



Federation of  
Saint Kitts and Nevis  
NATIONAL SPORT POLICY

**STRATEGIC PLAN**

2020 - 2025



United Nations  
Educational, Scientific and  
Cultural Organization

UNESCO



# ST KITTS AND NEVIS SPORT SECTOR STRATEGIC PLAN 2020 – 2025

The St Kitts and Nevis Sport Sector Strategic Plan provides a framework for the implementation of the St Kitts and Nevis National Sport Policy for the period 2020 – 2025, with the ultimate goal of developing a healthy, active population with well established pathways for sporting excellence and a thriving sport sector industry.

The Sport Sector Strategic Plan outlines a phased approach to the implementation of the National Sport Policy, supported by a monitoring and evaluation framework to track progress and to provide accountability to our stakeholders.

## VISION

*A healthy, active population benefitting from physical education and enjoying quality sport, physical activity and recreation in a thriving sport sector.*



# ST. KITTS AND NEVIS NATIONAL SPORT POLICY / STRATEGIC PLAN 2020

## GOALS



Diagram 1: National Sport Policy Goals



Diagram 2: Core Values

This Strategic Plan is underpinned by a set of core values outlined in the National Sport Policy, which we embrace as the guiding principles to be followed throughout the process of implementation and review.

# ST. KITTS AND NEVIS NATIONAL SPORT POLICY / STRATEGIC PLAN 2020

## Phased Implementation:

It is recommended that the implementation of the sport sector strategic plan be rolled out in three broad phases over the period 2020 – 2025. The phased implementation approach provides some guidelines to key stakeholders involved in the oversight, coordination and implementation of the plan, while acknowledging that there may be areas of overlap and integration for some components of the plan. This approach also provides clear targets and an organized, sequential approach for implementation while allowing for flexibility and pragmatism in the roll out.

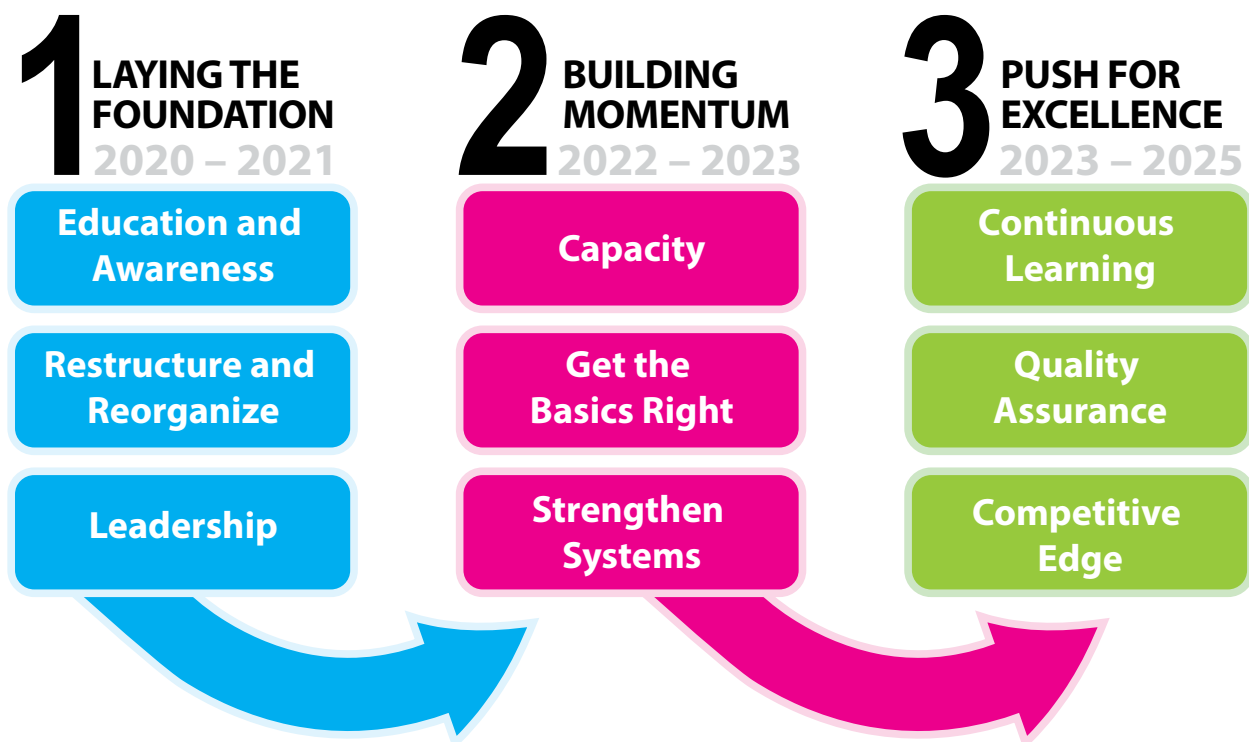


Diagram 3: Phased Implementation

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**Phase 1 (2020 -2021)**

**Laying the Foundation**

**Education and Awareness:**

- » Share the policy and strategic plan widely among all key stakeholders so that they are all aware of the plans and the respective roles of individuals and agencies.

**Restructure and Reorganize**

- » Begin the process of restructuring the sport sector based on the overall core areas of focus and the new systems required to facilitate each individual area.

**Leadership:**

- » Establish a strong leadership team to make up the membership of the National Sport Council as well as staff to support the High Performance Centre, Sport Development Hubs and other core areas of the new policy and plan.

**Phase 2 (2022 -2023)**

**Building Momentum**

**Capacity**

- » Invest in strengthening capacity of local experts to support all of the core areas of commitment.

**Get the Basics Right**

- » Review and adjust the basic programmes to ensure that they are fulfilling their respective and collective intentions with high efficiency and consistent success.

**Strengthen Systems**

- » Review and adjust the established systems to ensure maximum efficiency and suitability based on local context and policy goals.

**ST. KITTS AND NEVIS  
NATIONAL SPORT POLICY / STRATEGIC PLAN 2020**

**Phase 3 (2023 -2025)**

**Push for Excellence**

**Continuous Learning**

- » Invest in continuous professional development for persons involved in the implementation of policy and plans.
- » Prioritize sharing of knowledge among practitioners involved in the implementation of all core areas of commitment with the view of improving practice.

**Quality Assurance**

- » Maintain robust systems for monitoring, reviewing and evaluating plans, programmes and personnel across all core areas of commitment.

**Competitive Edge**

- » Establish incentives for innovative practices that facilitate improvements across all core areas of commitment that create added value and superior benefit to the respective areas of the sport sector.

**ST. KITTS AND NEVIS  
NATIONAL SPORT POLICY / STRATEGIC PLAN 2020**

## Target Matrix

This section captures the key outcomes, objectives, outputs and targets for each of the National Sport Policy Goals in a matrix that is intended to be a guide that should be revised at the end of each calendar year. The matrix is a useful tool to support the monitoring and review of the National Sport Policy and to maintain focus on the achievement of results.



**SKN Policy Goal 1:** *A healthy, active population benefitting from physical education and enjoying quality sport, physical activity and recreation in a thriving sport sector.*

Outcomes	Objectives	Outputs	Targets
A healthy, active nation.	<b>Active Schools:</b> To improve the health and wellbeing of children through the delivery of quality, inclusive physical education and sport programmes at schools across the Federation.	Children in schools across St. Kitts and Nevis participate in quality, inclusive, physical education based on UNESCO QPE benchmarks.	All pre-school, primary, secondary schools and tertiary education institutions across the Federation.
		Physical Education teachers complete Physical Education Training in in-service workshops to support the implementation of inclusive QPE in schools across the Federation.	At least one (1) teacher from each pre-school  At least two (2) teachers from each primary school  All specialist Physical Education teachers from each secondary school
		Schools offer inclusive after-school sport and recreation programmes.	All schools offering after-school programmes in at least three (3) different sports/activities per week.
		Selected coaches complete coaching education training to support inclusive after-school sport programmes across Federation.	At least four (4) coaches identified for each school across the Federation.



**ST. KITTS AND NEVIS  
NATIONAL SPORT POLICY / STRATEGIC PLAN 2020**

Outcomes	Objectives	Outputs	Targets
	<b>Active Communities:</b> To improve the health and wellbeing of people in communities through the promotion of community-based sport, physical activity and recreation.	Dedicated community activity spaces identified and made available to <b>all</b> members of the community.	At least two (2) dedicated community activity spaces for each constituency across the Federation.
		Street games facilities set up in targeted communities across all constituencies.	At least five (5) street games facilities established in each constituency.
	<b>Active Workplaces:</b> To improve the health and wellbeing of employees through the promotion of physical activity at the workplace.	Employers provide access to spaces at the workplace for employees to participate in various forms of health-promoting physical activity.	At all government workplaces where employees are predominantly sitting, provide at least one (1) indoor or outdoor space for employee physical activity.  50% of private work places where employees are predominantly sitting, providing at least one (indoor or outdoor) space for employee physical activity.
		Workplaces participate in physical activity challenges involving use of low-tech equipment to encourage wide participation among employees.	All government workplaces where employees predominantly sit, participate in monthly physical activity challenges.

# ST. KITTS AND NEVIS NATIONAL SPORT POLICY / STRATEGIC PLAN 2020



**SKN Policy Goal 2:** *Athletes in St Kitts and Nevis access the national sporting excellence programmes through schools, clubs and Sport Development Hubs leading to an improved sport development system and higher quality performance at all levels of the pathway to excellence.*

Outcomes	Objectives	Outputs	Targets
SKN athletes perform consistently at a high quality level.	<b>Schools:</b> To provide selected student athletes with a strong foundation of skills (technique), knowledge, values, as well as mental and social capabilities for participation in high performance sport.	Cohort of student athletes selected by coaches based on established criteria participate in the Sporting Excellence Programme at primary and secondary schools.	All primary and secondary schools across the Federation
		National Sport Associations and other relevant agencies collaborate to provide coaching education for coaches selected to support sporting excellence programmes at primary and secondary schools.	At least one (1) coach for each selected sport discipline identified for each school across the Federation.
		Schools offer sporting excellence programmes outfitted with required sporting equipment.	All schools offering sporting excellence programmes provided with equipment to support at least three (3) different sport disciplines.
	<b>Sport Development Hubs:</b> To facilitate the development of high performance athletes selected from school sporting excellence programmes, sport clubs and/or students on athletic scholarship.	Appropriate venues for sport development hubs selected and outfitted with necessary equipment and supporting amenities.	Six (6) sport development hubs (2 in Nevis and 4 in St Kitts).
		Cadre of high performance coaches, trainers, physiotherapists and other relevant support staff recruited and engaged in continuous professional development to support development of athletes at sport development hubs.	Full cadre of coaches, trainers and other necessary support staff recruited to support each of the six (6) sport development hubs.
		Short, medium and long-term plans for each sport offered at the sport development hubs designed in collaboration with National Sport Associations.	To be determined based on consensus among key stakeholders.
		Cohort of high performance athletes selected by coaches from National Sport Associations and sport development hubs enrolled in sporting excellence programmes at respective hubs.	At least 75% of athletes at sport development hubs recognized as top tier performers in their respective sports.
		Athletes at sport development hubs participate in regular competition against other sport development hubs.	Number of competitive events to be determined based on logistics of local, regional and international sport calendar.

**ST. KITTS AND NEVIS  
NATIONAL SPORT POLICY / STRATEGIC PLAN 2020**

Outcomes	Objectives	Outputs	Targets
	<p><b>High Performance Centre:</b> To facilitate the maximum potential of high performance athletes selected from sport development hubs, sport clubs and/or students on athletic scholarship.</p>	<p>Appropriate venues for High Performance Centre selected and outfitted with necessary equipment and supporting amenities.</p> <p>Cadre of high performance coaches, trainers, physiotherapists and other relevant support staff recruited and engaged in continuous professional development to support development of athletes at High Performance Centre.</p> <p>Short, medium and long-term plans for each sport offered at the High Performance Centre designed in collaboration with National Sport Associations.</p> <p>Cohort of high performance athletes selected by coaches from National Sport Associations and High Performance Centre enrolled in sporting excellence programmes at the High Performance Centre.</p>	<p>To be determined based on consensus among key stakeholders.</p> <p>Full cadre of coaches, trainers and other necessary support staff recruited to support each the High Performance Centre.</p> <p>Plans developed for at least at least three (3) forms/types of sport.</p> <p>At least 75% of athletes at HPC selected for respective national teams.</p>

# ST. KITTS AND NEVIS NATIONAL SPORT POLICY / STRATEGIC PLAN 2020



**SKN Policy Goal 3:** *Underserved populations in schools and communities participate in targeted sport for development programmes leading to enhanced personal and social responsibility and reduction in violence, crime and other undesirable habits.*

Outcomes	Objectives	Outputs	Targets
Healthy, peaceful and cohesive communities.	<b>Youth Sport Leadership:</b> To develop the leadership capacity of youth to facilitate peace-building in schools and communities.	Selected youth from schools and communities complete sport leadership and peace-building training.	Twenty-five (25) young people from each constituency across the Federation.
		Youth Sport Leaders rolling out sport-for-peace initiatives across schools and communities.	All secondary schools across the Federation.
	<b>Community Health and Wellness:</b> To enhance the capacity of women in communities to deliver health and wellness programmes that promote social cohesion	Selected women from communities complete training workshops in fitness instruction (aerobics, zumba, etc.) and community building.	Twenty-five (25) women from each constituency across the Federation
		Women from communities offer fitness instruction sessions to promote health and to enhance community cohesion.	Community fitness sessions offered at least three (3) days per week in each community.

# ST. KITTS AND NEVIS NATIONAL SPORT POLICY / STRATEGIC PLAN 2020



**SKN Policy Goal 4:** *The sport sector in St Kitts and Nevis adopt enhanced governance structures, working collaboratively and seamlessly at all levels of the sport sector and across other sectors leading to the advancement of a new and thriving national sport sector.*

Outcomes	Objectives	Outputs	Targets
An organized, efficient and successful national sport sector structure.	<b>National Sport Council:</b> To provide leadership, strategic guidance and oversight of sport in a transparent, efficient and organized manner for the benefit of all.	Cadre of highly respected, qualified and experienced personnel from relevant sectors recruited to serve on the National Sport Council.	Fourteen (14) members selected to serve based on guidelines from National Sport Policy.
		Terms of Reference for National Sport Council developed, approved and adopted by NSC.	Approval from at least 75% of key stakeholders.
		National Sport Council appointed and functioning based on established Terms of Reference.	Council appointed within first month of approval of National Sport Policy.
	<b>National Sport Associations and Clubs:</b> To enhance the capacity of National Sport Associations and clubs to facilitate their meaningful contribution and participation in the implementation of the National Sport Policy	National Sport Associations and clubs complete organization audits to identify strengths and gaps and agreeing on priorities to be addressed.	At least seventy-five percent (75%) of National Sport Associations and clubs completing organizational audit and identifying priorities.
		National Sport Associations and clubs participate in capacity building interventions organized by relevant stakeholders.	At least seventy-five percent (75%) of National Sport Associations and clubs actively engaging in strengthening organizational capacity based on identified priorities.
		National Sport Associations and clubs support roll out of programmes at schools, communities, sport development hubs and/or the High Performance Centre.	At least seventy-five percent (75%) of National Sport Associations and clubs actively supporting roll out of programmes at schools, communities, sport development hubs and/or the High Performance Centre.

**ST. KITTS AND NEVIS  
NATIONAL SPORT POLICY / STRATEGIC PLAN 2020**

<b>Outcomes</b>	<b>Objectives</b>	<b>Outputs</b>	<b>Targets</b>
	<b>Anti-Doping:</b> To promote a doping-free sport environment in St Kitts and Nevis.	Students, athletes, coaches, administrators and officials complete basic anti-doping education workshops.	At least two (2) workshops offered every quarter.
		National Anti-Doping Organization coordinate local testing and doping control exercises as required by WADA.	As required by WADA
		National Anti-Doping Organization provide support for national athletes who meet criteria for application of the WADA Anti-Doping Management System (ADAMS)	All national athletes provided with support for ADAMS.
	<b>Safeguarding:</b> To foster a safe environment where children enjoy positive sport experiences, free from harm and abuse.	Persons working with children in sport complete basic safeguarding awareness education.	All coaches and physical education teachers working with children in sport.
		Individuals working with children registered on the SafeStamp database.	All coaches and physical education teachers working with children in sport.
		National Sport Associations and clubs develop, adopt and implement safeguarding policies, guidelines and codes of ethics.	All National Sport Associations and clubs working with children in sport
		National Sport Associations and clubs registered on SafeStamp database	All National Sport Associations and clubs working with children in sport

# ST. KITTS AND NEVIS NATIONAL SPORT POLICY / STRATEGIC PLAN 2020



**SKN Policy Goal 5:** *Government, sport and corporate sector stakeholders of St Kitts and Nevis collaborate in support of strategic investments in the sport sector leading to sustainable revenue streams and increased economic activity developed within the sport sector.*

Outcomes	Objectives	Outputs	Targets
A thriving, sustainable sport sector contributing to local economy.	<b>Sport Tourism:</b> To offer viable and sustainable sport tourism products and services that align with the culture and uniqueness of the Federation	National sport tourism plan developed in collaboration with key stakeholders.	Short (1 <sup>st</sup> year), medium (2 <sup>nd</sup> and 3 <sup>rd</sup> years) and long-term (4 <sup>th</sup> and 5 <sup>th</sup> years).
		New sport tourism products and services designed, piloted and rolled out in collaboration with key stakeholders.	Based on sport tourism plans.
	<b>Professional Services:</b> To provide a suite of professional sport services to enhance the local sport tourism sector.	Sport sector professionals collaborate with sport tourism stakeholders to offer professional sport services to enhance sport tourism offerings.	Based on sport tourism plans.
	<b>Corporate Investment:</b> To develop innovative strategies to secure corporate investment in new and existing sport sector products, services and events.	Local, regional and international corporate sector invest in local sport tourism products, services and events.	Based on sport tourism plans.

# ST. KITTS AND NEVIS NATIONAL SPORT POLICY / STRATEGIC PLAN 2020



**SKN Policy Goal 6:** *Enhanced capacity of personnel across all aspects of the sector leading to improved delivery of services, programmes and events.*

Outcomes	Objectives	Outputs	Targets
Competent and qualified professionals delivering sport and physical education sector services.	<b>Needs Assessment:</b> To determine the professional requirements/ needs of sport and physical education personnel for the implementation of the National Sport Policy.	National audit of existing and required sport and physical education professional services completed with areas of priority identified.	Create and manage database of all local-based sport and physical education professionals.
	<b>Professional Education:</b> To develop a cadre of certified sport and physical education professionals to support the local sport and physical education sector industry	Education opportunities identified (including scholarships) for selected sport (and physical education) sector services based on needs assessment.	Education pathways, partnerships and resources for each priority area identified.
		Cadre of professionals complete certification in selected sport and physical education programmes.	Based on priorities identified in national audit.
		Cadre of sport professional offer services to support local sport sector.	Based on needs identified in national audit.
	<b>Community of Practice:</b> To facilitate the sharing of knowledge, ideas, challenges and experiences among sport and physical education professionals and practitioners.	Online platform created to host community of practice engagement for local professionals and practitioners.	Seventy percent (75%) of local sport and physical education professionals and practitioners accessing online platform.
		Local professionals and practitioners participate in national sport conference	At least once per year.



# ST. KITTS AND NEVIS NATIONAL SPORT POLICY / STRATEGIC PLAN 2020



**SKN Policy Goal 7:** *Well-maintained and fully functional facilities that are available and accessible to members of the local community, clubs and schools as well as visitors involved in competitive and recreational sport and physical activity.*

Outcomes	Objectives	Outputs	Targets
Quality sport facilities available and accessible to all of society.	<b>Facility Audit:</b> To determine the status of private and public sport and recreation facilities in the Federation.	National audit of existing and required sport and recreation facilities completed with information on status of construction, repairs and maintenance.	Create and manage database of all private and public sport and recreation facilities.
	<b>Operations and Management:</b> To develop clear guidelines for the overall operations and management of sport and recreation facilities based on partnerships with National Sport Associations, clubs and other local and international stakeholders.	Guidelines established and published for the following: <ul style="list-style-type: none"> <li>- Safety</li> <li>- Use</li> <li>- Accessibility/Inclusion</li> <li>- Naming/Branding/Signage</li> <li>- Collaboration with IFs, NSAs, Clubs</li> </ul>	Guidelines completed for each of the following: <ul style="list-style-type: none"> <li>- High Performance Centre</li> <li>- Sport Development Hubs</li> <li>- Community-based Facilities</li> <li>- Schools Facilities</li> </ul>
	<b>Maintenance and Repair</b> To ensure that facilities remain in good condition and safe for use by the public.	Maintenance plans with guidelines for daily, weekly, monthly, quarterly and annual schedules developed and implemented.	All public sport and recreational facilities.
		Plans for immediate repair of existing facilities established with timelines and resources identified.	Based on facilities audit.
<b>New Facilities:</b> To design and construct new sport and recreation facilities based on proper consultation with key stakeholders and experts to ensure that facilities meet global standards, are fit for purpose and suitably located.	Existing facilities assessed to determine possibilities for enhancement based on existing and future needs.	Based on facilities audit.	
	Consultation with key stakeholders completed for any new proposed facilities, with recommendations for location, design and financing submitted to National Sport Council for consideration.	Based on facilities audit.	

## ST. KITTS AND NEVIS NATIONAL SPORT POLICY / STRATEGIC PLAN 2020

Outcomes	Objectives	Outputs	Targets
	<b>Street Games Facilities and Equipment:</b> To provide local communities with basic infrastructure and equipment to facilitate participation in Street Games programme.	Location, infrastructure needs and equipment for street games identified for each constituency across the Federation.	At least five (5) street games facilities established in each constituency.
		Street games facilities set up and equipment provided in targeted communities across all constituencies.	At least five (5) street games facilities established in each constituency.
		Community stakeholders engaged to support maintenance and care of Street Games facilities and equipment.	Community-based organizations, sport clubs, and faith based organizations.

