, even at times, by those who are its beneficiaries. For the most part, however, these efforts have been recognised as reflecting an unwavering dedication to truth, honesty, integrity, transparency, and excellence in sports.



As a candidate for the Presidency of Panam Sports, my aim is to leverage my extensive and expansive experience and commitment to inclusivity, to drive solidarity, meaningful change, and growth for the organisation. My vision is to create a unified, transparent, modern Panam Sports that inspires future generations and upholds the highest standards of sporting excellence.



# COMMITMENTS OF KEITH JOSEPH

I have had the privilege of serving society through sport in various capacities, including but not limited to:

## EXPERIENCE



- Founder of the **National Olympic Academy of the NOC of St Vincent and the Grenadines** and encouraged the formation of others in the Caribbean.
- **Technical Commission and Executive Member** of the Central American and Caribbean Sports Organization
- Treasurer, **Council Member and Chief Executive Officer of the North American, Central American and Caribbean Association (NACAC) of World Athletics**
- Founder of the **OECS Athletics Congress**
- Founder of the **Association of National Olympic Committees of the OECS (ANOCES)**
- Secretary and current President of the **Caribbean Association of National Olympic Committees**
- Vice President of **Panam Sports**
- Invited 'expert' on the **Sports Committee of the Commonwealth Games Federation (CGF)**

I have been invited to speak at major regional and international activities and have been a consultant on several important aspects of sport, consequent upon my work and proven knowledge and experience in sport as development and sport for development.

**I stand ready for the next challenge!**

## BUILDING THE FUTURE: THE FOUR PILLARS OF MY PANAM SPORTS VISION

### 1. RESTORATION - 2. UNIFY - 3. REFORM - 4. GROWTH

While we've made significant progress, our journey toward a sustainable future for Panam Sports remains unfinished. Our next steps must build on our successes while addressing the obstacles that hinder our potential. This is where our restoration efforts come into focus.

#### 1. **RESTORATION** - Addressing Current Issues and Restoring Confidence in Panam Sports

**The foundation of any successful organisation is trust and credibility.** Panam Sports has faced significant challenges in creating a sustainable model for the Panam Games. Our most recent experiences regarding the Games of 2023 and 2027, have shown us that we are not there yet. We have made progress but there is much work still to be done. Our administrative and technical infrastructure leave much to be desired and we cannot settle for second-best. To restore our reputation, we must address these challenges head-on. Under my leadership, we will thoroughly assess current issues and engage strategically in consulting, planning and critical decision-making, essential components of success. We will demonstrate our commitment to transparency, inclusivity and innovation by acknowledging and addressing issues in a manner that is reflective of our commitment to building upon and sustaining ethical integrity and the application of good governance principles.

**We** will work together with our membership to assess and evaluate our organizational structure, ever striving towards the adaptation of a more streamlined governance structure that will facilitate efficient and effective operations. This will include, inter alia, financial efficacy; more refined decision-making processes, and clear accountability mechanisms. We will prioritise stakeholder engagement, focusing on listening to athletes, coaches, and leaders across our National Olympic Committees, National Sports Federations and our Confederations. Regular forums for dialogue and feedback as well as periodic reviews of stakeholder needs.

**Rebuilding** trust and confidence requires transparency, consistent and open communication. We will initiate and implement measures aimed at improving communication with our membership. This will include initiatives such as maintaining databases which facilitate open communication channels, providing detailed progress reports, regular consultations with members inclusive of the introduction of quarterly townhall session. We will also utilize third-party evaluations to validate our reforms. By demonstrating our commitment to transparency and accountability, and through open and improved communications, we aim to build the confidence of our membership, in Panam Sports.

**Panam Sports** urgently needs the establishment of an Independent Nominations Commission that oversees the entire quadrennial elections' process, evaluating the suitability of nominees before making recommendations on their eligibility for participating.

**We** will also institute clear, unambiguous, modern and transparent employment and industrial relations policies, principles and practices, consistent with global trends while allowing for an appreciation of the cultural variance amongst our membership. We must allow each member NOC the opportunity for qualified personnel from their countries to have an equal chance of being employed by our organisation. All employment opportunities will be advertised across Panam Sports' membership and the process for determining who are employed will be transparent.

**Addressing** historical injustices, marginalisation and divisiveness founded on ethnicity, language and size, will be a paramount focus. We will implement policies that promote inclusivity and equal opportunities for all member nations, ensuring that less-resourced countries, regardless of size, receive the support they need to develop their sports programs to allow them to compete equally. Successful NOCs must be encouraged to share best practices. A dedicated process of mentoring is critical to the collective success of Panam Sports

**It is imperative** that we emphasize the adoption of a collective vision and mission. Only in unity and the adoption of a united and collective front, can we propel the organization to the heights of international achievement and recognition.

2.

## **UNIFY - Promoting Unity Among Member Nations and Fostering Collaboration and Solidarity**

**Unity** is the cornerstone of a strong and cohesive organisation. As President, and with the help of the executive, I will lead the promotion of a consultative leadership style that values input from all member nations. By meeting more frequently and aligning our plans, we can harness the extensive value generated by all our member nations.

**Strengthening** the Pan-American identity's shared value and purpose will be crucial. Cultural exchange programs and unified event branding will celebrate our region's diversity and promote solidarity. Collaborative initiatives will highlight the unique contributions of each member nation, fostering camaraderie and mutual respect whilst enhancing solidarity. Emphasis will be placed on team-building initiatives, which seek to unite our membership, especially along the lines of language and cultural barriers, stereotypes, etcetera.

**Effective** conflict resolution mechanisms will be established to address disputes among member National Olympic Committees. Joint training camps, seminars, and workshops for athletes and coaches from different nations must be strengthened bolster camaraderie and mutual learning, ensuring a cohesive and supportive environment. The goal being to ensure that we all stand together and understand that there cannot be infighting or animosity amongst us, but through a united stance, will we be able to achieve the organization's objectives and goals.

### REFORM - Implementing Necessary Reforms to Modernize Panam Sports and Enhance Its Effectiveness

**Modernisation** is essential for Panam Sports' continued success. Investing in technology through partnerships is crucial to streamlining operations, improving communication, and enhancing the overall experience for our athletes and member nations. Digital platforms for event management, data analytics for performance tracking, and virtual meetings will ensure seamless and efficient operations, not only at the Executive level but also amongst individual member organisations. All of our members must be duly empowered to be ahead of the curve regarding modern administration. The marriage of academia and sport must form an integral part of our reformation process, and for this we must actively engage the universities of our region in continuous research and development initiatives. We must ensure that capacity building is at the forefront of our developmental thrust. The integration of academia will ensure that international best practice, data driven decision making and the use of artificial intelligence will be the foundations upon which I will endeavour to reform and restructure the organizations operations to increase efficiency and effectiveness.

**Strengthening** anti-doping measures and promoting fair play will be central to our reform agenda. Intelligent testing, education programs, and partnerships with regional and international anti-doping agencies will ensure a level playing field for all athletes. Sustainability will be incorporated into all of our operations and events, promoting green policies and eco-friendly practices, consistent with our commitment to fulfil the role identified for sports in the UN's Sustainability Development Goals (SDGs) of 2030. A concerted effort will also be made to incorporate the specific needs of our membership into our developmental strategy. As your presidential candidate, I understand that our cultural and demographic realities require us to pay attention to particular issues, thus through our engagement strategy, members' needs will be incorporated into our overarching plans.

**We** will collaborate with Continental Associations of Africa, Asia, and Oceania to share best practices, resources, and knowledge, strengthening our sports programs and promoting global solidarity and cooperation which will aim to further propel our development as an organization with responsibility for the development of sport.

### GROWTH - Expanding the Reach, Impact, and Resources of Panam Sports

**Growth** is essential for Panam Sports' long-term success. We will develop a comprehensive strategy to mobilise resources through sponsorships, partnerships, and grants. Engaging with private sector companies, international organisations, and governments will secure the necessary funding and support to expand our reach and impact.

**Investing** in grassroots sports development programs will nurture young talent and expand the base of athletes. Supporting national committees in creating and sustaining youth programs, local competitions, and training facilities will ensure a strong foundation for the future of sports in our region.

**Enhancing** the scope and scale of Panam Sports events will be a priority. We will explore opportunities to consistently review our sports program, deleting and/or adding sports based on their development, popularity and income-generating capacities, increase competition frequency, and host events in diverse member countries. A robust marketing strategy will raise Panam Sports' profile, highlighting athletes' achievements and the positive impact of sports.

**Panam Sports** needs to establish a dispute resolution mechanism that allows for the process of addressing conflicts can be adequately addressed within the region, administered by competent personnel with an appreciation for the nuances of our respective countries and cultures. Such a mechanism must be administered in such a manner as to significantly reduce costs of the legal process.

**Social sustainability** will be a key focus. Promoting sports as a platform for social development, community building, and health promotion will address youth engagement and community cohesion. Environmental sustainability will ensure our events and operations are eco-friendly, leaving a positive legacy for future generations. Through the direct of engagement of the sport for development impetus, we will endeavour to collaborate with both public and private institutions towards the development of sport, whilst assisting in the achievement of other national mandates such as health and wellness, community development and as mentioned prior, environmental sustainability as well as national security initiatives.

## CONCLUSION

My fellow **sports leaders, athletes, coaches, and supporters** of the Pan-American sports community,

Today, I stand before you with a profound sense of purpose and a steadfast commitment to leading Panam Sports into a new era of excellence, integrity, and unity. We are at a pivotal moment that demands bold action and visionary leadership to address our challenges and seize the opportunities that lie ahead. As the current President of CANOC, we have already initiated some of the proposed actions and the results are quite promising. Many have already borne fruit. It is with this realization, that I stand before you as a presidential candidate, wanting to bring this level of diplomacy, strategic reform and intent to the helm of Panam sports.

### **Together, We Will Repair and Restore Confidence**

We must acknowledge the issues that have undermined trust in our organisation, including financial mismanagement, infrastructure deficiencies, and corruption. I pledge to thoroughly assess these issues and implement robust governance structures that ensure transparency and accountability. By bolstering and sustaining an environment of ethical and moral integrity, we will rebuild trust and restore confidence in Panam Sports.

We will establish a permanent Ethics Commission and engage in periodic review of its activities, taking into consideration, its recommendations consistent with emerging global trends in sport.

### **Together, We Will Unify and Foster Collaboration**

Unity is the cornerstone of our strength. As President, I will promote an inclusive and consultative leadership style that values the consultative inputs of all member nations. We will strengthen our Pan-American identity through cultural exchange programs, unified branding for events, and initiatives celebrating our region's diversity. Effective conflict resolution mechanisms will be established to maintain harmony and cooperation. We will create a cohesive and supportive environment for all member nations by fostering camaraderie and mutual respect.

### **Together, We Will Reform and Modernize**

Modernisation is essential for our continued success. We will prioritise governance reforms to ensure efficiency, adaptability, and responsiveness. Investing in technology will better streamline operations, improve communication, and enhance the overall experience for athletes and member nations. We will strengthen anti-doping measures, the NADOs and RADOs, and promote fair play. Our commitment to meeting the UN's Sustainable Development Goals demand that sustainability will be at the core of all our operations, promoting eco-friendly practices and encouraging member nations to adopt sustainable approaches. We will strengthen the multisport organisations in the Americas by establishing the Olympic Alliance of the Americas proposed in 2018 by CANOC. Collaborating with other Continental Associations will allow all of us to share best practices, resources, and knowledge to strengthen our sports programs and promote global solidarity and cooperation.

### **Together, We Will Grow and Expand Our Impact**

Growth is essential for our long-term success. We will develop a comprehensive strategy to mobilise resources through sponsorships, partnerships, and grants. Investing in grassroots sports development programs will nurture young talent and expand our athlete base. Enhancing the scope and scale of Panam Sports events will provide new opportunities for competition and collaboration. Our marketing strategy will raise the Panam Sports profile, highlighting our athletes' achievements and the positive impact of sports. Social sustainability will be a crucial focus, using sports as a tool for social development, community building, and health promotion. Environmental sustainability will ensure our events and operations are eco-friendly, leaving a positive legacy for future generations.

## A Call To Action

I invite you all to join me on this transformative journey. Together, we will build a future of excellence, integrity, and unity for Panam Sports. Let us embrace this opportunity to **drive meaningful change**, **inspire future generations**, and **uphold the highest standards of sporting excellence**. Your support, collaboration, and commitment are crucial as we embark on this mission to create a lasting legacy for our organisation and the Pan-American sports community.

Thank you for your trust and confidence. Let us move forward together, united in our vision and dedicated to our shared goals and common purpose.

Sincerely,

A handwritten signature in black ink, appearing to read 'Keith Joseph', with a stylized flourish extending to the right.

Keith Joseph

Candidate for the Presidency of Panam Sports