



Federation of
Saint Kitts and Nevis
NATIONAL SPORT POLICY
2020 - 2025



United Nations
Educational, Scientific and
Cultural Organization

UNESCO

TABLE OF CONTENTS

EXECUTIVE SUMMARY

FOREWORD BY DEPUTY PRIME MINISTER AND MINISTER OF EDUCATION, YOUTH, SPORT AND CULTURE.

MESSAGE FROM MINISTER OF SPORT - NEVIS ISLAND ADMINISTRATION

CHAPTER 1: INTRODUCTION/BACKGROUND

CHAPTER 2: PURPOSE/VISION/GOALS

CHAPTER 3: CORE VALUES/OVERARCHING PRINCIPLES

CHAPTER 4: NATIONAL SPORT POLICY PRIORITIES AND FRAMEWORK FOR SUCCESS

- FRAMEWORK FOR SUCCESS
- PRIORITY AREAS
- FACILITATING MECHANISMS

CHAPTER 5: PROMOTING HEALTH THROUGH SPORT AND PHYSICAL ACTIVITY

- ACTIVE SCHOOLS
- ACTIVE COMMUNITIES
- ACTIVE WORKPLACES

CHAPTER 6: PATHWAYS TO EXCELLENCE

- SCHOOLS
- CLUBS
- SPORT SCHOLARSHIPS
- SPORT DEVELOPMENT HUBS
- HIGH PERFORMANCE CENTRE

CHAPTER 7: DEVELOPING PEOPLE AND COMMUNITIES THROUGH SPORT

- YOUTH DEVELOPMENT
 - » YOUTH LEADERSHIP
 - » PEACE-BUILDING EDUCATION
- COMMUNITY HEALTH AND WELLNESS
 - » FITNESS/WELLNESS INSTRUCTOR EDUCATION
 - » COMMUNITY LEADERSHIP EDUCATION

CHAPTER 8: GOVERNANCE AND OVERSIGHT OF NATIONAL SPORT POLICY

- NATIONAL SPORT COUNCIL
- STRENGTHENING NSOs/NAs
- CLUB STRUCTURE
- ANTI-DOPING
- CHILD SAFEGUARDING

CHAPTER 9: SPORT ENTERPRISE – CONTRIBUTION OF SPORT TO ECONOMIC ACTIVITY

- SPORT TOURISM
- PROFESSIONAL SPORT SERVICES
- CORPORATE INVESTMENT PROGRAMME

CHAPTER 10: CAPACITY DEVELOPMENT

- STAKEHOLDER COMMITMENT
- NEEDS ASSESSMENT
- CAPACITY DEVELOPMENT INTERVENTIONS
- COMMUNITY OF PRACTICE
- CORE AREAS FOR CAPACITY DEVELOPMENT

CHAPTER 11: FACILITIES

- FACILITY OPERATIONS AND MANAGEMENT
- EXISTING SPORT AND RECREATION FACILITIES
- CONSTRUCTION OF NEW FACILITIES
- STREET GAMES FACILITIES

CHAPTER 12: MONITORING, IMPLEMENTATION AND REVIEW

- FOCUS ON RESULTS
- STAKEHOLDER COMMITMENT
- USE OF TECHNOLOGY
- REGULAR REPORTING

REFERENCES

EXECUTIVE SUMMARY

The National Sport Policy 2020 – 2025 ushers in a new era for sport in St Kitts and Nevis providing guidance for the oversight and direction of sport, physical education, physical activity and recreation over the next five years.

Critically, the policy is designed for all of St Kitts and Nevis, including our children, elderly, persons with disabilities and athletes who represent schools, clubs and national teams. The policy reflects global standards and upholds alignment with the UN Sustainable Development Goals, while at the same adopting a strong appreciation and value of the local context and realities of the Federation.

The policy embraces the powerful medium of sport to address issues affecting youth in schools and communities, to promote healthy and active lifestyles, to support pathways for excellence and to generate new revenue streams and economic activity for the Federation.

The National Sport Policy introduces a new governance structure with the establishment of a National Sport Council that will bring together the key stakeholders in the sport sector in a collaborative effort to ensure the successful oversight and implementation of the policy. The policy also introduces a new structure and culture for a coherent approach to the development of athletes with the creation of community-based Sport Development Hubs and a High Performance Centre.

Building on the successes of local sport traditions, the policy includes a framework for engaging communities in a return to Street Sport. The policy commits to providing equal opportunities and invests in the leadership capacity of our youth as peace-builders in schools and communities.

The National Sport Policy promotes the equitable representation of women in the leadership of sport and the empowerment of women as guardians of sport in the communities. The policy invests in strengthening the capacity of women as health and fitness leaders in communities across the Federation, tapping in to their nurturing power to build safer, healthier and more cohesive communities.

Finally, the policy recognizes the role of the corporate sector as drivers of economic activity and provides guidelines for the collaboration of key stakeholders from business, tourism and sport to strengthen sport tourism products and services that contribute to sustainable revenue streams.

FOREWORD BY DEPUTY PRIME MINISTER AND MINISTER OF EDUCATION, YOUTH, SPORT AND CULTURE



The National Sport Policy 2020-2025 is a significant accomplishment for the people of St. Kitts and Nevis. This document has been developed through a series of consultations and collaborations with the sport stakeholders, virtual public discussions and research of best practices both regionally and globally.

The policy outlines a clear vision along with eight overarching goals. It is designed to benefit people of all ages and levels of fitness. It should at the same time inspire our citizens in the pursuit of excellence on the National, Regional and World Stage as well as encouraging healthy-enhancing physical activity for all.

A nation of healthy, active citizens will be one of the bedrocks upon which we can continue to build St. Kitts and Nevis for all future generations. As a Government, we know that sports and the sports industry have become global phenomena in the modern world. My Ministry understands that sport has influence on people's health, development of their values, human behaviour and functioning of the financial-economic system.

Our ultimate goal is to see a healthy society with every citizen engaging regularly in some form of sport and physical activity, irrespective of their background or their physical capabilities. Therefore, this policy document has been prepared in order to guide individuals, public and private institutions, as well as non-governmental organizations to understand and recognize the positive effects of sports on children, young people and adults.

However, the effective implementation of this policy which will be determined in the coming years cannot rest solely on the Ministry of Sport. Together with the support of our local sports partners, different sporting organizations and the general public blending our expertise and skills we will in unity pursue the aim of this policy to create a healthy, active population enjoying quality sports, physical education, physical activity and recreation in a thriving sports sector.

I call upon all Ministries, the public and the private sector and every single Kittitian and Nevisian to join forces in achieving this vision.

A handwritten signature in black ink, appearing to read 'Shawn K. Richards', written over a horizontal line.

Hon. Shawn K. Richards
Deputy Prime Minister
Minister of Education, Youth, Sport & Culture

MESSAGE FROM MINISTER OF SPORT - NEVIS ISLAND ADMINISTRATION



The Ministry of Sport in the Nevis Island Administration fully endorses the efforts to develop a Sport Policy for the Federation of St Kitts and Nevis. Whatever we do as a nation must seek to embrace the talents of our young people and at the same time empower them to further develop such talents. Additionally, it is incumbent on us as a nation that we fully support the advancement of Sport in St Kitts and Nevis.

Over the years we have witnessed an increase in the number of young persons who have been engaged in sport and we have also seen increased interest and support from members of the public. We have as well seen these talents of our sport men and women blossom to standards that can compete regionally and internationally.

No one can doubt the tremendous benefits that individuals involved in sport, their families, communities and the nation as a whole have seen as a result of sports. Sport has improved the health and wellness of many, and through sport tourism we have realized huge economic benefits to our nation. It is important therefore that a comprehensive Sport Policy be established to capitalize on and increase our gains.

I would like to take this opportunity to commend UNESCO, the consultant and all stakeholders from St Kitts and Nevis who have been involved in this all-important process to develop our National Sport Policy. I am very confident that the final product will be a true reflection of the consultative process and will be an excellent representation of the commitment to sport development in the Federation.

I think this is a very timely effort and as such the development of the National Sport Policy is fully supported by the Nevis Island Administration. I encourage all involved in the various sporting disciplines to embrace the National Sport Policy as we work together for the development of sport in St Kitts and Nevis.

A handwritten signature in black ink, appearing to read 'Eric Evelyn'.

Hon Eric Evelyn
Minister of Sports
Nevis Island Administration



INTRODUCTION/BACKGROUND

CHAPTER 1

INTRODUCTION/BACKGROUND

Resolution 67/296 (2013) is one of many UN Resolutions proclaimed by the United Nations that acknowledges the role of sport and physical education for the development of health, education, development and peace¹. In 2005, UN Resolution 60/1 reaffirmed the role of sport as a tool for education, recognizing the power of sport to facilitate cooperation, social inclusion, gender equality and health at the local, national and international levels². There are other similar global resolutions and charters, including the UNESCO Charter that highlights the importance of quality physical education, physical activity and sport as essential to the development of values such as teamwork, respect for self and others, respect for rules and laws, as well as fair play, equality, excellence and commitment³. Despite the global recognition of the value of sport to health, education, social and economic development, the sport sector, particularly in developing countries, still struggles for authentic legitimacy.

There is no doubt that Kittitians and Nevisians are sport-loving people. This is demonstrated in the large turnout and festive environment at CPL T20 matches at Warner Park or the overwhelming support of Inter-School Championships at the Kim Collins Athletic Stadium. In March of every year, the latter activity brings out the competitive rivalry among students and the community support of past and present students of every school. There is also no doubt that the majority of the population, including those considered to be the key stakeholders in the sport sector have a good understanding of the benefits of sport participation to health, wellness, youth development, social cohesion and economic activity. We have all heard the public statements about the value of sport tourism to the economy of the Federation. Yet, in spite of all that we know about the value of sport, the local sport sector still seems to yearn for genuine legitimacy reflected in the significance given to the sector in the allocation of resources and in the overall treatment of the sector. Consider that in the face of clear empirical evidence of the value of sport as a major contributor in the fight against non-communicable diseases we still have not made any significant investment in ensuring that more of our children are participating in regular sport and physical activity. Doctors who participated in the national sport policy consultation shared their concerns of increasing childhood obesity and its inherent complications and looked forward to the implementation of recommendations of the WHO Global Action Plan on Physical Activity⁴ in St Kitts and Nevis⁴.

In spite of the clear empirical evidence of the contribution of sport to academic performance and improved mental health, we are still treating sport, physical education, physical activity and recreation as non-essential elements in the lives of our children, with minimal curriculum time allocation and with even less commitment to out-of-school engagement. We seem to be aware of the value of inclusive sport, physical education,

physical activity and recreation, but we are not demonstrating that value in our national plans, policy positions, decision-making and resource allocation.

The National Sport Policy of St Kitts and Nevis seeks to address the gap between the clear evidence of the value of the sport sector to the development of our people and our investment in legitimizing this value through the process of consultation, policy design, policy implementation, monitoring and review. Throughout the policy process, we seek to highlight the value of investing in the sport sector. In the policy narrative we provide clear guidelines for a new paradigm that clearly articulates the value of the contribution of sport to the overall development of people and communities across St Kitts and Nevis.

The National Sport Policy of St Kitts and Nevis is intended to provide clear guidelines of how to harness this powerful medium of sport, including physical education, physical activity and recreation to boost the development of health, education, social cohesion and economic development of the Federation. It is hoped that the policy will provide guidance to those entrusted with the implementation of a renewed sport sector plan that will redound to the benefit of all citizens, residents of and visitors to St Kitts and Nevis.

Footnotes:

1. United Nations General Assembly Resolution 69/6. Sport as a means to promote education, health, development and peace. Sixty-ninth session of the United Nations General assembly.
November 2014. Available at https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2018/06/SDP-A_RES_71_160.pdf
2. United Nations General Assembly Resolution 60/1
3. UNESCO Charter – International Charter of Physical Education, Physical Activity and Sport
4. WHO Global Action Plan on Physical Activity 2018-2030



PURPOSE/VISION/GOALS

CHAPTER 2

PURPOSE

Key stakeholders participating in the sport policy consultation agreed that the sport sector in St Kitts and Nevis lacks structure and organization. This gap in structure is a barrier to the efficient and effective running of existing programmes, projects and events and prevents the sector and those involved from realizing the full potential of the respective undertakings. The National Sport Policy therefore acknowledges that sport, physical education, physical activity and recreation in St Kitts and Nevis require an overarching framework that governs the complete development of sport, recreation and well-being for all in a coordinated, focused and streamlined manner.

The main purpose of the National Sport Policy is to provide an overarching framework with appropriate parameters for the oversight and successful implementation of all aspects of the coordination and development of top-quality, health-promoting and accessible sport, physical education, physical activity and recreation in St Kitts and Nevis.

VISION

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

GOALS



Diagram 1: National Sport Policy Goals



Health Promoting Physical Activity

Citizens of St Kitts and Nevis actively participate in health-enhancing, inclusive sport and physical activity leading to improved physical, emotional, mental and social health of all of society.

- Physical, mental, emotional, social
- Gender
- Youth
- Inclusion



Pathways To Excellence

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.

- Schools
- Clubs
- Sport Scholarships
- Sport Development Hubs
- High Performance Centre



Sport as a Tool for Development

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.

- Youth Sport Leaders
- Community Health and Wellness Leaders



Governance of Sport

The sport sector in St Kitts and Nevis adopts 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.

- National Sport Council
- Strengthening NSOs/NAs
- Strengthening Club Structure

- Anti-doping
- Child Safeguarding



Sport Enterprise

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.

- Sport Tourism
- Professional Sport Services
- Corporate Investment



Capacity Building

Enhanced capacity of personnel across all aspects of the sector leading to improved delivery of services, programmes and events.

- Physical Education Teacher Education
 - » Early Childhood
 - » Primary
 - » Secondary
 - » Special Education
- Coach Education (Partnerships with NOC/IOC/IFs/Other Agencies)
 - » Youth Sport Coaching
 - » Sport Specific Coach Education (partnering with NFs)
 - » Sport Academies (pathways to excellence)
 - » Coaching in Schools

- » Club Teams
- » National Teams

- Other Sport Professionals (to support sport enterprise)
 - » Sport and Recreation Managers
 - » Sport Event Managers
 - » Sport Rehab/Physiotherapists
 - » Fitness Instructors



Facilities

Well-maintained and fully functional facilities 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.

- Facility Operations and Management
- Existing Sport and Recreation Facilities
- Construction of New Facilities
- Street Games Facilities



CORE VALUES/OVERARCHING PRINCIPLES

CHAPTER 3

CORE VALUES AND OVERARCHING PRINCIPLES

Our National Sport Policy is underpinned by a set of core values which we embrace as the guiding principles to be followed throughout the process of policy design, implementation and review.

We acknowledge that there are many generic values (such as accountability, integrity, commitment, honesty and trust) that are considered integral to any society and act as universal guiding principles. The core values that we have captured in our National Sport Policy embody the fabric that supports the vision and goals of our policy and that give shape to our renewed commitment to the development of sport in St Kitts and Nevis, reflecting our culture and respecting our history and traditions. Our core values are the essence of who we are as a people and how we want future generations to remember us. They are captured here to guide our decision-making, to affirm our identity and to provide clarity in the fulfillment of our purpose.



Diagram 2: Core Values

Equity and Inclusion

We acknowledge that there are existing concerns regarding the equitable distribution of resources, access to opportunities and representation in the governance of sport. The National Sport Policy supports fair, inclusive and equitable opportunities for all citizens of St Kitts and Nevis. It recognizes that the right to participate in sport, physical education, physical activity and recreation requires a concerted effort to reduce inequities in both

the benefits and enjoyment derived from participation and the right to be adequately represented at all levels of governance.

Collaboration

Our policy is based on the premise that we have both individual and collective responsibility for achieving the goals we have set out in our policy and in this regard we are committed to working collaboratively across all sectors of society, valuing the contributions of individuals and organizations within and outside of the sport sector as core members of team St Kitts and Nevis.

Flexibility

If nothing else, the year 2020 and the impact of the global Covid19 pandemic has shown the world that there are scenarios that may arise that we may not have foreseen. We recognize that the world can be unpredictable and we remain prepared to make the necessary adjustments to our plans in response to new realities – focused always on the best interest of the people and country we serve.

Accountability

The reality of the world that we live in today requires that we use our limited resources wisely. Accountability demands that persons across all levels of the sport sector demonstrate personal responsibility in ensuring that we maximize the potential of people, spaces, facilities, equipment and funding available to achieve the goals we have set as part of our renewed commitment to the development of the sport sector in St Kitts and Nevis.

Data Driven Decision-Making

All decisions that we make shall be based on the best available evidence and where necessary, additional evidence sought before making a final decision. We shall seek to ensure that for major decisions, that we invest in the necessary data collection to make the best informed-decisions that are focused on and in alignment with the vision, goals, core values and outcomes of our National Sport Policy and Sport Sector Strategic Plan.



NATIONAL SPORT POLICY PRIORITIES AND FRAMEWORK FOR SUCCESS

CHAPTER 4

NATIONAL SPORT POLICY PRIORITIES AND FRAMEWORK FOR SUCCESS

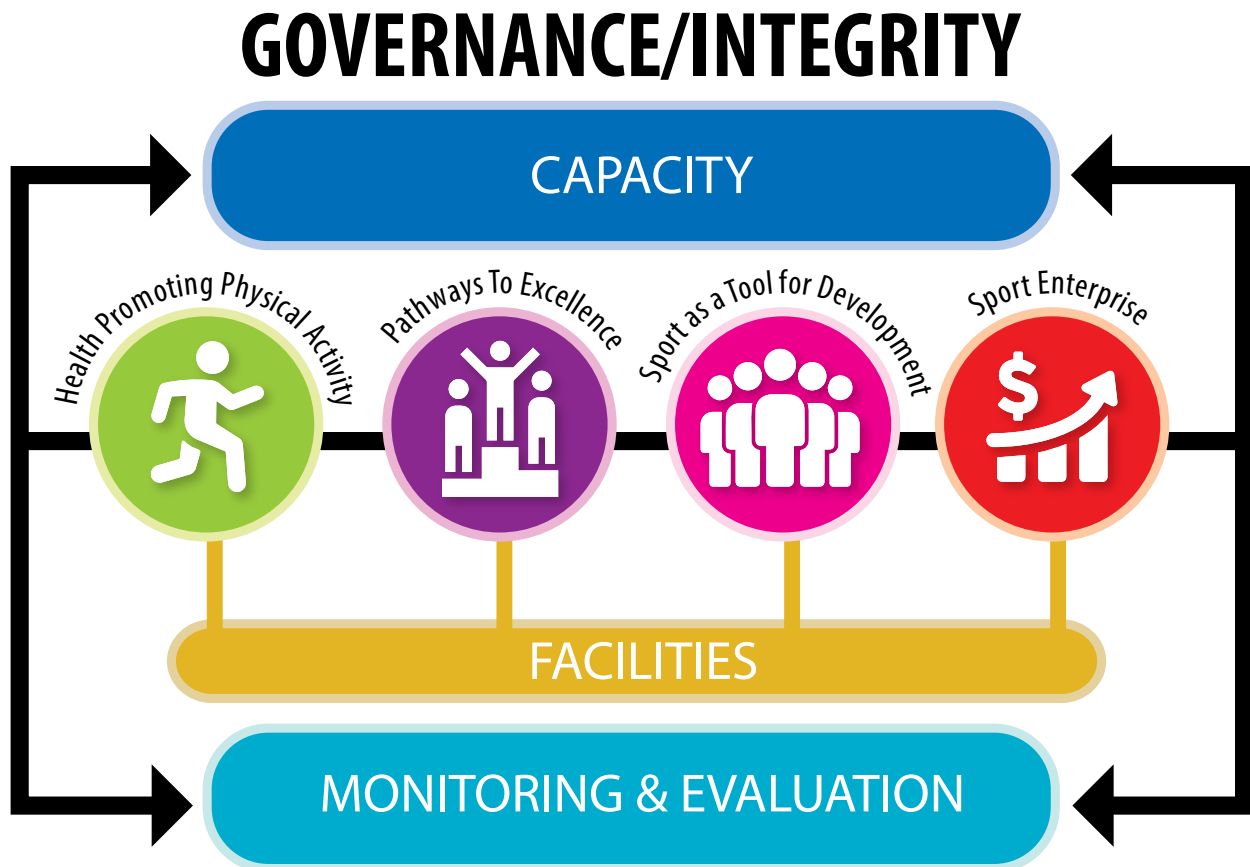


Diagram 3: National Sport Policy Priorities and Framework for Success

In order to achieve the goals set out in our National Sport Policy, we have developed a new structure for the strategic leadership of the sport sector that is in alignment with our vision and core values. We've identified four key priority areas and four facilitating mechanisms that collectively represent a framework for the successful implementation of our policy. Importantly, although the framework reflects distinct priority areas and facilitating mechanisms, these all operate in an integrated system and are interdependent for the successful implementation of the policy. For example, health promoting physical activity is a cornerstone for high performance athletes and both are inextricably linked to sport enterprise activities (purchase of equipment, etc.). All of these areas require strengthening of capacity of those involved (coaches, fitness instructors, etc.) in facilitating programmes. Capturing them as distinct entities in the framework ensures that we develop each element fully, identifying the resources necessary for success and allowing us to set clear targets and indicators for the strategic planning phase. At

the same time, awareness of the integrative and interdependent relationships allows us to address areas of overlap and integration within the system. This facilitates the maximizing of possibilities for collaborative impact without creating parallel interventions that needlessly absorb limited resources without yielding better results.

Priority Areas:



Health Promoting Physical Activity

Focusing on getting all of St Kitts and Nevis actively participating in regular sport and physical activity in an effort to improve the health of our Federation.



Pathways to Excellence

Focusing on implementing our National Sporting Excellence Programme across selected sports at schools and community sporting hubs, leading to streamlined national age-group and senior athlete development.



Sport as a Tool for Development

Focusing on engaging young people in schools and communities as agents of social cohesion and positive community development.



Sport Enterprise

Focusing on increasing economic activity within the sport sector through investments in sport tourism and the introduction of a range of professional sport services.

Supporting Mechanisms:



Governance and Oversight of National Sport Policy

Facilitating strategic leadership and oversight of the National Sport Policy at all levels of implementation while ensuring adherence to principles of good governance and integrity in sport.



Building Capacity

Facilitating the strengthening of capacity of all personnel involved in the implementation and monitoring of various aspects of the policy to ensure we maintain a high quality of performance.

**Facilities**

Facilitating access to well maintained and functional facilities for physical activity, recreation, development and competition remains a critical cog in the success of the national sport sector.

**Monitoring, Implementation and Review**

Facilitating a continuous and systematic approach to measuring and evaluating all aspects of the National Sport Policy to ensure focus and commitment to achieving our policy goals.



**PROMOTING HEALTH THROUGH
SPORT AND PHYSICAL ACTIVITY
– ACTIVE SKN**

CHAPTER 5

PROMOTING HEALTH THROUGH SPORT AND PHYSICAL ACTIVITY

Citizens of St Kitts and Nevis actively participate in health-enhancing sport and physical activity leading to improved physical, mental, social and emotional health and well-being of all of society.

- Active Schools
- Active Communities
- Active Workplaces



Diagram 4: Health Promoting Physical Activity

According to the WHO, Non Communicable Diseases (NCDs) are the leading causes of deaths worldwide, accounting for 71% of deaths globally⁵. The Healthy Caribbean Coalition (HCC) notes that NCDs are responsible for about eight out of ten deaths in the Caribbean⁶. It is well established that there are four modifiable behaviours that can contribute to preventing NCDs: smoking (tobacco), harmful use of alcohol, poor diet and physical inactivity. Sadly, more than a decade after signing CARICOM's 2007 Declaration of Port of Spain: "Uniting to stop the epidemic of chronic NCDs"⁷, St Kitts and Nevis has not yet set targets for any of the four risk factors mentioned above.

WHO statistics suggest that as of 2016, some 28% of male adults and 44% of female adults in St Kitts and Nevis were not physically active⁸ and that obesity levels continue to rise, particularly among the female population. Although there is no available data on premature deaths resulting from NCDs in St Kitts and Nevis per se, regional statistics suggest that 40% of NCD deaths occur prematurely (before age 70)⁹.

Not only do NCDs impact negatively on the well-being of our nation, but they also represent a significant burden on our limited economic resources. Although there is no available data for the economic cost of NCDs for St Kitts and Nevis, a 2015 study showed that Barbados was spending US\$105 million per year on direct and indirect costs on cardiovascular disease and diabetes¹⁰. Global projections estimate that the cumulative output loss from NCDs and mental health will be US\$47 trillion over the next two decades¹¹.

The role and importance of physical and mental health and well-being for all of society are captured in the UN 2030 Agenda for Sustainable Development under **SDG 3 – Ensure healthy lives and promote well-being for all, at all ages.**

In keeping with the existing global policy positions outlined in the Kazan Action Plan¹², our policy recognizes the benefits of participating in sport, physical education, physical activity and recreation as a fundamental vehicle in the prevention and control of NCDs and a core ingredient for the development of physical and mental health and wellness of our population.

Our policy recognizes that every human being has a fundamental right of access to physical education and sport as enshrined in the UNESCO Charter of Physical Education and Sport. We also acknowledge that different types of physical activity have different benefits and suitability to different target populations. What may be suitable for a child may not be suitable for an adult and some physical activities may be more suited to the development of mental and social health, whereas others may be more suitable for physical health. For some individuals, one activity may be all that is needed. In this regard, the policy provides guidelines that focus on ensuring that we provide opportunities that encourage all members of our society to participate regularly in one or more forms of moderate to vigorous physical activity through their choice of sport, physical education, exercise or recreational experience.

Key Policy Guidelines

Active Schools:

Mandatory Physical Education:

Schools provide the foundation for the development of habits of regular participation in physical activity across the lifespan. Schools, through quality physical education programmes also develop the foundation skills and physical literacy for successful and enjoyable participation in a wide range of sports and physical activities. The National Sport Policy recommends mandatory daily physical education at early childhood, primary and secondary schools across the Federation with consideration for the following:

- Positive and enjoyable learning experiences that encourage children to participate actively and develop physical literacy:
 - » Movement with self-confidence.

- » Movement coordination and control in a wide range of physical activity and sport settings.
- » Positive interpersonal relationships in team and small group physical activity and sport settings.
- » High intrinsic value for health benefits of physical activity and sport as a part of life.
- Flexible curriculum that provides opportunities for the needs and interests of all children (not only those who may be athletically inclined).
- Equal opportunities for boys, girls and persons with disabilities.
- Collaboration with other stakeholders (NAs, Community, etc.) to support quality in-school and after school programmes.

In-school and After-school Programmes:

Physical Education at primary and secondary schools focuses on the instructional delivery of established physical education curriculum. In the case of St Kitts and Nevis, there is work being done to develop a new Health and Physical Education curriculum that incorporates physical literacy, health literacy and wellness and that promotes active living and other health-related outcomes. It is recommended that the instructional component of the curriculum be supplemented with in-school and after-school programmes that facilitate application of the instructional outcomes in authentic settings facilitated by teachers, coaches and other volunteers outside of regular teaching time. These in-school and after school programmes would provide opportunities for children to participate in organized activities based on their own interests, with the following considerations:

- For 5 – 11 year olds:
 - » Avoid sport specialization
 - » Provide opportunities for participation in recreational team sports
 - » Provide opportunities for participation in small group physical activity/recreational experiences
- For 11 – 17 year olds:

- » Provide opportunities to participate in a variety of sports/recreational activities sports/recreational activities.
- » Provide opportunities to participate in multiple team sports and/or small group recreational physical activity.
- » Children/Adolescents should also be introduced to a variety of health-promoting physical activities (e.g. yoga, aerobics, zumba, dance, hiking, etc).

Active Communities:

Community Activity Spaces:

Habits of participating in sport and physical activity are influenced by many factors. These include the physical environment of the community in which one lives, the social and cultural environment and personal factors such as age, gender, ability and motivation. By creating an enabling environment within the community that promotes physical activity, we provide more opportunities for an active community. Active community initiatives that increase the levels of participation in sport, physical activity and recreation can contribute to social cohesion and community revitalization, as well as a sense of increased community identity. Active communities also have the potential to create both local and foreign tourist attractions as visitors seek spaces that promote active living while maintaining their unique cultural traditions. Our policy recommends the creation of established active community spaces across St Kitts and Nevis. These clearly defined spaces will bring communities together for daily sport, recreation and physical activity, with the following considerations:

- For parks or playing fields:
 - » Allow access to by all members of the community, regardless of age, gender, ability, etc.
 - » Create spaces that allow for walking and jogging around the periphery.
 - » Dedicate areas to recreational activities for children with attractive painted markings on the ground (jump rope, hopscotch, etc.).
 - » Dedicate areas for small-sided sport games (football, cricket, netball, etc.) with built in fixtures.
 - » Areas are well lit with security lighting to allow for late evening activity.

- » There is sufficient signage promoting access and use for sport, physical activity and recreation for all, with guidelines for safety as well as warnings of unacceptable behaviours (e.g. “This area is a no smoking zone” etc.).
- » Community stakeholders are actively involved in the regular maintenance and upkeep of the space, for example, Adopt-a-space.

Street Games:

In the absence of standard sport facilities, Caribbean children have grown up playing on the streets of their communities. Many young cricketers honed their batting and bowling skills using improvised equipment with the community roads as their playing field. Young men have constructed homemade basketball uprights along roadsides – creating a space for community sport and for community socializing. Some of the most competitive sprint races have been run on the streets of Basseterre and Charlestown. Many life-lessons were learned while playing in the roads and on the streets of St Kitts and Nevis and we’re reigniting the memories of street games as a tool to regenerate sport and recreation in our communities. The policy proposes that we develop a range of street games as part of a national street games movement that has the potential to keep our communities active and to attract local and international tourism and economic activity through the hosting of street sport leagues and festivals that bring communities together to enjoy participating, spectating and celebrating SKN style. The National Sport Policy recommends the establishment of the Street Games with the following considerations:

- Identify key streets/roads that can easily facilitate street games without major disruption to traffic flow.
- Consider blocking off some roads/streets on/at specific days/times to vehicular traffic for the hosting of Street Games Festivals.
- Encourage community stakeholders to take ownership of their Street Games, maintaining the physical environment and taking pride in their surroundings.
- Allow for both structured and unstructured activities to ensure the participation and enjoyment of a wide range of persons.
- Ensure access for all of in the community to be able to participate in Street Games by dedicating spaces and/or days/times to specific groups (women, children, boys, girls, persons with special needs, etc.).

- Encourage communities to establish and uphold guidelines for their street games that promote positive interactions/experiences in the community and that protect against any undesirable behaviours.
- Consider the options below or other culturally appropriate games that may suit respective communities:
 - » Street 20 Cricket
 - » Small-sided game played in the street with wooden (or plastic) bats and taped tennis balls.
 - » No infrastructure required.
 - » Anyone can play.
 - » Street Football
 - » Traditional small-goal settings.
 - » Communities can construct standard size small goals
 - » Anyone can play
 - » Road Tennis
 - » Based on the game developed in Barbados.
 - » Use wooden paddles (rackets).
 - » Use a standard tennis ball.
 - » Played on the street with a plank of wood used as the 'net'
 - » Can be played as singles or doubles using modified rules of tennis.
 - » Street Basketball/Netball
 - » Small sided (half-court) games using basketball/netball uprights.
 - » Modified basketball/netball rules apply.
 - » Anyone can play.

- » Community can construct uprights.

- » Children's Games
 - » Paint colourful boxes on roadway/street to accommodate a range of children's games:
 - » Hopscotch, moral, jump rope, etc.

Active Workplaces:

Adults spend more than half of their waking time at work. At the workplace, opportunities can be provided to encourage adults to engage in physical activity. Creating a supportive culture of participation in physical activity at work is not only good for the health of employees, but can also improve employees' ability to cope with stress, increase employee productivity and help them to be more effective on the job. Our policy recommends the promotion of Active Workplaces across St Kitts and Nevis, with the following considerations:

Workplace Workouts:

Create spaces at the workplace that bring employees together after work for a physical activity routine. These may take the form of aerobic sessions, zumba, yoga or any other physical activity that may be best suited to the needs and interests of employees.

Workplace Gyms:

Where possible, employers should be encouraged to establish workplace gyms that employees may access before and after work. Where possible, employers are encouraged to arrange flexible working hours to allow employees to use the gym facilities during the day, without impacting on the actual work time of the employee.

Stepping Up:

Employers may consider encouraging employees to use the stairs as a form of exercise and if necessary, invest in small step-up platforms that can be placed strategically

around the workspace to encourage employees to use for short (1–3 minute) physical activity breaks during the regular workday.

PA Targets:

In the same way that companies set work-related targets, we recommend that employers work with their employees to set individual and collective physical activity targets. The data can be recorded using pedometers and later collated to encourage employees to meet daily physical activity targets toward the company's overall goal of a healthy staff.

Footnotes:

5. <https://www.who.int/news-room/fact-sheets/detail/the-top-10-causes-of-death>
6. HCC (2018): Preparing CARICOM Ministries Of Foreign Affairs For The 3rd Un High-Level Meeting On NCDs And Beyond – Briefing Note.
<https://www.healthycaribbean.org/wp-content/uploads/2018/05/Preparing-CARICOM-Ministries-of-Foreign-Affairs-for-the-3rd-UNHLM-on-NCDs.pdf>
7. Declaration of Port of Spain (2007) <https://thecommonwealth.org/sites/default/files/inline/Declaration-Port-of-Spain.pdf>
8. WHO - Noncommunicable diseases country profiles 2018.
https://www.who.int/nmh/countries/2018/kna_en.pdf?ua=1
9. HCC (2018): Preparing CARICOM Ministries Of Foreign Affairs For The 3rd Un High-Level Meeting On NCDs And Beyond – Briefing Note.
<https://www.healthycaribbean.org/wp-content/uploads/2018/05/Preparing-CARICOM-Ministries-of-Foreign-Affairs-for-the-3rd-UNHLM-on-NCDs.pdf>
10. <http://apps.who.int/iris/bitstream/handle/10665/259689/WHO-NMH-NMA-17.97-eng.pdf?sequence=1&isAllowed=y>
11. A New Commitment to Neighbourhood Renewal: National Strategy Action Plan <http://www.bris.ac.uk/poverty/downloads/keyofficialdocuments/Neighbourhood%20Renewal%20National%20Strategy%20Report.pdf>
12. UNESCO (2017). Kazan Action Plan
<https://en.unesco.org/mineps6/kazan-action-plan>



PATHWAYS TO EXCELLENCE

CHAPTER 6

PATHWAYS TO EXCELLENCE

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.

- Schools
- Clubs
- Sport Scholarships
- Sport Development Hubs
- High Performance Centre



Despite the size of our population, St Kitts and Nevis boasts of a World Champion and Commonwealth Gold Medallist in Kim Collins. He blazed the tracks for over a decade and placed St Kitts and Nevis on the world map of track and field, taking top honours in the most prestigious 100M event at the World Championships in 2003. But we all know that Kim Collins, like other world champions, did not achieve success overnight. His journey started very early as a student of Basseterre Boys School. Throughout his career, Kim worked hard to become a world-class sprinter and his efforts are reflected in his outstanding performances throughout his career. The challenge is that we cannot easily predict when our next world champion may emerge and as such, we have a responsibility to treat with every child as if he/she would be our next world champion. Our aim is to provide him/her with the facilities, expert coaching and high quality development programme to facilitate his/her pathway to excellence.

Our National Sport Policy recognizes that sustained success at all levels requires a commitment to a well-organized sport development system that takes an athlete from foundation to podium. Critically, as with most pathway models, only the best athletes make it to the podium level. Regardless of where athletes may be along the pathway, our policy commits to ensuring that they are provided with high quality sport and physical education experiences as part of a National Sporting Excellence Programme to be rolled out across schools and Sport Development Hubs in collaboration with the respective NAs. The National Sporting Excellence Programme would ensure that coaches across St Kitts and Nevis in each sport and throughout the pathway are following one national programme that allows athletes to transition seamlessly through the pathway. Our policy

provides guidelines for the implementation of a national approach to the development of sporting excellence where athletes move from schools to Sport Development Hubs then to the SKN High Performance Centre.

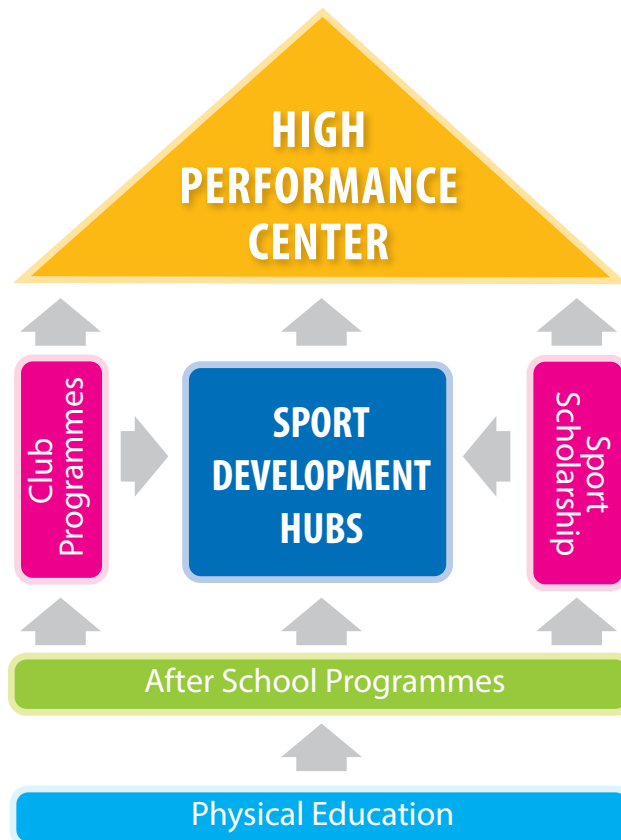


Diagram 5: SKN Pathways to Excellence in Sport

Schools: Laying the Foundation

The foundation of any successful sport programme starts with quality physical education at the primary and secondary schools. In chapter five we acknowledged the role of physical education in the promotion of a healthy, active student. In this chapter, we focus on the role of physical education in laying the building blocks for skill acquisition and performance.

- Primary Schools
 - » During the early years (5-7) the focus should be on providing a wide range of learning experiences to strengthen the ABCs – Agility, Balance and Coordination with emphasis on the DEF - Development, Effort, Fun and Fitness.

- » In the middle years (7-9), the focus should be on the development of Fundamental Motor Skills (running, jumping, hopping, skipping, throwing, catching, etc.).
 - » In the final years of primary school, the focus should be on application of the fundamental motor skills through modified sport (mini-tennis, kiddi-cricket, mini-volleyball, etc.). These skills should be introduced in small-sided games with developmentally appropriate equipment to allow for application of modified sport skills in low organized settings and with maximum on-task (active participation) time.
- Secondary Schools
 - » In the early years (Forms 1 to 3) the focus should be on strengthening sport specific skills with greater emphasis on technique. Provide sufficient opportunities to practise in a variety of settings, including small-sided games that allow for application of game tactics. Students should focus on developing general fitness and proficiency in multiple sporting activities, including at least one team sport.
 - » In the later years (Forms 4 – 6) we should continue to refine technique with added emphasis on sport specific fitness. During this phase, students are expected to be participating in more standardized sport with full sided games and international rules.
- After-School Programmes
 - » We recognize that there is a challenge when participation in sporting activities is competing with subject-area instructional time on an already overloaded school time-table. Hence, physical education and physical activities are often limited to one session for an entire week. In this regard, our policy recommends the formalization of After-School Sport Programmes that provide opportunities for children at both primary and secondary school to participate in coach-led sessions in selected sports. The After-School Sport Programmes would be facilitated by coaches from the Department of Sport and supplemented by coaches attached to the respective National Associations.

- Inter-school Competitions
 - » Inter-school sport remains a core part of the culture of St Kitts and Nevis and a critical component in the pathway to excellence. Our policy recommends that we build on the existing success model from Track and Field and apply it to other selected sporting disciplines.

- Clubs
 - » Our policy recognizes the important role of sporting clubs in providing opportunities for athletes to continue to benefit from quality coaching outside of the school system. Our policy values the role of the clubs and invites them to join in the National Sporting Excellence Programme by adopting and implementing the programmes at their respective clubs. Interested Clubs would be given every opportunity to participate in the relevant coach education workshops in support of the National Sporting Excellence Programme. Clubs are also encouraged to partner with schools and Sport Development Hubs in support of the National Sporting Excellence Programme.

- Sport Development Hubs
 - » Our policy proposes the establishment of six (6) Sport Development Hubs strategically located throughout the Federation (2 in Nevis and 4 in St Kitts). These Sport Development Hubs may be located at either a school or community sport facilities and will be used for the delivery of the sporting excellence programme in one or more sports (depending on location).
 - » Athletes who excel at the school level would be selected to participate in the Sporting Excellence Programmes at the respective hubs.
 - » Each hub will be supported and monitored by a Sport Development Director who would have oversight of the Sporting Excellence Programme and who would work with coaches to support the implementation of the programmes.
 - » Competition between the hubs would be introduced on the SKN sporting calendar.

- High Performance Centre (HPC)
 - » The HPC would be located at various sporting venues, but with a main hub at Warner Park.
 - » The HPC would be supported by a High Performance Director who would have oversight of both the High Performance Centre and the Sport Development Hubs.
 - » The HPC would be supported by adequate coaching and support staff, who would have access to appropriate training facilities and equipment.
 - » Athletes who excel at the Sport Development Hubs would be selected to participate in the High Performance Programmes at the HPC.
 - » The HPC would be the base for the training of national athletes and national teams.
 - » The HPC would work closely with the National Associations and the National Olympic Committee to maximize opportunities for the development of national coaches, athletes and other personnel responsible for the implementation of the High Performance Programmes.

- Athletic Scholarships
 - » Students graduating from secondary schools would be encouraged to apply for sport scholarships at universities from the US, UK, etc.
 - » The Director of the HPC would maintain contact with athletes on scholarship to allow for seamless transition into the High Performance Centre if/when necessary.



DEVELOPING PEOPLE AND COMMUNITIES THROUGH SPORT

CHAPTER 7

SPORT AS A TOOL FOR DEVELOPMENT

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.

- Youth Sport Leaders
- Community Health and Wellness Leaders



The UN Economic and Social Council Resolution 2019/16: Integrating sport into youth crime prevention and criminal justice strategies, recognizes the contribution of sport as an enabler for the development of peace through its promotion of tolerance and respect and the empowerment of young people and women in communities¹³. St Kitts and Nevis has had its fair share of challenges with youth disengagement, drugs, gangs and violence in the communities. Like other CARICOM member states, we continue to struggle with the epidemic of youth crime and violence. It is against this background that our National Sport Policy includes a strong focus on youth development through sport. The intention is to target youth in schools and communities, using sport as the medium for engagement, education and peace building. This component of our sport policy also targets women in communities. Recognising that women play a critical role in nurturing communities; we intend to harness their power to support the enhancement of peaceful and healthy communities.

Key Policy Guidelines

Youth Development through Sport:

The authentic nature of sport is one of the key characteristics that make it a very powerful medium for youth development. When (young) people participate in sport, they literally relax their guard and become very vulnerable displaying a true and authentic representation of who they really are in the ways they respond to unscripted scenarios that arise during a 'sweat'. This authentic context is a reflection of the communities and the real world that we live in, showcasing everything from the good, the bad and the ugly. In that authentic sport setting, we are exposed to the value of teamwork and

discipline, the rewards of hard work and the social, mental and physical health benefits of physical activity. But in that authentic sport environment, we are equally exposed to cheating, corruption, violence, discrimination and substance abuse. It is an authentic environment that can be harnessed for good and equally for evil. Our National Sport Policy recognizes the potential power of sport to change lives and appreciates that if we want to achieve the positive outcomes associated with sport participation, we are required to design and implement programmes that target our policy goals. Our policy commits to a comprehensive and dedicated obligation to engage youth from our schools and communities through a sport intervention that focuses on providing quality sport experiences within the context of developing youth leadership and peace-building skills.

- Youth Leadership Development through Sport
 - » Teamwork
 - » Communication
 - » Decision-making
 - » Resourcefulness
 - » Problem Solving

- Peace-Building Education through Sport
 - » Diffusing potentially volatile situations
 - » Conflict Resolution
 - » Reconciliation
 - » Barriers to and Enablers of Peace

Community Health and Wellness:

Our policy also commits to tapping into the nurturing power of women in communities, enhancing their capacity to deliver health, fitness and sport programmes in their communities and using these engagements to spark a new ethos of community cohesion built around communal physical activity, recreation and well-being. The policy will focus on building the capacity of a cadre of women as fitness, wellness and sport leaders in their respective communities, enhancing their leadership capacity and their skills as

fitness/wellness/sport instructors. These community leaders would also be introduced to strategies for building community cohesion using their fitness/wellness programmes as a platform for education and awareness. This intervention has the potential to provide a source of income for women in communities as they offer their services to members of the community who may wish to participate in one of more of a variety of fitness/wellness sessions.

- Fitness/Wellness Instructor Education
 - » Aerobics Instructor Courses
 - » Yoga Instructor Courses
 - » Zumba Instructor Courses
 - » General Health and Wellness Education

- Leadership Education
 - » Empowering women
 - » Enhancing social cohesion

Footnotes:

13. UN Economic and Social Council Resolution 2019/16: Integrating sport into youth crime prevention and criminal justice strategies.



GOVERNANCE AND OVERSIGHT OF NATIONAL SPORT POLICY

CHAPTER 8

GOVERNANCE OF SPORT

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.

- National Sport Council
- Strengthening NSOs/NAs
- Strengthening Club Structure
- Anti-doping
- Child Safeguarding



One of the key challenges expressed during the consultation for the development of our National Sport Policy was the issue of weak governance and oversight of sport in St Kitts and Nevis. The general trend is of organisations operating in silos with limited collaboration between and among the key stakeholders across the Federation. Stakeholders expressed frustration at their attempts to get information, to access resources and to secure approvals and support from the relevant authorities. They lamented that opportunities remained untapped because of failure in communication and/or lack of interest from key parties. The National Sport Policy recognizes the gaps and weaknesses in the existing structure of sport in St Kitts and Nevis and commits to the establishment of a National Sport Council as the leadership agency responsible for the governance and oversight of sport in the Federation. Our policy also recognizes the need to strengthen the leadership and structure of National Associations and Clubs as key agencies involved in the successful implementation of our policy.

Key Policy Guidelines

The National Sport Council:

The National Sport Council (NSC) will be established by the Ministry of Sport as a Special-purpose Management Agency, appointed by the Minister of Sport. The NSC will be responsible for providing strategic guidance to sport sector stakeholders based on the vision and goals set out in the National Sport Policy. Recognizing the nature of the sport sector in St Kitts and Nevis and the roles, responsibilities and relationships that exist between and among the stakeholders, the NSC will adopt a central leadership role

and will work collaboratively with all stakeholders to ensure that we make data-informed decisions that reflect equity and wise use of resources and that support the vision and goals of our policy. Critically, the Chair of the NSC must be an individual in good public standing who has the respect of the fraternity and the wider population and who has convening power. Note that the NSC is not intended to usurp the roles or authority of existing sport sector agencies, but rather to work collaboratively with all stakeholders in support of a shared vision and common goals for all of St Kitts and Nevis.

- The NSC (14 members) will include representation from the following:
 - » NSC Chair
 - » Directorate of Sport (St Kitts)
 - » Directorate of Sport (Nevis)
 - » SKN National Olympic Committee
 - » Chamber of Industry and Commerce Representative
 - » Tourism Representative
 - » Education Representative
 - » Child Protection personnel
 - » Athlete Representative (male and female)
 - » Representative of Persons with Special Needs

- Considerations
 - » At least three members of the NSC should be from Nevis
 - » The NSC would strive for equal representation of male and female members
 - » The NSC should include at least one youth representative

- Key Areas of Responsibility
 - » Provide oversight of strategic direction based on National Sport Policy and sport sector strategic plan
 - » Provide advice on allocation of resources to ensure equity and wise use of resources

- » Advise on investment in sport tourism and sport sector services designed to generate economic activity
- » Advise on collaboration with local and international partners in support of policy goals
- » Support the Monitoring and Evaluation of policy implementation based on targets set in sport sector strategic plan.

Strengthening National Associations and Club Structure:

Our National Sport Policy recognizes the important role that National Associations and their membership play in the success of sport in St Kitts and Nevis. We are aware of the resource challenges that many of our National Associations and Clubs face. These prevent them from functioning as efficiently and effectively as they can. We also recognize the evolving trends (in models of sport organizations) that are required for successfully navigating the present and future realities of the sport ecosystem. Our National Sport Policy commits to working with relevant partners to strengthen the capacity of National Associations and Sport Clubs so that they can function more effectively and efficiently and be better placed to support the goals of our National Sport Policy.

- Needs Assessment/SWOT Analysis of National Associations/Sport Clubs
- Identify priority areas for attention
- Investment in training and development of new structures
- Developing strategies to attract the right personnel to support our National Associations and Clubs.
- Tapping into support from the SKN National Olympic Committee
 - » Project related grants from IOC, CGF, etc.
 - » Capacity building support from the IOC/IFs, etc.
 - » Coaching courses
 - » Officiating courses
 - » Athlete Development
- Exploring new possibilities and partnerships linked to policy vision and goals.

Anti-doping:

As a signatory to the UNESCO International Convention Against Doping in Sport, the Federation of St Kitts and Nevis acknowledges and fully supports the work of the World Anti Doping Agency (WADA), its Regional affiliate in the Caribbean (Caribbean Regional Anti-Doping Organization) and the St Kitts and Nevis National Anti Doping Organization (SKN NADO) as the agencies responsible for leading a collaborative worldwide movement for doping-free sport. The National Sport Policy supports efforts to ensure that our athletes compete fairly and are well educated about the harms of doping in sport and their responsibilities in complying with the WADA code. Our policy supports the efforts of the SKN NOC and SKN NADO in promoting a doping-free sport environment in St Kitts and Nevis.

- Compliance with the WADA Code:
 - » Working with SKN NADO and other relevant agencies to fulfil our National Anti-Doping obligations.
- Education:
 - » Collaborating with UNESCO and other relevant agencies to facilitate on-going anti-doping education and awareness for youth, athletes, coaches, parents and administrators
- Testing:
 - » Coordinating testing at local events as required
- ADAMS:
 - » Supporting WADA in the application of the Anti-doping Administration and Management Systems for local athletes

Child Safeguarding:

Coming out of the policy consultation process, we acknowledge that the majority of children in St Kitts and Nevis enjoy positive experiences during their childhood of participating in sport. Through their sport experiences they learn positive life values, build lifelong friendships and develop healthy lifestyle habits. However, we also acknowledge that some activities of sport organisations place children at risk of being harmed in one or more ways, from emotional and physical harm to neglect and sexual abuse. Over the past two decades, there have been deliberate efforts to capture data on child abuse in sport and to develop guidelines for the safeguarding of children and

other vulnerable persons in the sport sector. The National Sport Policy is guided by the UNICEF International Safeguards for Children in Sport¹⁴ and adopts the principles of Safe Sport International¹⁵ and the Caribbean Sport and Development Agency's (CSDA) SafeStamp model¹⁶. Our policy commits to providing a safe environment for children to participate in sport and to put mechanisms in place for safeguarding education, advocacy, reporting and case management. Based on the CSDA SafeStamp model, we shall make it mandatory for persons and organizations working with children in sport to meet the basic SafeStamp criteria to be part of the SafeStamp database.

- Individuals working with children in sport and physical education must have the following:
 - » Safeguarding Training
 - » Coaching/Teaching Certification
 - » Background Check (Police record of good character)
 - » Signed Code of Ethics

- Organizations offering sport for children in the Federation must have the following:
 - » Safeguarding Policy/Guidelines for the organization
 - » Personnel working with children are on the SafeStamp database
 - » Code of Ethics
 - » System for reporting incidents of abuse/poor practice in sport
 - » Designated Safeguarding Officer

Footnotes:

14. UNICEF International Safeguards for Children in Sport
<https://www.sportanddev.org/sites/default/files/downloads/international-safeguards-for-children-in-sport-version-to-view-online.pdf>
15. Safe Sport International Principles
<http://www.safesportinternational.com/principles/>
16. SafeStamp
<http://safestamp.org/index.php/registry/what-is-safestamp-registry>



SPORT ENTERPRISE – CONTRIBUTION OF SPORT TO ECONOMIC ACTIVITY

CHAPTER 9

SPORT ENTERPRISE

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.

- Sport Tourism
- Professional Sport Services
- Corporate Investment



According to a 2018 report¹⁷, the global sport market continues to grow at a compound annual rate, reaching \$488.5 billion and expecting to cross the \$600 billion mark by 2022. The report notes that the participatory sport market accounted for the largest share of the sports market (56.4%). This suggest that this segment of the market is expected to continue to grow as populations promote active participation in sport. The report also suggests that governments should consider investing in infrastructure to facilitate increased participation in sport and recreation.

A European Union study on the Economic Impact of Sport¹⁸ suggests that sport is an employment intensive economic activity underlying the potential role of sport in addressing unemployment. Notably, the report suggests that the largest contributors to GDP are sport education and sport services. The study also notes the economic connection between sport and other parts of the economy via its supply network, including sport-related food and beverage production.

Although Caribbean governments have often explored the concept of sport tourism, there has been limited research done to determine the most viable investments for small island developing states. To a large extent, our sport tourism products have been linked to hosting of sporting events such as the CPL and other smaller sport specific events. There is certainly a market for sport tourism in the Caribbean and our National Sport Policy commits to collaborating with the sport and private sector to explore niche sport tourism products and services that can contribute sustainable economic value to the Federation.

Key Policy Guidelines

Sport Tourism:

Sport tourism is considered one of the fastest growing tourism segments with tourists seeking out trips linked to sporting events as well as tourists who look for sport and recreational activities as part of their holiday trips. Our National Sport Policy recognizes that a successful sport tourism sector requires collaboration among key agencies, including the hotel sector, transport, food and beverage and entertainment. A viable sport tourism sector for St Kitts and Nevis also requires a commitment to the development of quality sport tourism products and services that align with the culture and uniqueness of the Federation. A commitment to the development of the sport tourism sector also requires access to facilities and other supporting amenities. Our policy recommends the development of sport tourism products that align with other elements of the policy, including the Street Games concept captured in Chapter 5.

- Collaboration with tourism sector to promote Active St Kitts and Nevis as a healthy, active destination.
- Highlight community-based activities/events (Street Games, etc).
- Identify small-scale events that place less demand on limited resources, but with high yield (e.g. US University Invitation Games, Junior Golf Tournaments).
- Build sport education products into events (e.g. offer short courses for visiting coaches as a pre-event workshop).

Professional Services:

The notion of investing in the capacity of our local sport professionals is two-fold. On the one hand, it provides us with a cadre of professionals to support our National Sporting Excellence Programme. It also provides the support services for our athletes at our Sport Development Hubs and High Performance Centre. On the other hand, it provides professional services for athletes who may be part of a visiting team participating in one of our sport tourism events. The service may also be extended to our physically active visitors who may need rehab for a chronic sport injury. It is recommended that we promote these services as part of our sport tourism marketing and that we offer special packages for visiting teams.

- Invest in a cadre of Sport Professionals to be able to offer Professional Services to visitors (e.g. sport rehab, physiotherapy, etc.)

- Explore partnerships with international agencies to host professional education courses (Sport Psychology, High Performance Coaching, Sport Leadership, etc.)

Corporate Investment:

There is need to review the traditional sponsorship model used to approach entities in the business sector. We recognize the high value of our sport products and services and invite entities in the local and international business sectors to make great investments.

- Work with Chamber of Commerce and international corporate sector to secure investment in new and existing sport tourism products and services.

Footnotes:

17. "Sports Global Market Opportunities And Strategies To 2022"
https://www.researchandmarkets.com/reports/4770417/sports-global-market-opportunities-and-strategies?utm_source=BW&utm_medium=PressRelease&utm_code=ctvc8g&utm_campaign=1244426+-+Sports+-+%24614+Billion+Global+Market+Opportunities+%26+Strategies+to+2022&utm_exec=joca220prd
18. Study on the Economic Impact of Sport through Sport Satellite Accounts.
<https://op.europa.eu/en/publication-detail/-/publication/865ef44c-5ca1-11e8-ab41-01aa75ed71a1/language-en/format-PDF/source-71256399>



CAPACITY DEVELOPMENT

CHAPTER 10

CAPACITY DEVELOPMENT

Enhanced capacity of personnel across all aspects of the sector leading to improved delivery of services, programmes and events.

- Stakeholder Commitment
- Needs Assessment
- Capacity Development Interventions
- Community of Practice
- Core Areas for Capacity Development



During the consultation phase, it became clear that one of the key issues impacting the present status of sport and physical education in the Federation was the gap in local capacity. Specifically, we recognized that if we wanted a quality sport and physical education programme at schools and communities across the Federation, in addition to the curriculum, facilities and equipment, we also needed to ensure that the programmes were being delivered by competent professionals who were content experts in their respective fields capable of delivering high quality teaching, coaching, administration, sport management, officiating, physiotherapy, etc. The National Sport Policy acknowledges that building our human capacity does not happen in a vacuum. In this regard we commit to ensuring that our capacity development efforts are aligned with our vision and policy goals. We give consideration to the realities of the local context and the existing systems within which our sport and physical education programmes function.

Our policy recognizes that capacity development is a continuous process of growth and that any commitment to capacity development must include an investment in leadership. This is necessary to drive the respective components of our policy to effect the transformation that we seek for the sport sector in St Kitts and Nevis.

Key Policy Guidelines

Stakeholder Commitment:

Before investing in any capacity development initiatives, it is critical that we seek commitment and buy-in from our stakeholders. It makes little sense sending teachers

off to do a workshop if they have no intention of supporting the roll-out of new and enhanced programmes. Engaging teachers, coaches and administrators in the process of deciding what content should be included in a training workshop and what would be a suitable way to facilitate that type of content delivery is a strategic and respectful way to build ownership. This helps to give stakeholders a sense of being personally invested in the success of the programmes being developed. We recommend that stakeholders be engaged in dialogue regarding their development and actively involved in contributing to the capacity development content and design.

Needs Assessment:

Assessing the capacity needs of our sector begins with an understanding that even though there are other models of successful sport sectors from around the globe, experience has taught us that it is unrealistic to attempt to apply an Australian Sports Commission Model or a UK Sport model or even a Trinidad Sport model to a St Kitts and Nevis context. Sport sector models do not come in a 'one-size-fits-all'. Although we may learn from other models, it is important that we develop capacity that is suited to the realities and needs of the St Kitts and Nevis context. The needs assessment phase also helps us to capture existing capacities that are functioning successfully in schools and communities that we can learn from and build upon. During this needs assessment phase, we acknowledge that the capacity development process will be ongoing and that our commitment is not only for the short term, but also for the entire journey.

Capacity Development Interventions:

Our capacity development phase adopts a strength-based approach, building on existing capacity success and using our successful models to improve other areas of need. We also acknowledge the need for exploring partnerships with other stakeholders based on existing and new relationships, including partnerships with the IOC via the SKN NOC and through International Federations, via our local National Associations. We recommend exploring partnerships with local, regional and international agencies in supporting our efforts to strengthen capacity of personnel within the sector, including the options of short and long-term scholarships.

Community of Practice:

Our National Sport Policy strongly recommends the idea of developing a community of practice among respective sport and physical education practitioners in St Kitts and Nevis as a platform for the sharing of knowledge, ideas, resources, challenges and experiences. In keeping with our understanding of capacity development as a process, we recommend that in addition to small group domain-based platforms for sharing, that the National Sport Council brings the sport and physical education sector together for an annual conference. This will allow stakeholders to engage in sharing knowledge from their respective fields of practice while further strengthening the sport and physical education fraternity in the Federation. An annual sport and physical education conference may also be used as an opportunity to facilitate professional development workshops/sessions and extended to the wider Caribbean region as part of a sport/education tourism product.

Core Areas for Capacity Development:

As we have captured in chapters 5 and 6, physical education lays the foundation for both health enhancing physical activity for life and for the pathway to excellence in sport. There is no single better investment than the development of competent physical education teachers who are responsible for the delivery of physical education curriculum at our schools and who are the main agents of transformation of our sport and physical education sector in St Kitts and Nevis. Other key capacity development areas that we may target include the following:

- Physical Education Teacher Education
 - » Early Childhood
 - » Primary
 - » Secondary
 - » Special Education
 - » Tertiary

- Coach Education: (Partnerships with NOC/IOC/IFs/Other Agencies)
 - » Youth Sport Coaching
 - » Sport Specific Coach Education (partnering with NFs)

- » Sport Development Hubs (pathways to excellence)
- » Coaching in Schools
- » Club Teams
- » National Teams

- Other Sport Professionals:
 - » Sport and Recreation Managers
 - » Sport Event Managers
 - » Sport Facility Managers
 - » Sport Rehab/Physiotherapists
 - » Fitness Instructors
 - » Research Officers
 - » Sport Leadership
 - » Safeguarding
 - » Anti-doping
 - » Sport for Development and Peace



FACILITIES

CHAPTER 11

FACILITIES

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.



Over the past decade, St Kitts and Nevis has invested in the construction and upgrade of several sport facilities and can boast of successfully hosting major televised sport events at Warner Park in particular. For a small twin-island Federation, with a relatively small population, St. Kitts and Nevis has facilities that can potentially provide for a significant percentage of the local and visitor demand in the area of sport. Additionally, several of our schools have adequate facilities to accommodate organized sport and physical education and there are several private sport and fitness facilities that offer access to paying clients and members. However, we also recognize the need for completion of unfinished construction and the further upgrade and maintenance of some of our other facilities. During the consultation process, the issue of access to the facilities was raised. It was highlighted that even though we had adequate facilities, to a large extent many are under-utilized because of the existing management arrangements. The National Sport Policy seeks to promote greater access and use of facilities for sport, physical education, physical activity and recreation so that more citizens of the Federation may benefit from the investment in existing facilities, without compromising the present management and operations system of the facilities, particularly those dedicated to hosting high level sport-specific competition.

We also recognize that there are limited options for team accommodation in St Kitts and Nevis and we strongly recommend that consideration be given to exploring investment partnerships for the construction or retrofitting of facilities that may be able to accommodate student athletes or other teams that may be visiting St Kitts and Nevis as part of our renewed sport tourism drive.

Key Policy Guidelines

Facility Operations and Management:

Our policy recommends strengthening the capacity of those responsible for the management and operations of public sport facilities in St Kitts and Nevis as a critical element in enhancing the status of and access to the facilities.

- **Maintenance:** Raising the standard of maintenance to ensure that facilities remain in good condition and safe for use by the general public.
- **Use:** Promoting increased (flexible) usage of facilities for sport and physical activity by extending access time (early morning, late evening, etc.)
- **Safety:** Ensuring that facilities are safe for use at all times and by all users.
- **Staff:** Ensuring that there is adequate staff at each facility and that they have the requisite skills and competencies for the management and operation of the respective facilities.
- **Access (to all of society):** Promoting greater access to facilities by schools, clubs, persons with disabilities and the general public.
- **Naming/Branding/Signage:** Establishing key guidelines for the naming of facilities, including use of spaces for long-term and short term branding and placement of corporate signage.
- **Linkages with Sport Tourism:** Partnering with tourism sector for use of facilities for sport tourism products and services.
- **Collaboration with NAs/IFs:** Collaborating with National and International Federations in support of development of new facilities and enhancement of existing facilities.
- **Athlete Accommodation:** Exploring possibilities for development of new or retrofitting of existing facilities for the hosting of athletes. (Hostels for visiting teams)

Existing Sport and Recreation Facilities:

- **Database:** Developing a database of all existing sport and recreation facilities with information on details of the facility, including status of repairs, etc.
- **Maintenance Plan:** Establishing maintenance plan with guidelines for daily, weekly, monthly, quarterly and annual maintenance schedule.
- **Repair of Existing Facilities:** Establishing plan for the immediate repair of existing facilities to bring them up to acceptable standard for safe usage.
- **Enhancement of Existing Facilities:** Reviewing existing facilities to determine possibilities for enhancement based on existing and future needs.

Construction of New Facilities:

- **Fit for purpose:** Ensuring that any new facilities are designed after proper consultation with key stakeholders and experts to ensure that facilities are fit for purpose.
- **Location:** Doing a proper study to ensure most suitable location for new facilities based on equitable access and best return on investment.
- **Relevance:** Ensuring that any new facilities are relevant to the needs of the community, including the size and type of facility.
- **Global standards/local context:** Ensuring that any new facilities are designed and built according to global standards, but that they are appropriate for the local context.

Street Games Facilities/Equipment:

- Supporting local communities to provide basic infrastructure for community-based recreational activities:
- Basketball uprights
- Netball poles
- Small goals (football)
- Wickets (cricket)



IMPLEMENTATION, MONITORING AND REVIEW

CHAPTER 12

IMPLEMENTATION, MONITORING AND REVIEW

The successful implementation of the National Sport Policy is underpinned by an effective monitoring and evaluating process that is aligned with the vision and goals of the policy. It is reflected in a more detailed strategic plan with outcomes, outputs, indicators and targets for each of the policy goals. Success of the monitoring and reviewing process is predicated on clearly articulated outcomes and with key stakeholders supporting the monitoring process to ensure that our individual and collective efforts are contributing to the achievement of our vision and goals. In this regard, our National Sport Policy is supported by an accompanying Sport Sector Strategic Plan that captures the respective outcomes, outputs, indicators and targets in a matrix that guides the monitoring and review process. It also informs our policy drivers and stakeholders about the progress of policy implementation over the next three years.

A key concern coming out of the consultation phase of our policy development, was the glaring gap in data collection for any and all aspects of the existing sport sector. In order to fill this gap, we recognize the need to invest in the human resource capacity. In so doing we will be able to support data collection, including the design and application of data collection tools, the actual data collection and data entry and other supplementary research tasks associated with a robust monitoring and review system. Our policy recommends the engagement of a cadre of research officers to be able to perform this important task of data collection to provide support for monitoring and reviewing of policy implementation and to guide the ongoing decision-making process.

Our policy is not merely concerned with monitoring to determine progress of implementation of programmes aligned to our vision and goals. More importantly, it aims to monitor progress towards the actual achievement of results. While we are interested in capturing how many young people complete our youth sport leadership workshops, we are even more concerned about capturing how many of these young people have moved away from the violent and delinquent lifestyle associated with gangs. We acknowledge that results-based monitoring is no easy task. We recommend that the monitoring of our policy implementation be guided by the existing resources and tools from the Commonwealth Secretariat's Toolkit and Model Indicators for measuring the contribution of sport, physical education and physical activity to the UN Sustainable Development Goals¹⁹.

Key Policy Guidelines

Focus on Results:

Clearly articulated outcomes in the sport sector strategic plan should provide guidelines for ensuring that we focus on results and not only on outputs and activities.

Stakeholder Commitment:

The monitoring process can be onerous. When people are unaware of the value of the process, they are less likely to support. We recommend engaging stakeholders in the process and ensuring that they fully understand and contribute to shaping the monitoring process and are assured access to progress reports.

Use of Technology:

Where possible, it is recommended that we adopt the IT tools available for both collecting, aggregating and analyzing data. Online reporting systems (including the use of phones) facilitate easy reporting from target communities and can provide data in real time.

Regular Reporting:

Providing stakeholders with regular reports ensures that we keep our vision for sport at the forefront. When reports reflect strong progress, our stakeholders are motivated by the realization that their efforts are adding value. If reports show that progress is slow or weak there will be increased pressure on the policy drivers to take action toward generating the necessary changes.

Footnotes:

19. Commonwealth Secretariat (2019). Measuring the Contribution of Sport, Physical Education and Physical Activity to the UN Sustainable Goals. Toolkit and Model Indicators v3.1.

REFERENCES

CARICOM. (2007). *Declaration of Port-Of-Spain: Uniting to Stop the Epidemic Of Chronic NCDs*.

<https://www.healthycaribbean.org/declaration-of-port-of-spain/>

Department of Youth, Ministry of Education, Youth, Sport and Culture. (2017a). St Kitts and Nevis Federal Youth Policy (Draft).

Hatton, D., Sanders, B., Smith, K., Lindsey, I., Dudfield, O., & Armstrong, M. (2019). *Measuring the contribution of sport, physical education and physical activity to the Sustainable Development Goals Toolkit and model indicators v3.1*. Commonwealth Secretariat.

<https://thecommonwealth.org/sites/default/files/inline/Sport-SDGs-Indicator-Framework.pdf>

Ministries of Foreign Affairs, CARICOM. (2018a). *Preparing CARICOM Ministries Of Foreign Affairs For The 3rd Un High-Level Meeting On NCDs And Beyond*.

<https://www.healthycaribbean.org/wp-content/uploads/2018/05/Preparing-CARICOM-Ministries-of-Foreign-Affairs-for-the-3rd-UNHLM-on-NCDs.pdf>

Ministry of Education, St Kitts and Nevis. (2017a). *2017–2021 Education Sector Plan*.

https://planipolis.iiep.unesco.org/sites/planipolis/files/ressources/st_kitts_education_sector_plan_2017-2021_0.pdf

Ministry of Health, St Kitts and Nevis. (2012). *National Policy & Plan for Non-Communicable Diseases (NCDs) Prevention and Control*.

https://www.iccp-portal.org/system/files/plans/KNA_B3_National%20Policy%20and%20Plan%20for%20NCDs.pdf

OTF Group. (2006). *St Kitts and Nevis Tourism Sector Strategy*.

http://www.caribbeanelections.com/eDocs/strategy/kn_strategy/kn_Tourism_Sector_Strategy_Final_%20Draft_2006.pdf

Social Exclusion Unit, United Kingdom. (2001). *A New Commitment to Neighbourhood Renewal National Strategy Action Plan A New Commitment to Neighbourhood Renewal: National Strategy Action Plan*.

<http://www.bris.ac.uk/poverty/downloads/keyofficialdocuments/Neighbourhood%20Renewal%20National%20Strategy%20Report.pdf>

UN Economic and Social Council. (2019). *Integrating Sport into Youth Crime Prevention and Criminal Justice Strategies*.

<https://digitallibrary.un.org/record/3828501?ln=en>

UNESCO. (2005). *International Convention Against Doping in Sport*.

http://portal.unesco.org/en/ev.php-URL_ID=31037&URL_DO=DO_TOPIC&URL_SECTION=201.html

UNESCO. (2015). *International Charter of Physical Education, Physical Activity and Sport*.

<https://unesdoc.unesco.org/ark:/48223/pf0000235409>

UNESCO. (2017). *Kazan Action Plan*.

<https://en.unesco.org/mineps6/kazan-action-plan>.

United Nations General Assembly. (2005b). *2005 World Summit Outcomes. Resolution 60/1 -145*.

https://www.un.org/en/development/desa/population/migration/generalassembly/docs/globalcompact/A_RES_60_1.pdf.

United Nations General Assembly. (2016). *Sport as a means to promote education, health, development and peace. Resolution 69/6*.

https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2018/06/SDP-A_RES_71_160.pdf

WHO. (2018). *Global Action Plan on Physical Activity 2018-2030*.

<https://www.who.int/ncds/prevention/physical-activity/gappa/action-plan>

WHO. (2018). *Non-communicable Diseases Country Profile - St Kitts and Nevis*.

https://www.who.int/nmh/countries/2018/kna_en.pdf?ua=1

WHO. (2018). *Top 10 Global Causes of Death*.

<https://www.who.int/news-room/fact-sheets/detail/the-top-10-causes-of-death>

WHO, & UNDP. (2017). *The Investment Case for Non-communicable Disease Prevention and Control in Barbados*.

<http://apps.who.int/iris/bitstream/handle/10665/259689/WHO-NMH-NM-A-17.97-eng.pdf?sequence=1&isAllowed=y>

