



Department of  
**creative  
economy**

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# THREE-YEAR STRATEGIC & ACTION PLAN

DEPARTMENT OF THE CREATIVE ECONOMY

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# Executive Summary

Department of the Creative Economy

28<sup>th</sup> March 2023

## Introduction

In this executive summary, we will provide an overview of the key objectives, strategies, and action plans for the Department of Creative Economy, which sits under the Ministry of Sports and The Creative Economy led by the Hon. Minister Samal Duggins. The creative industry is a rapidly growing and dynamic sector of the global economy and with the rise of digital technologies and the increasing demand for creative and cultural content, the creative economy has become an important driver of economic growth, job creation, and innovation. In recognition of its importance, the Department of Creative Economy was established to support and promote the development of this sector within our economy.

One of the key objectives of the Department is to raise the standard and advancement of skills of the creatives. We recognize that the quality of creative output is a critical factor in the success of the industry, and we are committed to providing the necessary training and support to help our creatives achieve their full potential. Through a range of training programs, mentorship initiatives, and collaboration with industry leaders, we aim to promote continuous learning and skills development among our creative professionals.

In addition to skills development, the Department also recognizes the need to sensitize the public about the importance of the creative economy and the cultural shift that is happening in our society. We believe that a vibrant creative sector can help to build stronger communities, foster social cohesion, and enhance our cultural identity. To achieve this, we will work to raise awareness among stakeholders, including the public, private sector, and government, about the economic and social benefits of the creative economy.

It is vital to create a thriving Orange Economy to significantly assist our Creatives in reaching the world stage and facilitating revenue generation. The Department is committed to promoting economic growth and diversity through the support and development of creative industries in the nation. It is of utmost importance to underscore the critical role that the creative and cultural arts play in energizing growth and keeping St. Kitts and Nevis on the competitive edge.

## Goals

The Department of Creative Economy aims to achieve the following objectives:

1. Rebranding and Restructuring of Ministry
2. Professionalization and standardization of creative and culture industries
3. Development of National Creative/Cultural Policies and relevant Legislature
4. Revamp of National Creatives Registry
5. Establishment of proper stakeholder relationships and partnerships
6. Advancement of the skillset and professional development of human resources
7. Enhancement of the existing and initiation of new art-education programs in primary and secondary schools
8. Preservation and Promotion of Intangible Cultural Heritage
9. Undertake the digitization and creation of a Virtual Library of Cultural Archives
10. Development of thriving and sustainable creative arts programs
11. Festivals enhancement
12. Foster growth and innovation in the creative economy sector
13. Generate employment opportunities and increase the contribution of the creative economy to the GDP

15. Campaign for a Cultural Shift: Increase public awareness and understanding of the creative economy
16. Promote global expansion and market access for creative enterprises
17. Generate accurate and insightful statistics through research and studies to inform evidence-based decision-making and facilitate the development of the creative economy
18. Promote integration and collaboration across sectors

## **Conclusion**

The Department of Creative Economy is entrusted to ensuring progressive growth of the creative industries and creating a sustainable ecosystem for creative professionals and businesses in St. Kitts and Nevis. We will continue to support and develop the creative economy through our various initiatives, and we are confident that our efforts will contribute to the overall economic advancement of the Federation. The Ministry must continue to holistically address the needs of the citizenry through its agencies of sports development, cultural/creative education services, career advancement, and talent export. It is with this in mind that the nurturing of attitudinal and leadership values in our young people is of paramount importance. Human capital, creativity, and cultural content lend to the ascent of new services and industries that harness the creative intelligence and entrepreneurial spirit of our nationals and provide revenue streams and employment opportunities, landmark programs, and imprints at world stages. Global statistics provide evidence of how can contribute significantly to the GDP of different nations, highlighting the economic importance of the cultural sector.

# Vision and Mission Statements

## Vision Statement

Our vision is to create a world-class creative economy that is recognized for its innovation, unique talents, and cultural diversity. Through collaboration, engagement, and design thinking, we aim to build a dynamic, sustainable, and resilient creative ecosystem that enriches the lives of all creatives. We envision a future where our community is a hub of creativity, where artists and creative entrepreneurs can flourish, and where our cultural organizations are vibrant and viable.

## Mission Statement

To foster the evolution of the orange economy by empowering artists, creators, art entrepreneurs and institutions to thrive in a rapidly evolving landscape. Through pioneering initiatives, strategic partnerships, and visionary investments, we aim to cultivate an environment that celebrates creativity, nurtures talent, and drives economic prosperity for individuals, communities, and the nation.

## Motto

Unlocking Your Potential; Fueling the Creative Power!

# Situational Analysis

## Background

The Department of Creative Economy is responsible for promoting and supporting the growth of creative and cultural industries within St. Kitts and Nevis. Creative and cultural industries encompass a broad range of sectors, including visual arts, performing arts, literary arts, culinary arts, media, entertainment, heritage, and more. The ten main disciplines within the Federation are **Performing Arts, Film & Media, Tradition Bearers, Visual Arts & Craft, Culinary Arts, Cosmetic Arts, Literary Arts, Gaming & Innovation, Service Providers, and Arts Administration.**

These sectors contribute to the overall tourism industry in the country, which is a major contributor to the economy. The department's main goals are to foster creativity, celebrate diversity, and enrich the lives of residents and visitors through arts, culture, and heritage. We also seek to encourage innovation and drive economic growth within the creative sector.

Unfortunately, many people view the creative industry as a mere hobbyist and informal sector, due to the cultural mindset of arts, and ignorance of career development and economic viability with the industry. This perspective certainly came with the general lack of resources available for creatives. The department was developed in August 2022, by the merging of St. Kitts Department of Culture and Department of Entertainment and Talent Development.

This change highlights the need for a shift in the cultural mindset of both the public and internal stakeholders, towards recognizing the value and potential of creative and cultural industries in contributing to the overall economic success of the country.

In order to achieve these goals, the department may offer a range of services and programs, such as grants and funding opportunities, business development support, talent development and educational programs, marketing and promotion, policy development, and networking and collaboration opportunities. These services are designed to help creative entrepreneurs and cultural practitioners succeed and thrive in a competitive marketplace.

The Department of Creative Economy has the potential of having a significant role in the overall economic ecosystem, as creative and cultural industries can contribute immensely to job creation, GDP growth, and community development. As such, it is important to conduct a thorough situational analysis to identify opportunities for growth and improvement, as well as potential challenges that may need to be addressed.

## Market Analysis

According to UNESCO, the creative economy is one of the world's most rapidly growing sectors, contributing 3% of the global GDP. Creativity is also a renewable, sustainable, limitless resource that we can find anywhere around the world. As we face climate crisis and the pandemic, its

potential to drive a human-centric, inclusive development has never been more relevant. Creativity is the industry of tomorrow. The year 2021 was declared the International Year of Creative Economy for Sustainable Development at the 74<sup>th</sup> United Nations General Assembly. The creative and cultural sector is a growing industry that encompasses a wide range of creative activities, including arts and crafts, performing arts, film and video, publishing, design, and advertising. According to a report by the Department of Digital, Culture, Media, and Sport (DCMS) in the UK, the creative industries contributed £111.7 billion to the UK economy in 2018, representing 5.8% of total GVA (Gross Value Added).

According to the Government of Canada, arts, culture, and heritage represent more than \$57 billion in the Canadian economy and close to 673,000 jobs in sectors such as film and video, broadcasting, music, publishing, archives, performing arts, heritage institutions, festivals, and celebrations. In 2017, the cultural sector contributed \$53.8 billion, or 2.8% of Canada's GDP, according to a report by the Conference Board of Canada. According to a report by the Bureau of Economic Analysis, the arts, and cultural sector contributed \$919.7 billion, or 4.3% of the total US GDP in 2019.

### ***Market Size and Growth Potential:***

The creative economy contributes just over 6.1% to global gross domestic product (GDP), averaging between 2% and 7% of national GDPs around the world. According to UN estimates, the creative economy industries generate annual revenues of over \$2 trillion and account for nearly 50 million jobs worldwide. This growth is being driven by factors such as increasing consumer demand for creative products and services, technological advancements, and the rise of the digital economy. The cultural industry has grown significantly in recent decades, fueled by advances in technology and globalization. It is a multi-billion dollar industry that employs millions of people worldwide, including artists, writers, filmmakers, actors, musicians, and other creative professionals.

One of the key characteristics of the cultural industry is that it is driven by consumer demand. The success of cultural products is determined by their popularity among consumers, which can be influenced by factors such as marketing, distribution, and cultural trends.

According to a report by the International Trade Centre, the creative and cultural industries in St. Kitts and Nevis generated approximately \$6 million in exports in 2017. This is a relatively small market size compared to larger countries, but it represents an opportunity for growth.

The creative and cultural industries in St. Kitts and Nevis could benefit from increased investment and support from the government and private sector. There is also an opportunity to develop the cultural sector as a niche market for tourism, attracting visitors interested in experiencing the unique culture of the country.



### ***Trends and Patterns in the Market:***

One key trend in the creative economy is the shift toward digital technologies and media platforms. The market is witnessing notable trends and patterns in the creative economy, such as a move towards digital technologies and media platforms. This shift is presenting fresh avenues for creators and entrepreneurs to showcase their talent and expand their reach beyond conventional boundaries. Furthermore, there is a mounting appetite for eco-friendly and socially conscious products and services, spurring inventiveness in the sector. In addition to social media, virtual development platforms are also empowering creatives with the tools they need to create, collaborate and grow their businesses online.

### ***Key Drivers of Demand and Supply:***

Demand for creative and cultural products and services is driven by factors such as changing consumer preferences, advancements in technology, and shifting cultural trends. Supply is driven by the availability of talent, resources, and funding.

### ***Market Segmentation:***

The creative economy is highly diverse and includes a wide range of sectors and sub-sectors. Market segmentation may be based on factors such as type of creative activity, target audience, and geographical location.

### ***Potential Target Markets and Customer Segments:***

Potential target markets for a department of the creative economy could include individual creators, small and medium-sized enterprises (SMEs), other government and private institutions, and cultural organizations such as museums and galleries. Customer segments may include artists, designers, writers, musicians, tradition bearers and other creative and cultural professionals.

### ***Market Competition:***

Competition in the creative economy varies depending on the specific sector and sub-sector. Key competitors may include other creative organizations, individual creators, and large corporations with creative departments. Additionally, the rise of online platforms and marketplaces has increased competition in the industry, making it important for a department of creative economy to differentiate itself and provide unique value to its customers.

## SWOT Analysis

### *Strengths:*

- Extensive expertise and knowledge of the creative and cultural sector
- Strong network and relationships with industry stakeholders, including artists, designers, and cultural organizations
- Innovative and creative approach to supporting individuals and organizations in the industry
- Established reputation and brand recognition in the creative economy
- Diversity and representation in the workforce

### *Weaknesses:*

- Limited financial resources to support creatives and fund projects
- Dependence on government funding and other external sources of funding
- Limited visibility and reach outside of the local community
- Lack of competent human resources in specialized areas relating to CCI
- Lack of comprehensive statistics or data on the creative industries within their region or locality.
- Cultural mindset among the local population that does not value or understand the potential economic benefits of the creative industries.
- Lack of knowledge within the sector

### *Opportunities:*

- Growing demand for creative and cultural products and services, driven by changing consumer preferences, appreciation of a more authentic cultural experience and technological advancements
- Increasing awareness and interest in sustainable and socially responsible products and services
- Expansion into new markets and customer segments, including international markets and underserved communities
- Development of new partnerships and collaborations with industry stakeholders

### *Threats:*

- Economic downturns and other external factors that may impact funding and resources
- Competition from other regional creative organizations and marketplaces
- Technological disruptions and changes in consumer behavior that may impact demand for traditional creative products and services

- Unpredictable Political Climate and empty promises regarding creative economy
- Lack of investment, legislation, or initiatives aimed at fostering creativity and innovation may hinder the department's ability to promote and develop the creative economy effectively.

### Client Analysis

#### *Target Client(s):*

- ✓ Individuals in the creative and cultural sector, including creative professionals, creative administrators and cultural organizations
- ✓ Both established and emerging talent seeking support and resources to start, grow, or sustain their creative careers or businesses
- ✓ The citizens of SKN
- ✓ Tourists, Investors, Private Business

#### *Client Demographics:*

Age range: All

Gender: Male, Female, and non-binary

Education level: All

Geographic location: National, regional, national, and international

Income level: Lower-middle to high-income earners

Primary Audience: Creatives of SKN, Citizens of SKN

Secondary Audience: Tourists, Investors, Private Business

***Creative and Cultural industry focus:*** Folklore/Tradition Bearers, Performing Arts, Visual Arts, Craft Artisans, Service Providers/Promoters, Culinary Arts, Literary Arts, Administration, Cosmetic Art, Advertising/Media, Gaming/Innovation

#### *Client Needs and Preferences:*

- Financial and business support services, such as funding, financing, marketing, legal, and financial advice
  - Grants, Loans, Capital Raising,
  - Training,

- Technical Support & Information Accessibility
- Advice & Development
- Insurance Coverage
- Export Assistance
  
- Economic Stimulation
  - Import concessions
  - Stimulus Package
  - Tax Reform
  - Access to resources, facilities, and equipment for creative production and development
  
- Talent Development and Education
  - Business Skills, Digital, Entrepreneurship
  - Training and education on creative and business skills, including digital skills and entrepreneurship
  - Internships
  
- Networking opportunities with industry professionals, peers, and potential collaborators
  - Local/International networks
  - Mixers
  - Conferences
  
- Exposure and marketing opportunities to promote their work and expand their customer base
  - Year-round Festivals
  - Travel opportunities
  - More Unique Initiatives (Competitions, Showcases, Conventions, Pop Ups)
  - More Gigs/Revenue Generating Events/contracts
  
- Infrastructure
  - Performance Spaces
  - Facilities
  - Spaces for Product sales
  
- Support for diversity, equity, and inclusion in the creative sector
  - Equal opportunities for all artform
  - Community Involvement
  
- Accessibility & Affordability
  - Supplies
  - Equipment
  - Costume
  - Associations/Commissions

## Internal Analysis

### *Organizational Culture:*

- Emphasis on collaboration, diversity, and social responsibility
- Encouragement of ongoing learning and professional developmental training for employees and creatives
- Relaxed atmosphere in the workplace which enhances job satisfaction and reduces stress

### *Human Resources:*

- Lack of skilled workforce with diverse backgrounds and areas of expertise
- Lack of strong talent management practices to attract and retain top talent
- Emphasis on employee well-being, work-life balance, and employee engagement

### *Operations:*

- Lack of strong project management practices to ensure efficient and effective delivery of services and resources to customers
- Lack of robust data management and analysis practices to support decision-making and continuous improvement
- Lack of use of technology to support operations and increase access to services for customers

### *Financial Resources:*

- Dependence on government funding and other external sources of funding
- Limited financial resources to support all potential customers and projects
- Good financial management practices to ensure efficient use of resources and accountability

## External Analysis

### *Political and Legal Factors:*

- Government policies and regulations related to the creative and cultural sector
- Intellectual property laws and copyright protection for creative works
- Tax incentives and other government support for creative businesses and projects

***Economic Factors:***

- Trends in consumer spending on creative and cultural products and services
- Economic downturns or recessions that could impact funding and support for the creative sector
- Availability of funding from external sources such as investors or grants

***Societal Factors:***

- Changing attitudes toward creativity, innovation, and entrepreneurship
- Shifts in demographics and cultural preferences of consumers and the workforce
- Greater awareness and demand for diversity, equity, and inclusion in the creative and cultural sector

***Technological Factors:***

- Rapid advances in digital technology and online platforms for creative content distribution and consumption
- New tools and software for creative production and development
- Increased accessibility and affordability of technology and resources for creative professionals

# Goals and Objectives

## 2023-2025

1. Rebranding and Restructuring of Ministry
  - a. Transform the Department to realign its mission and services to serve the needs of the CCI
  - b. Initiation of revenue-generating services
2. Professionalization and standardizing of creative and culture industries
  - a. Provide a nurturing environment for the Cultural and Creative Practitioners
  - b. Connect and strengthen the community and improvement of the talents and skills of cultural and creative practitioners
  - c. Focus on talent export and exposure (TV, festivals, competitions, training)
  - d. Scholarships + Internships/Professional Advancement
3. Initiation of National Creative/Cultural Policies and Legislature
4. National Creative Economy Registry Revamp
5. Establishment of proper stakeholder relationships and partnerships
  - a. Inter-ministerial, public-private partnerships
6. To advance the skillset and professional development of staff
7. To enhance the existing educational programs in primary and secondary schools
  - a. Curriculum development (standalone arts & integration of traditional subjects)
8. To maintain the mandate of ICH Secretariat and continue the work of preserving and promoting the culture
  - a. Development of the Intangible Cultural Heritage (ICH) Policy and Strategic Plan
9. Undertake the digitization and creation of a Virtual Library of Cultural Archives
10. Development of thriving and sustainable creative arts programs
11. Festivals enhancement
12. Foster growth and innovation in the creative economy sector
13. Generate employment opportunities and increase the contribution of the creative economy to the GDP
  - a. Gather statistical data on the Creative Arts sector contribution to GDP
  - b. Research Investments
14. Cultural Shift: Increase public awareness and understanding of the creative economy
15. Promote global expansion and market access for creative enterprises

16. Generate accurate and insightful statistics through research and studies to inform evidence-based decision-making and facilitate the development of the creative economy
17. Promote integration and collaboration across sectors

## Strategies and Actions

### 1. Rebranding and Restructuring of Ministry

#### *Strategies:*

- Conduct Research:
  - Before starting any rebranding or restructuring efforts, it is important to conduct thorough research to understand the current state of the department, its strengths and weaknesses, and what changes need to be made to align with the overall goals of the organization.
- Define the Vision and Mission:
  - Clearly define the new vision and mission of the department, aligning them with the goals of the creative economy and the overall national development agenda.
- Develop a comprehensive plan:
  - Develop a comprehensive plan that outlines the specific steps that need to be taken to achieve our goals. This plan would include specific timelines, budgets, and resources needed to execute the plans successfully.
- Conduct Stakeholder Analysis:
  - Identify key stakeholders, both internal and external
  - Analyze their needs, expectations, and concerns regarding the department's rebranding and restructuring.
- Design a New Brand Identity:
  - Develop a new brand identity that reflects the department's vision and values, including a new name, logo, tagline, and visual elements.
  - Ensure consistency across all communication channels.
- Enhance Organizational Structure and Processes:
  - Review and streamline the organizational structure, roles, and responsibilities to align with the new vision and strategic objectives.



- Implement efficient processes and workflows to enhance productivity and collaboration.

***Actions:***

- Conduct a SWOT analysis: Conduct an internal assessment to identify strengths, weaknesses, opportunities, and threats of the current department structure and operations.
- Engage with employees through workshops, surveys, and focus groups to gather their insights, ideas, and concerns regarding the rebranding and restructuring process.
- Collaborate with branding experts to develop a new brand strategy and visual identity, including a new name, logo, and other branding elements.
- Launch an internal communication campaign to inform and engage employees about the rebranding and restructuring plans, emphasizing the benefits and the vision of the department.
- Develop a stakeholder engagement strategy to involve external partners, industry representatives, and the public in the rebranding and restructuring process. Seek their feedback and input to ensure alignment with their needs and expectations.
- Identify new partners and collaborators that align with the department's goals and mission.
- Provide training and development opportunities: Provide training and development opportunities to employees to help them adapt to the changes and acquire new skills that align with the department's goals.
- Develop a communication plan to ensure that all stakeholders are informed of the changes and the reasons behind them. This includes creating a communication strategy for employees, customers, and partners.
- Implement a feedback mechanism to gather input from stakeholders and use it to continuously improve the department's operations and strategy.

**2. Professionalization and Standardizing of Creative and Culture Industries**

***Strategies:***

- Develop Industry Standards and Best Practices:
  - Conduct thorough research to understand the current state of the creative and culture industries, their strengths and weaknesses, and what changes need to be made to standardize and professionalize them.
  - Engage with industry professionals to understand their needs, challenges, and expectations. This will help you to develop solutions that are tailored to their specific needs.
  - Collaborate with industry stakeholders, professional associations, and experts to establish industry standards and best practices for the creative and culture sectors.
  - Conduct research and benchmarking to identify global standards and adapt them to the local context.
  - Create guidelines and frameworks for quality assurance, ethics, intellectual property rights, and professional conduct within the creative and culture industries.
  
- Provide Capacity Building Programs and Workshops:
  - Design and deliver capacity building programs, workshops, and training sessions to enhance the skills, knowledge, and professionalism of cultural and creative practitioners.
  - Collaborate with educational institutions, industry experts, and professional associations to offer specialized training in areas such as artistic techniques, entrepreneurship, marketing, and project management.
  - Foster a culture of lifelong learning by providing continuous professional development opportunities.
  
- Develop a comprehensive plan:
  - Develop a comprehensive plan that outlines the specific steps that need to be taken to achieve our goals. This plan would include specific timelines, budgets, and resources needed to execute the plan successfully.
  
- Establish Collaboration Platforms and Networks:
  - Create platforms and networks that facilitate collaboration, knowledge sharing, and resource exchange among cultural and creative practitioners.
  - Organize regular industry events, conferences, and forums to connect practitioners, encourage interdisciplinary collaboration, and share insights and best practices.
  - Support the establishment of industry-specific associations or guilds to provide a unified voice for practitioners and advocate for their interests.
  
- Facilitate Talent Export and Exposure:
  - Identify and promote opportunities for cultural and creative practitioners to showcase their work and gain exposure both domestically and internationally.
  - Support participation in TV shows, festivals, competitions, and exhibitions to provide a platform for practitioners to reach wider audiences and attract potential opportunities.

- Collaborate with international partners and cultural exchange programs to facilitate cross-border collaborations and promote the export of local talent.
- Offer Scholarships and Internships for Professional Advancement:
  - Establish scholarship programs that provide financial support to aspiring cultural and creative practitioners to pursue higher education or specialized training in their respective fields.
  - Forge partnerships with educational institutions, government agencies, and private sector organizations to offer internship programs that provide practical industry experience and mentorship opportunities.
  - Develop mechanisms to identify and support emerging talents, such as mentorship programs and talent showcases, to nurture their skills and provide opportunities for professional advancement.
- Funding and Grants:
  - Provide financial support and grant programs for artists, arts organizations, cultural events, and projects that contribute to the community's cultural vitality.
- Promotion and Marketing:
  - Promote and market the region's cultural offerings to residents, visitors, and potential investors, through events, publications, social media, and other channels.

***Actions:***

- Conduct an industry analysis and engage with stakeholders to identify gaps and areas for professionalization and standardization.
- Develop industry-specific guidelines, codes of conduct, and quality standards in collaboration with industry experts and professional associations. This will help to establish a baseline for professionalization and standardization.
- Design and deliver capacity building programs, workshops, and training sessions tailored to the needs of cultural and creative practitioners.
- Develop certification programs that validate the skills and expertise of industry professionals.
- Establish an online platform or community hub to facilitate networking, collaboration, and knowledge sharing among practitioners.
- Organize industry events, conferences, and forums to foster collaboration and promote the exchange of ideas and best practices.

- Facilitate participation of cultural and creative practitioners in TV shows, festivals, competitions, and exhibitions through partnerships and sponsorships.
- Collaborate with relevant government agencies and organizations to explore opportunities for international exposure and export of local talent.
- Establish scholarship programs to support aspiring practitioners in pursuing education or training in the creative and culture industries.
- Develop internship programs in collaboration with educational institutions and industry partners to provide hands-on experience for aspiring practitioners.
- Implement mentorship programs and talent showcases to identify and nurture emerging talents, providing them with guidance and opportunities for professional advancement.
- Encourage innovation within the industries by providing support for research and development, incubators, and other initiatives that support creative experimentation and exploration.
- Increase public awareness of the importance of the creative and culture industries and their contribution to the economy and society. This will help to attract investment and support for the industries.

### 3. Initiation of National Creative/Cultural Policies and Legislature

#### *Strategies:*

- Research and Analysis:
  - Conduct comprehensive research and analysis of the creative and cultural sectors, including their current state, challenges, opportunities, and best practices.
  - Identify key areas that require policy intervention and development to foster the growth and sustainability of the creative economy.
  - Assess the legal and regulatory frameworks in place and identify gaps or areas that need improvement.
- Stakeholder Engagement and Collaboration:
  - Engage with a wide range of stakeholders, including government agencies, industry associations, creative professionals, cultural institutions, and community representatives.
  - Facilitate dialogues, workshops, and consultations to gather input, insights, and feedback on policy priorities and potential legislative measures.

- Foster collaboration and partnership among stakeholders to ensure a comprehensive and inclusive policy development process.
- Policy Formulation and Development:
  - Develop a strategic framework and action plan for the national creative/cultural policies, encompassing various dimensions such as economic development, social inclusion, cultural preservation, and innovation.
  - Draft policy documents and legislative proposals based on the research findings, stakeholder inputs, and international best practices.
  - Ensure coherence and alignment with existing national policies, development agendas, and international commitments.
- Policy Implementation and Monitoring:
  - Establish mechanisms for effective policy implementation, including the allocation of resources, clear responsibilities, and coordination among relevant government agencies.
  - Develop monitoring and evaluation frameworks to assess the impact and effectiveness of the implemented policies.
  - Regularly review and update policies to ensure their relevance and responsiveness to evolving needs and challenges in the creative and cultural sectors.

***Actions:***

- Conduct a comprehensive assessment of the creative and cultural sectors, including their economic contribution, employment potential, cultural significance, and regulatory landscape.
- Engage with government agencies, industry associations, and other stakeholders through workshops, consultations, and surveys to identify key policy priorities and areas for legislative intervention.
- Establish a dedicated task force or committee with representation from relevant ministries, departments, and agencies to oversee the policy development process.
- Draft policy documents, including a vision statement, policy objectives, and specific strategies to address identified challenges and opportunities.
- Seek legal expertise to draft legislative proposals and regulatory frameworks that align with the policy objectives and facilitate the implementation of desired measures.
- Collaborate with legal experts, policymakers, and stakeholders to review and refine the policy documents and legislative proposals.

- Seek necessary approvals and endorsements from relevant government bodies and ensure the inclusion of policies in the legislative agenda.
- Develop an implementation plan that outlines the specific actions, timelines, and responsible parties for each policy measure.
- Allocate resources, including funding and personnel, to support the implementation and monitoring of the policies.
- Establish a monitoring and evaluation framework to assess the impact and effectiveness of the implemented policies, including the collection of relevant data and indicators.
- Periodically review and update the policies based on feedback, evaluation results, and changes in the creative and cultural sectors.

#### 4. National Creative Economy Registry Revamp

##### *Strategies:*

- Planning and Assessment:
  - Conduct a comprehensive assessment of the current National Creative Economy Registry to identify gaps, challenges, and areas for improvement.
  - Define the objectives and scope of the revamp, including the specific features and incentives that will be associated with the Creative ID.
  - Establish a project team or task force to oversee the revamp process, including representatives from the department of creative economy, relevant stakeholders, and technical experts.
- Design and Development:
  - Define the technical requirements and specifications for the revamped registry and Creative ID system, including data collection, security measures, and user interface
  - Collaborate with IT professionals and software developers to design and develop the revamped registry and Creative ID system.
  - Ensure the system is user-friendly, accessible, and scalable to accommodate a growing number of registered creatives.
- Registration and Communication:
  - Develop a communication and outreach plan to inform and educate creatives about the revamped registry and the benefits of obtaining a Creative ID.

- Establish user-friendly registration procedures, including online and offline options, to facilitate the enrollment of creatives.
- Conduct targeted outreach campaigns through various channels, such as social media, industry events, and partnerships with creative organizations, to encourage creatives to register.
- Incentives and Benefits:
  - Define and communicate the specific incentives and benefits associated with the Creative ID, such as access to funding, grants, networking opportunities, training programs, and business support services.
  - Collaborate with relevant government agencies and private sector partners to secure the resources and support needed to deliver the promised incentives and benefits.
  - Develop a system for verifying and validating the eligibility of registered creatives to access the incentives and benefits associated with the Creative ID.
- Establish a monitoring and evaluation system:
  - Establish a monitoring and evaluation framework to assess the effectiveness and impact of the revamped registry and Creative ID system.
  - Collect and analyze data on the number of registrations, utilization of incentives, and feedback from registered creatives to measure the success of the initiative.
  - Regularly review and update the registry and Creative ID system based on the feedback received and emerging needs of the creative sector

***Actions:***

- Conduct a comprehensive assessment of the current National Creative Economy Registry, identifying gaps and challenges.
- Define the objectives, scope, and features of the revamped registry and Creative ID system.
- Establish a project team or task force to oversee the revamp process and involve relevant stakeholders and technical experts.
- Collaborate with IT professionals and software developers to design and develop the revamped registry and Creative ID system.
- Ensure the user-friendliness, accessibility, and scalability of the system to accommodate a growing number of registered creatives.
- Develop a communication and outreach plan to inform and educate creatives about the revamped registry and the benefits of obtaining a Creative ID.

- Establish user-friendly registration procedures, both online and offline, to facilitate the enrollment of creatives.
- Conduct targeted outreach campaigns through social media, industry events, and partnerships with creative organizations to encourage registrations.
- Define and communicate the incentives and benefits associated with the Creative ID, securing necessary resources and support from government and private sector partners.
- Develop a system for verifying and validating the eligibility of registered creatives to access the incentives and benefits.
- Establish a monitoring and evaluation framework to assess the effectiveness and impact of the revamped registry and Creative ID system.
- Collect and analyze data on registrations, incentive utilization, and feedback from registered creatives.
- Regularly review and update the registry and Creative ID system based on feedback and emerging needs.

## 5. Establishment of proper stakeholder relationships and partnerships

### *Strategies:*

- Stakeholder Mapping and Analysis:
  - Identify and map key stakeholders, including government ministries, agencies, industry associations, creative professionals, private sector organizations, and community representatives.
  - Conduct an analysis of their interests, roles, and potential contributions to the creative economy.
  - Prioritize stakeholders based on their influence, expertise, and potential for collaboration.
- Engagement and Communication:
  - Develop a comprehensive stakeholder engagement plan that outlines the objectives, channels, and frequency of communication with different stakeholders.
  - Establish regular channels of communication, such as meetings, workshops, and newsletters, to foster dialogue and exchange information.
  - Use various communication platforms, including social media and online forums, to engage with stakeholders and gather their feedback and ideas.



- Inter-Ministerial Collaboration:
  - Identify relevant government ministries and agencies that have a stake in the creative economy, such as ministries of culture, tourism, education, trade, and finance.
  - Establish formal mechanisms, such as inter-ministerial committees or working groups, to facilitate collaboration, information sharing, and joint decision-making.
  - Foster a shared understanding of the importance of the creative economy and its potential impact on various sectors of the economy.
  
- Public-Private Partnerships:
  - Identify private sector organizations, including businesses, investors, and industry associations, that have a vested interest in the creative economy.
  - Develop partnership models and frameworks that outline the roles, responsibilities, and benefits for both the public and private sectors.
  - Facilitate dialogue and collaboration between public and private stakeholders to identify areas of mutual interest, such as funding opportunities, infrastructure development, skills training, and market access.
  
- Collaborative Initiatives and Projects:
  - Identify collaborative initiatives and projects that can bring stakeholders together to work towards common goals and address shared challenges.
  - Facilitate the development of joint projects, such as innovation hubs, incubators, mentorship programs, and cultural events, that leverage the expertise and resources of multiple stakeholders.
  - Encourage cross-sectoral collaboration to foster innovation, create new opportunities, and maximize the impact of the creative economy on social and economic development.

***Actions:***

- Conduct a stakeholder analysis to identify key stakeholders, their roles, interests, and potential contributions to the creative economy.
  
- Develop a stakeholder engagement plan that outlines the objectives, communication channels, and frequency of engagement with different stakeholders.
  
- Establish regular meetings, workshops, and forums to foster dialogue, share information, and gather feedback from stakeholders.
  
- Organize inter-ministerial meetings and working groups to facilitate collaboration, information sharing, and joint decision-making on matters related to the creative economy.

- Establish formal agreements, such as Memoranda of Understanding (MoUs) or partnerships, with private sector organizations to foster collaboration and define mutual objectives and responsibilities.
- Develop joint initiatives and projects that involve multiple stakeholders, such as pilot programs, research projects, or capacity-building programs.
- Provide platforms and opportunities for networking and knowledge exchange among stakeholders, such as conferences, industry events, and online forums.
- Encourage the participation of stakeholders in the development of policies, regulations, and strategic plans related to the creative economy.
- Establish mechanisms for ongoing communication and collaboration with stakeholders, such as dedicated email addresses, online platforms, or designated contact persons.
- Monitor and evaluate the effectiveness of stakeholder relationships and partnerships, and make necessary adjustments based on feedback and lessons learned.

## 6. To Advance the Skillset and Professional Development of Staff

### *Strategies:*

- Training and Development Programs:
  - Identify the key competencies and skills required for staff members in the creative economy field.
  - Develop a comprehensive training and development program that encompasses both technical and soft skills.
  - Provide opportunities for staff members to attend workshops, seminars, conferences, and specialized training programs relevant to their roles and responsibilities.
- Internal Knowledge Sharing and Mentorship:
  - Encourage a culture of knowledge sharing within the department by organizing regular internal workshops, presentations, or learning sessions.
  - Establish mentorship programs where experienced staff members can guide and support their colleagues in their professional growth.
  - Facilitate cross-functional collaborations and team projects to promote knowledge exchange and skills development among staff members.

- Career Path Development:
  - Create clear career paths and progression opportunities for staff members within the department.
  - Implement performance management systems that provide regular feedback, goal-setting, and performance evaluations.
  - Provide guidance and support to staff members in identifying and pursuing professional development opportunities aligned with their career goals.
  
- Partnerships with External Institutions:
  - Establish partnerships with educational institutions, professional associations, and industry organizations to access external training resources and opportunities.
  - Collaborate with these institutions to design customized training programs or certifications for staff members.
  - Explore opportunities for secondments or exchanges with other organizations to broaden staff members' exposure and experience.
  
- Recognition and Incentives:
  - Implement a recognition program that acknowledges and rewards staff members for their achievements and contributions.
  - Provide incentives, such as financial support for professional certifications, attendance at conferences, or participation in specialized training programs.
  - Foster a supportive and motivating work environment that encourages staff members to continuously enhance their skills and pursue professional growth.

***Actions:***

- Conduct a skills gap analysis to identify the specific areas where staff members require additional training and development.
- Develop a training and development plan that outlines the desired skills, competencies, and learning objectives for staff members.
- Identify internal experts or external trainers to deliver training sessions or workshops on relevant topics.
- Organize regular knowledge sharing sessions where staff members can present their projects, share best practices, and learn from one another.
- Implement a mentorship program by pairing experienced staff members with junior or new employees to provide guidance and support.

- Establish a system for tracking and documenting staff members' training and professional development activities.
- Collaborate with external institutions to arrange training programs, workshops, or guest lectures for staff members.
- Create a career development framework that outlines the different roles, responsibilities, and competencies required at various levels within the department.
- Provide regular performance evaluations and feedback sessions to help staff members identify areas for improvement and set goals for their professional development.
- Establish recognition programs, such as employee of the month/year awards or certificates of achievement, to acknowledge staff members' accomplishments and efforts.
- Allocate a budget for staff training and development activities, including registrations, materials, and travel expenses.
- Encourage staff members to actively participate in industry conferences, seminars, and workshops to stay updated with the latest trends and advancements in the creative economy field.

## 7. To Enhance the Existing Educational Programs in Primary and Secondary Schools

### *Strategies:*

- Comprehensive Curriculum Development:
  - Collaborate with education authorities to develop a comprehensive curriculum that includes standalone arts subjects and integrates creative elements into traditional subjects.
  - Identify key learning objectives, competencies, and skills related to the creative economy that can be incorporated into the curriculum.
  - Ensure that the curriculum aligns with national education standards and promotes a well-rounded education that includes creative and cultural elements.
- Teacher Training and Capacity Building:
  - Provide specialized training and professional development programs for teachers to enhance their knowledge and skills in delivering creative arts education.
  - Offer workshops, seminars, and certification courses that focus on integrating creative teaching methodologies and arts-based instruction into their classrooms.

- Foster a community of practice where teachers can share experiences, resources, and best practices related to creative education.
- Diversified Training and Showcases:
  - Expand the range of creative training programs offered in schools beyond drumming and dancing to include other artistic disciplines, such as visual arts, music, theater, literature, and digital media.
  - Collaborate with professional artists and cultural organizations to provide specialized training, workshops, and mentorship opportunities for students.
  - Organize showcases, exhibitions, or performances where students can demonstrate their skills and talents to a wider audience.
- School Engagement and Partnerships:
  - Increase engagement with schools by actively reaching out to them and offering tailored programs that align with their needs and interests.
  - Establish partnerships with schools, educational institutions, and community organizations to support the implementation of creative arts programs.
  - Foster collaborations between schools and local artists, cultural institutions, and creative industries to provide students with real-world exposure and experiences.
- Resources and Infrastructure Support:
  - Provide schools with the necessary resources, materials, and equipment to facilitate creative arts education, such as musical instruments, art supplies, and digital media tools.
  - Advocate for the allocation of dedicated spaces, such as art studios, performance halls, and digital labs, within schools to support creative activities and practices.
  - Seek funding opportunities or sponsorships to support the enhancement of educational programs and the acquisition of resources.

***Actions:***

- Collaborate with education authorities to review and update the existing curriculum, ensuring the inclusion of creative arts subjects and integration into traditional subjects.
- Conduct a needs assessment to identify the specific training and capacity-building needs of teachers in delivering creative arts education.
- Develop and deliver professional development programs and workshops for teachers, focusing on creative teaching methodologies and arts integration.

- Identify and engage professional artists, cultural organizations, and experts to deliver specialized training and mentorship programs for students.
- Organize showcases, exhibitions, or performances where students can demonstrate their creative skills and talents.
- Reach out to schools to understand their needs and interests in creative arts education and tailor programs accordingly.
- Establish partnerships with schools, educational institutions, and community organizations to support the implementation of creative arts programs.
- Organize collaborative projects between schools and local artists, cultural institutions, and creative industries to provide students with practical experiences and exposure.
- Provide schools with necessary resources, such as musical instruments, art supplies, and digital media tools, to facilitate creative arts education.
- Advocate for the allocation of dedicated spaces within schools to support creative activities and practices.
- Explore funding opportunities or sponsorships to support the enhancement of educational programs and the acquisition of resources.
- Monitor and evaluate the impact of the enhanced educational programs, gather feedback from students, teachers, and stakeholders, and make adjustments as necessary.

## **8. To Maintain the Mandate of ICH Secretariat and continue the Work of Preserving and Promoting the Culture**

### ***Strategies:***

- Policy Development and Review:
  - Engage stakeholders, including cultural practitioners, communities, experts, and relevant government agencies, in the development of an inclusive and robust ICH policy.
  - Ensure that the policy reflects the values, diversity, and unique characteristics of the local cultural heritage while adhering to international standards and conventions.
- Documentation and Inventory:

- Establish a systematic process for documenting and inventorying intangible cultural heritage elements, including traditions, rituals, performing arts, craftsmanship, and oral traditions.
  - Develop guidelines and methodologies for the documentation process, ensuring the involvement and consent of communities and practitioners.
  - Digitize and archive the collected data and make it accessible to researchers, policymakers, and the public for educational and research purposes.
- **Capacity Building and Training:**
- Provide training programs and capacity-building initiatives for cultural practitioners, community leaders, and relevant stakeholders to strengthen their knowledge and skills in preserving and promoting intangible cultural heritage.
  - Offer workshops, seminars, and mentorship programs on cultural preservation techniques, documentation methods, sustainable practices, and community engagement strategies.
  - Facilitate knowledge sharing platforms and networks where practitioners can exchange experiences, best practices, and challenges related to intangible cultural heritage preservation.
- **Safeguarding and Promotion:**
- Implement safeguarding measures to protect and revitalize endangered or vulnerable intangible cultural heritage elements.
  - Develop educational programs and awareness campaigns to engage the public, schools, and communities in understanding and appreciating intangible cultural heritage.
  - Organize cultural festivals, exhibitions, performances, and workshops to showcase and promote diverse intangible cultural heritage practices.
  - Foster partnerships with cultural organizations, tourism agencies, media, and private sectors to enhance the visibility and commercial viability of intangible cultural heritage.
- **International Cooperation and Collaboration:**
- Strengthen collaboration with international organizations, cultural institutions, and other countries to exchange knowledge, experiences, and best practices in intangible cultural heritage preservation.
  - Participate actively in international forums, workshops, and conferences related to cultural heritage conservation and policy development.
  - Explore opportunities for joint research projects, cultural exchange programs, and cross-border initiatives to promote intercultural dialogue and understanding.

***Actions:***

- Establish a working group or task force responsible for reviewing and developing the ICH policy.
- Conduct research, consultations, and stakeholder engagement activities to gather input and insights for the policy development process.
- Draft the ICH policy document based on the identified needs, goals, and best practices.
- Seek feedback and validation from cultural practitioners, communities, experts, and relevant government agencies on the draft policy.
- Revise and finalize the ICH policy document, incorporating the feedback received.
- Develop guidelines and methodologies for the documentation and inventory of intangible cultural heritage elements.
- Train and build the capacity of cultural practitioners, community leaders, and relevant stakeholders in the field of intangible cultural heritage preservation.
- Create partnerships and collaborations with local cultural organizations, tourism agencies, media, and private sectors to promote and safeguard ICH.
- Implement safeguarding measures, such as revitalization projects, apprenticeship programs, or grants for community-led initiatives.
- Design and deliver educational programs, awareness campaigns, and public engagement activities to foster appreciation and understanding of intangible cultural heritage.
- Organize cultural events, festivals, exhibitions, and workshops to showcase.
- Create a National ICH Website that will promote National ICH safeguarding initiatives, publish National ICH safeguarding initiatives and activities and to promote the National ICH Inventory List.
- Create a National Inventory of St. Kitts ICH Elements in need of safeguarding.
- St. Kitts National ICH Inventory list will be publicized to share the need to prevent the disappearance of cultural traditions and to sensitize St. Kitts and Nevis cultural heritage.
- Liaise with stakeholders (Tradition Knowledge Bearers) in the community to collaborate on ICH safeguarding projects, such as: Workshops, Meetings and interviews.



- Preserve Traditional Knowledge / performance art forms with video/audio/photograph documentation to use as educational material to transfer traditional practices to children and adults.
- Conduct and record interviews with Cultural Experts Tradition Knowledge Bearers yearly.
- Create a National Inventory of St. Kitts ICH Elements in need of safeguarding.
- Upload ICH Data to the Pass perfect Software.
- Safeguard National sites to protect raw materials that are utilized by Tradition Knowledge Bearers under the ICH Elements Knowledge and Practices concerning Nature and the Universe.
- St. Kitts and Nevis National ICH Inventory Cabinet Submission.
- Conduct an ICH competition Festival on all Folklore Groups in St. Kitts and Nevis

## 9. Undertake the Digitization and Creation of a Virtual Library of Cultural Archives

### *Strategies:*

- Needs Assessment and Planning:
  - Conduct a comprehensive needs assessment to identify the scope, content, and scale of the cultural archives to be digitized.
  - Define the goals and objectives of the virtual library, including accessibility, preservation, and educational purposes.
  - Develop a detailed plan outlining the digitization process, infrastructure requirements, resources needed, and timeline for implementation.
- Digitization and Metadata Standards:
  - Establish digitization standards and best practices for preserving and converting analog cultural archives into digital formats.
  - Select appropriate technologies and equipment for scanning, digitizing, and archiving various types of cultural materials, such as photographs, manuscripts, audio recordings, videos, and artworks.
  - Develop metadata standards and protocols to ensure proper categorization, indexing, and searchability of the digital archives.

- Digital Preservation and Storage:
  - Implement robust digital preservation strategies to ensure the long-term sustainability and accessibility of the virtual library.
  - Establish secure and scalable storage solutions, including backup and redundancy measures, to protect the digital assets from loss or corruption.
  - Regularly monitor and update the digital preservation systems to adapt to evolving technologies and standards.
  
- Collaboration and Partnerships:
  - Establish collaborations with cultural institutions, archives, libraries, and museums to access and digitize their collections, fostering a collective effort in preserving cultural heritage.
  - Seek partnerships with technology companies, digital platforms, and funding agencies to leverage resources, expertise, and funding for the digitization project.
  - Engage with copyright holders and rights management organizations to address legal and ethical considerations related to the digital reproduction and distribution of cultural materials.
  
- Accessibility and User Experience:
  - Develop an intuitive and user-friendly interface for the virtual library, ensuring ease of navigation, searchability, and multilingual support.
  - Implement features that enhance user experience, such as advanced search options, browsing categories, interactive exhibits, and curated collections.
  - Consider the needs of diverse user groups, including researchers, students, educators, artists, and the general public, when designing the virtual library's functionalities.

***Actions:***

- Conduct a thorough inventory and assessment of existing cultural archives, identifying materials suitable for digitization and inclusion in the virtual library.
  
- Procure necessary equipment, software, and infrastructure required for the digitization process.
  
- Develop digitization guidelines and train staff or volunteers on proper handling and digitization techniques for different types of cultural materials.
  
- Create a database or content management system to organize and store the digitized materials, incorporating metadata standards for easy retrieval.

- Begin the digitization process by scanning or converting analog materials into digital formats, ensuring high-quality reproduction and preservation standards.
- Establish partnerships with cultural institutions, archives, libraries, and museums to acquire access to their collections and collaborate on digitization efforts.
- Collaborate with technology companies or digital platforms to develop the virtual library platform, ensuring it meets the desired functionality and user experience goals.
- Create a user-friendly interface and implement advanced search options, filtering, and browsing features to facilitate easy access to the virtual library's content.
- Develop multilingual support and translation options to make the virtual library accessible to a wider audience.
- Implement secure and scalable storage solutions for the digital assets, ensuring regular backups and data redundancy.
- Promote the virtual library through marketing and outreach campaigns to raise awareness and attract users from various sectors, including researchers, students, and the general public.
- Monitor and evaluate the usage and impact of the virtual library, gather user feedback, and make improvements based on user needs and emerging technologies.

## 10. Development of Thriving and Sustainable Creative Arts Programs

### *Strategies:*

- Program Development and Diversification:
  - Identify the needs and interests of the target audience, such as artists, performers, students, and the local community.
  - Develop a diverse range of creative arts programs, including workshops, classes, exhibitions, performances, and collaborative projects.
  - Incorporate both traditional and contemporary art forms to cater to a wide range of artistic preferences and cultural backgrounds.
- Capacity Building and Skill Development:
  - Offer training programs and workshops to enhance the skills and knowledge of artists and creative practitioners in various disciplines.

- Provide mentorship opportunities and support emerging artists in their professional development.
- Foster collaborations between established artists and emerging talent to promote knowledge sharing and skill transfer.
- Infrastructure and Resource Development:
  - Identify and secure suitable spaces for artistic activities, such as studios, galleries, performance venues, and creative hubs.
  - Provide necessary resources and equipment to support the creative process, including art supplies, musical instruments, and technological tools.
  - Collaborate with local and international partners to access funding and resources for infrastructure development and maintenance.
- Community Engagement and Participation:
  - Engage the local community in the creative arts programs by organizing community-based projects, workshops, and events.
  - Foster partnerships with community organizations, educational institutions, and local businesses to create a supportive ecosystem for creative arts.
  - Involve community members in the planning and implementation of programs, ensuring their ownership and sustainability.
- Promotion and Marketing:
  - Develop a comprehensive marketing and communication strategy to raise awareness and promote the creative arts programs.
  - Utilize various channels, including social media, websites, traditional media, and community networks, to reach a wider audience.
  - Collaborate with tourism agencies and cultural institutions to promote the creative arts programs as a unique attraction and cultural experience.

***Actions:***

- Conduct research and needs assessments to identify the specific interests and demands of the target audience for creative arts programs.
- Establish a program development team comprising artists, educators, and cultural experts to design and create diverse and engaging programs.
- Secure funding or allocate resources to support the development and implementation of creative arts programs.
- Create a schedule of workshops, classes, exhibitions, and performances, taking into account the availability of instructors, artists, and venues.

- Develop a curriculum and lesson plans for structured and progressive training programs that cater to different skill levels and age groups.
- Recruit experienced instructors and mentors to facilitate the creative arts programs and provide guidance and support to participants.
- Collaborate with local artists, arts organizations, and educational institutions to offer specialized workshops and masterclasses.
- Establish partnerships with community organizations, schools, and businesses to organize collaborative projects and events.
- Ensure the availability of appropriate spaces and resources for creative activities, and manage their maintenance and accessibility.
- Implement marketing and promotion strategies to create awareness and attract participants, including online and offline campaigns.
- Evaluate the impact and success of the creative arts programs through participant feedback, attendance records, and artistic achievements.
- Continuously review and update the programs based on feedback, emerging trends, and the evolving needs of the creative community.

## 11. Festivals enhancement

### *Strategies:*

- Community Engagement and Collaboration:
  - Foster active community involvement by seeking input, ideas, and feedback from local residents, community groups, and stakeholders.
  - Collaborate with local organizations, businesses, and artists to co-create and co-host festival events, performances, and activities.
  - Establish partnerships with local schools, cultural institutions, and non-profit organizations to showcase community talent and cultural heritage.
- Diverse and Inclusive Programming:
  - Develop a diverse range of programming that appeals to various age groups, cultural backgrounds, and interests within the community.
  - Include a mix of traditional and contemporary performances, arts and crafts activities, interactive workshops, culinary experiences, and cultural exhibitions.

- Highlight the unique cultural heritage and traditions of the community while incorporating elements of innovation and creativity.
- Infrastructure and Logistics:
  - Assess and improve the festival infrastructure, including venue selection, stage setups, seating arrangements, lighting, sound systems, and restroom facilities.
  - Ensure accessibility and inclusivity by providing adequate facilities for individuals with disabilities and considering the needs of diverse community members.
  - Implement effective crowd management strategies and ensure the safety and security of festival attendees and participants.
- Promotion and Marketing:
  - Develop a comprehensive marketing and communication plan to promote the festival to the community and wider audiences.
  - Utilize various channels, such as social media, local media outlets, community newsletters, and outdoor signage, to raise awareness and generate excitement.
  - Collaborate with tourism boards, travel agencies, and regional partners to attract visitors and promote the festival as a cultural tourism experience.
- Sustainability and Legacy:
  - Incorporate sustainable practices into the festival, such as waste reduction, recycling initiatives, energy-efficient infrastructure, and environmentally friendly materials.
  - Create opportunities for local artisans, vendors, and businesses to showcase and sell their products, supporting the local economy.
  - Document the festival's history, successes, and community impact to build a legacy and ensure its continued growth and relevance.

***Actions:***

- Conduct surveys, focus groups, and community meetings to gather input and ideas for festival enhancement.
- Establish a festival planning committee with representatives from the community, local organizations, and stakeholders to guide the festival's development.
- Develop a detailed festival program that includes a diverse range of performances, workshops, activities, and exhibitions.
- Secure necessary permits, licenses, and insurance for the festival and coordinate with local authorities and agencies to ensure compliance with regulations.

- Identify suitable venues for the festival, considering factors such as capacity, accessibility, amenities, and cultural significance.
- Collaborate with local artists, performers, and cultural groups to curate engaging and authentic performances that represent the community's cultural heritage.
- Provide opportunities for local artisans, craftsmen, and vendors to showcase and sell their products at the festival through designated marketplaces or booths.
- Implement a comprehensive marketing and promotion strategy, including online and offline campaigns, press releases, and collaborations with local media outlets.
- Develop partnerships with local businesses and organizations to secure sponsorships, in-kind support, and funding for the festival.
- Establish a festival website or dedicated online platform to provide information, updates, and ticketing services.
- Implement waste management and recycling initiatives, including the placement of recycling bins and educating festival attendees about sustainable practices.
- Evaluate the festival's success through attendee surveys, participant feedback, economic impact analysis, and post-event debriefings, and use the findings to inform future improvements and developments.

## 12. Foster Growth and Innovation in the Creative Economy Sector

### *Strategies:*

- Support Entrepreneurship and Startups:
  - Provide financial assistance, grants, and access to capital for creative entrepreneurs and startups to launch and scale their businesses.
  - Offer business incubation programs, mentorship, and training in areas such as business planning, marketing, and intellectual property rights.
  - Foster a supportive ecosystem by connecting creative entrepreneurs with industry experts, investors, and networking opportunities.
- Promote Collaboration and Cross-Sector Partnerships:
  - Encourage collaboration between creative professionals and other sectors, such as technology, manufacturing, tourism, and education.

- Facilitate matchmaking events, networking forums, and industry conferences to promote collaboration and knowledge exchange.
- Create platforms or initiatives that connect creative individuals, organizations, and businesses to potential clients, customers, and collaborators.
  
- Invest in Research and Development:
  - Allocate resources to research and development initiatives that explore emerging technologies, trends, and innovative business models within the creative economy.
  - Establish partnerships with research institutions, universities, and industry experts to conduct research and provide insights on market trends and opportunities.
  - Foster innovation through funding grants for research projects that have the potential to advance the creative economy sector.
  
- Promote Access to Education and Skills Development:
  - Develop and enhance educational programs that provide relevant skills and knowledge for the creative economy, such as design thinking, digital media production, and entrepreneurship.
  - Offer scholarships, internships, and apprenticeships to support talented individuals in gaining practical experience and developing their skills.
  - Establish partnerships with educational institutions and industry associations to align curriculum and training programs with the needs of the creative economy sector.
  
- Facilitate Internationalization and Export Opportunities:
  - Identify international markets and export opportunities for creative products, services, and intellectual property.
  - Provide support and resources to creative businesses in entering and expanding into international markets, including market research, trade missions, and export promotion activities.
  - Foster international collaborations and cultural exchange programs to showcase and promote the creative talents of the region.

***Actions:***

- Establish a dedicated fund or grants program to provide financial support for creative entrepreneurs, startups, and innovative projects in the sector.
  
- Develop an incubation program that provides resources, mentorship, and networking opportunities to nurture the growth of creative startups and businesses.



- Create a platform or online marketplace to showcase and promote the products, services, and talents of creative professionals and businesses.
- Organize innovation challenges, hackathons, or design competitions to encourage creative problem-solving and collaboration within the sector.
- Establish partnerships with local technology hubs, co-working spaces, and business support organizations to provide shared resources and collaborative spaces for creative entrepreneurs.
- Conduct industry research and analysis to identify emerging trends, opportunities, and areas for growth within the creative economy sector.
- Develop training programs and workshops that focus on digital skills, entrepreneurship, and business management specifically tailored for the creative economy.
- Create mentorship programs that pair experienced creative professionals with emerging talents to provide guidance, support, and knowledge transfer.
- Organize networking events, industry conferences, and forums that bring together creative professionals, investors, policymakers, and potential clients to foster collaboration and innovation.
- Develop partnerships with international organizations, cultural institutions, and trade agencies to facilitate international market access and export opportunities for creative products and services.
- Advocate for policies and regulations that support the growth and sustainability of the creative economy, including intellectual property rights protection, tax incentives, and funding opportunities.
- Monitor and evaluate the impact of initiatives and programs through metrics such as job creation, revenue generation, and business growth, and use the data to refine and improve.

### **13. Generate Employment Opportunities and Increase the Contribution of the Creative Economy to the GDP**

#### ***Strategies:***

- Mapping and Understanding the Creative Arts Sector:
  - Conduct comprehensive research and data collection on the creative arts sector to gather statistical information on its size, scope, and economic impact.

- Identify key subsectors within the creative arts industry, such as visual arts, performing arts, design, crafts, media, and publishing.
  - Analyze employment trends, revenue generation, and growth potential within each subsector to identify areas for targeted intervention.
- Promote Entrepreneurship and Small Business Development:
- Provide support and resources for aspiring creative entrepreneurs to start and grow their businesses, such as business incubation programs, mentorship, and access to funding.
  - Foster an entrepreneurial ecosystem by facilitating access to business training, networking opportunities, and market access for creative startups and small businesses.
  - Encourage the development of creative clusters and creative hubs to facilitate collaboration, shared resources, and knowledge exchange among creative entrepreneurs.
- Enhance Skills Development and Training:
- Offer specialized training programs and workshops that equip individuals with the skills needed to thrive in the creative arts sector, such as artistic techniques, digital media production, marketing, and business management.
  - Collaborate with educational institutions, industry associations, and professional organizations to develop and promote relevant courses and certifications.
  - Provide scholarships, internships, and apprenticeships to support talented individuals in gaining practical experience and enhancing their employability.
- Promote Collaboration between the Creative Sector and Other Industries:
- Facilitate partnerships and collaborations between the creative arts sector and other industries, such as tourism, technology, manufacturing, and advertising.
  - Encourage cross-sectoral innovation by promoting the use of creative arts in areas like experiential marketing, product design, cultural tourism, and immersive technologies.
  - Develop programs and incentives that encourage businesses in other sectors to engage and invest in the creative arts sector.
- Advocate for Supportive Policies and Funding Opportunities:
- Advocate for policies that recognize and support the economic and cultural contributions of the creative arts sector, including intellectual property protection, tax incentives, and access to funding.

- Collaborate with policymakers to develop and implement policies that promote entrepreneurship, job creation, and economic growth within the creative economy.
- Seek funding opportunities and grants from government agencies, foundations, and private investors to support initiatives that generate employment and contribute to the GDP.

***Actions:***

- Conduct job fairs and recruitment events to connect creative professionals with potential employers.
- Develop internship and apprenticeship programs that provide practical training and work experience to young people interested in the creative economy sector.
- Invest in the development of infrastructure and technology to support the growth of the creative economy sector, such as specialized workspaces, incubators, and technology platforms.
- Conduct research to identify emerging trends and opportunities in the creative economy sector and develop targeted programs to address them.
- Develop policies and programs that encourage the creation of small and medium-sized enterprises (SMEs) in the creative economy sector, such as tax incentives and funding opportunities.
- Conduct surveys and research studies to collect data on the employment landscape, revenue generation, and economic impact of the creative arts sector.
- Develop a centralized database or platform to gather and analyze statistical information on the creative arts industry, including employment data, revenue figures, and growth indicators.
- Create partnerships with research institutions, universities, and industry associations to conduct in-depth studies and analysis on the economic potential and growth opportunities within the creative arts sector.
- Provide financial support and incentives to creative arts organizations and businesses to conduct research and development activities, innovation projects, and market analysis.
- Develop training programs and capacity-building initiatives that target specific skills needed in the creative arts sector, such as digital media production, entrepreneurship, marketing, and business management.

- Collaborate with employment agencies, educational institutions, and industry stakeholders to promote job opportunities within the creative arts sector and facilitate career development for individuals interested in pursuing creative careers.
- Establish partnerships with industry associations, trade unions, and professional organizations to advocate for supportive policies, regulations, and funding opportunities for the creative arts sector.
- Organize industry forums, conferences, and networking events to foster collaboration, knowledge sharing, and industry-wide discussions on employment opportunities and economic growth within the creative economy.

#### 14. Cultural Shift: Increase Public Awareness and Understanding of the Creative Economy

##### *Strategies:*

- Develop a Comprehensive Public Awareness Campaign:
  - Design and implement a targeted public awareness campaign to educate the general public about the value, impact, and potential of the creative economy.
  - Utilize various media channels, including television, radio, print, online platforms, and social media, to reach a wide audience and communicate key messages effectively.
  - Collaborate with creative professionals, influencers, and celebrities to serve as ambassadors and advocates for the creative economy.
- Promote Creative Economy in Education:
  - Work closely with educational institutions at all levels to integrate creative economy concepts, case studies, and activities into the curriculum.
  - Organize workshops, seminars, and training programs for educators to enhance their understanding of the creative economy and its importance.
  - Encourage schools and universities to offer courses and programs focused on creative entrepreneurship, cultural heritage, and creative industries.
- Engage with Media and Influential Leaders:
  - Build relationships with journalists, media outlets, bloggers, and influencers to generate positive media coverage and feature stories on the creative economy.
  - Organize media events, press conferences, and media tours to showcase success stories, innovative projects, and the economic impact of the creative economy.
  - Collaborate with opinion leaders, thought leaders, and experts to provide expert insights, interviews, and opinion pieces on the creative economy.

- Facilitate Cultural Experiences and Participation:
  - Organize and promote cultural events, festivals, exhibitions, and performances that showcase the diverse range of creative talents and products.
  - Encourage public participation in cultural activities, such as workshops, classes, and interactive experiences, to foster a deeper appreciation for the creative process.
  - Collaborate with local communities and cultural organizations to develop initiatives that allow the public to actively engage with the creative economy.
  
- Strengthen Partnerships with Tourism Industry:
  - Collaborate with the tourism industry to promote cultural tourism and highlight the creative economy as a key attraction for visitors.
  - Develop joint marketing campaigns, tour packages, and cultural trails that highlight the creative offerings of a region or destination.
  - Provide training and capacity-building programs for tourism stakeholders to enhance their understanding of the creative economy and its integration into the tourism experience.

***Actions:***

- Develop a visually appealing and informative website dedicated to the creative economy, featuring success stories, case studies, and resources for the public.
- Organize public seminars, workshops, and panel discussions that focus on the creative economy, inviting experts, entrepreneurs, and practitioners as speakers.
- Create informational brochures, pamphlets, and digital materials that explain the concept of the creative economy, its benefits, and how individuals can engage with it.
- Collaborate with schools and educational institutions to conduct awareness campaigns, presentations, and workshops targeting students, parents, and educators.
- Engage with local communities through town hall meetings, focus groups, and surveys to gather feedback and insights on their understanding and perceptions of the creative economy.
- Develop partnerships with cultural institutions, museums, and galleries to curate exhibitions and events that highlight the economic contributions of the creative economy.
- Leverage social media platforms to share success stories, creative projects, and behind-the-scenes content, engaging with the public and fostering a sense of connection and curiosity.

- Establish collaborations with relevant government agencies, industry associations, and nonprofit organizations to amplify the reach and impact of public awareness initiatives.
- Conduct public opinion research to assess public awareness levels and track changes in perception and understanding of the creative economy over time.
- Measure the effectiveness of public awareness campaigns through surveys, website analytics, and media coverage

## **15. Promote global expansion and market access for creative enterprises**

### ***Strategies:***

- **Market Research and Analysis:**
  - Conduct comprehensive market research to identify potential target markets and assess demand for creative products and services.
  - Analyze market trends, consumer preferences, and competitive landscapes to develop effective market entry strategies.
  - Identify market gaps and niche opportunities that align with the strengths and capabilities of creative enterprises.
- **Export Promotion and Trade Missions:**
  - Organize trade missions, exhibitions, and showcases to promote creative enterprises and their products in international markets.
  - Facilitate participation in international trade fairs, festivals, and events to increase visibility and create business networking opportunities.
  - Provide financial support and incentives for creative enterprises to participate in export-focused activities.
- **Market Entry Support and Advisory Services:**
  - Establish a dedicated support center or helpdesk to assist creative enterprises in navigating the complexities of international trade and market entry.
  - Provide guidance on market entry strategies, legal requirements, intellectual property protection, and cultural considerations in target markets.
  - Offer matchmaking services to connect creative enterprises with potential international clients, distributors, and partners.

- Capacity Building and Skills Development:
  - Develop training programs and workshops to enhance the international business skills and export readiness of creative enterprises.
  - Provide guidance on marketing, branding, packaging, logistics, and e-commerce strategies for global markets.
  - Foster cross-cultural understanding and competency through training on cultural nuances, communication styles, and business etiquette in target markets.
- Collaboration and Networking:
  - Facilitate networking and collaboration opportunities between creative enterprises and international stakeholders, such as buyers, distributors, agents, and industry associations.
  - Foster partnerships and alliances with international creative industry networks and platforms to amplify market access for creative enterprises.
  - Establish exchange programs and cultural initiatives that encourage international collaboration and knowledge sharing among creative professionals.

***Actions:***

- Develop an export readiness assessment tool to help creative enterprises evaluate their preparedness for international expansion and identify areas for improvement.
- Provide financial support for market research, including feasibility studies, consumer surveys, and competitive analysis in target markets.
- Organize training programs and workshops on export strategies, market entry requirements, and international business practices for creative enterprises.
- Establish an online directory or platform that showcases the profiles and portfolios of creative enterprises, making it accessible to international buyers and partners.
- Collaborate with diplomatic missions, embassies, and trade organizations to organize trade missions and international networking events for creative enterprises.
- Offer financial incentives, grants, or subsidies for participation in international trade fairs, exhibitions, and trade shows.
- Develop marketing collateral and promotional materials in multiple languages to effectively communicate the value and uniqueness of creative products and services.
- Provide advisory services on intellectual property rights protection, including trademarks, copyrights, and patents, to safeguard creative enterprises' interests in international markets.

- Establish partnerships with e-commerce platforms and online marketplaces to facilitate global reach and sales for creative enterprises.
- Create mentorship programs that pair experienced exporters or industry experts with emerging creative enterprises to provide guidance and support in their global expansion efforts.
- Develop international cultural exchange programs and residencies that allow creative professionals to showcase their work and build connections in foreign markets.
- Monitor and evaluate the success of international expansion initiatives by tracking export sales, market penetration, and feedback from participating creative enterprises.

**16. Generate accurate and insightful statistics through research and studies to inform evidence-based decision-making and facilitate the development of the creative economy**

***Strategies:***

- Establish a Research and Data Collection Framework:
  - Develop a comprehensive framework for research and data collection specifically tailored to the needs of the creative economy.
  - Define key indicators and variables to be measured, such as employment, revenue, exports, and innovation within the creative sector
  - Determine the scope and methodology of data collection, including surveys, interviews, focus groups, and secondary data analysis.
- Collaborate with Research Institutions and Experts:
  - Foster partnerships with research institutions, universities, and expert organizations specializing in creative economy research.
  - Engage academic researchers and subject matter experts to conduct studies, surveys, and analysis on various aspects of the creative economy.
  - Leverage the expertise and resources of these institutions to ensure rigorous research methodologies and accurate data collection.
- Promote Data Sharing and Collaboration:
  - Facilitate collaboration and data sharing between government agencies, industry associations, and research institutions to maximize the availability and quality of data.



- Establish data-sharing agreements and protocols that adhere to privacy and confidentiality guidelines.
- Encourage the use of standardized data collection tools and methodologies to ensure consistency and comparability of data across different studies and regions.
- **Conduct Regular Sectoral and Market Analysis:**
  - Undertake regular sectoral analysis to identify emerging trends, growth opportunities, and challenges within the creative economy.
  - Conduct market analysis to understand consumer preferences, market demand, and competitive landscapes within specific creative sectors.
  - Explore the potential of new technologies and innovative business models in shaping the creative economy and integrate findings into policymaking.
- **Disseminate Research Findings and Insights:**
  - Compile and publish research reports, studies, and white papers that provide in-depth analysis and insights into the creative economy.
  - Develop user-friendly data dashboards and online platforms to make research findings accessible to policymakers, industry stakeholders, and the general public.
  - Organize seminars, conferences, and workshops to disseminate research findings and engage stakeholders in meaningful discussions.

***Actions:***

- Establish a dedicated research unit within the department to oversee data collection, analysis, and dissemination activities related to the creative economy.
- Collaborate with national statistical agencies to develop creative economy-specific data collection methodologies and incorporate relevant indicators into national statistical systems.
- Allocate funding and resources to support research projects and data collection initiatives focused on the creative economy.
- Conduct comprehensive surveys and studies to gather data on key aspects of the creative economy, such as employment, revenue, exports, intellectual property, and innovation.
- Develop partnerships with industry associations, chambers of commerce, and professional networks to access industry-specific data and insights.

- Engage with creative entrepreneurs, professionals, and industry representatives through interviews, focus groups, and case studies to capture their experiences and perspectives.
- Regularly update and maintain a centralized database or information system to store and manage collected data on the creative economy.
- Collaborate with international organizations and research networks to benchmark and compare creative economy data on a global scale.
- Conduct periodic evaluations of existing research and data collection methodologies to ensure their relevance, accuracy, and effectiveness.
- Provide training and capacity-building programs to enhance the research skills and data literacy of department staff and relevant stakeholders involved in data collection and analysis.

## **17. Promote integration and collaboration across sectors**

### ***Strategies:***

- Establish Inter-Sectoral Partnerships:
  - Foster partnerships and collaborations between the creative economy sector and other relevant sectors such as technology, tourism, education, and manufacturing.
  - Identify shared goals and areas of mutual interest to encourage cross-sectoral collaboration.
  - Facilitate regular communication and information sharing between different sectors to explore opportunities for collaboration.
- Create Networking Platforms and Events:
  - Organize networking events, conferences, and forums that bring together stakeholders from diverse sectors within the creative economy.
  - Provide opportunities for cross-sectoral knowledge exchange, collaboration, and partnership building.
  - Encourage participation from government agencies, industry associations, businesses, and individuals representing different sectors.
- Promote Cross-Sectoral Innovation and R&D:
  - Encourage collaborative research and development (R&D) initiatives between the creative economy sector and other sectors.

- Establish funding programs and grants specifically designed to support cross-sectoral innovation projects.
- Facilitate the sharing of resources, expertise, and facilities between sectors to drive innovation and technological advancements.
  
- **Develop Integrated Policies and Programs:**
  - Develop policies and programs that promote integration and collaboration across sectors within the creative economy.
  - Identify regulatory barriers or constraints that hinder cross-sectoral collaboration and work towards their removal or streamlining.
  - Implement initiatives that encourage joint ventures, partnerships, and co-creation projects between creative enterprises and other sectors.
  
- **Support Cross-Sectoral Skills Development:**
  - Design training and capacity-building programs that equip individuals with skills relevant to multiple sectors within the creative economy.
  - Foster interdisciplinary learning and provide opportunities for professionals to acquire knowledge and expertise beyond their core disciplines.
  - Encourage collaboration between educational institutions and industry stakeholders to develop curriculum and training programs that promote cross-sectoral skills.

***Actions:***

- Establish a cross-sectoral working group or task force composed of representatives from different sectors within the creative economy to drive integration and collaboration efforts.
  
- Develop an online platform or directory that showcases successful cross-sectoral collaborations, projects, and case studies, serving as a resource for inspiration and learning.
  
- Create funding mechanisms or grants specifically dedicated to supporting cross-sectoral projects, research, and innovation.
  
- Organize cross-sectoral workshops, seminars, and training programs to facilitate knowledge sharing and collaboration between professionals from different sectors.
  
- Encourage joint initiatives and partnerships by offering incentives or benefits to organizations or individuals involved in cross-sectoral collaborations.

- Facilitate networking events and matchmaking sessions that bring together stakeholders from diverse sectors to explore potential collaboration opportunities.
- Conduct regular forums and dialogues to address challenges and barriers to cross-sectoral integration and identify strategies for overcoming them.
- Develop policies and guidelines that promote the integration of creative components in other sectors, such as incorporating arts and culture into urban planning, tourism development, or sustainable design practices.
- Collaborate with industry associations, chambers of commerce, and professional networks to create platforms for cross-sectoral collaboration and knowledge exchange.
- Foster partnerships with research institutions and think tanks to conduct studies and research on the benefits and impacts of cross-sectoral collaboration within the creative economy.
- Implement pilot projects or initiatives that showcase the value and potential of cross-sectoral collaboration, demonstrating the positive outcomes and benefits for all involved sectors.
- Evaluate and monitor the progress and impact of cross-sectoral integration initiatives, gathering feedback from stakeholders and making adjustments as needed to ensure effectiveness and sustainability.

# Administrative Support

## Legal & Policy Framework

### Introduction:

This legal framework establishes the legal basis for the Department of Creative Economy, a government department responsible for promoting and developing the creative economy in St. Kitts and Nevis. The department is guided by the Public Service Act and will have access to legal support from relevant government departments, including the IPO office and Ministry of Justice and Legal Affairs.

### Mandate:

The Department of Creative Economy is mandated to develop policies and initiatives that promote and support the growth of the creative economy in St. Kitts and Nevis. This includes the development of programs to support the creative industries, such as film, music, fashion, and design. The department is also responsible for promoting the intellectual property rights of creatives in the country.

### Responsibilities:

The Department of Creative Economy has the following responsibilities:

- Develop policies and programs to support the growth of the creative economy in St. Kitts and Nevis
- Provide support and resources to creatives in the country
- Promote the intellectual property rights of creatives in the country
- Foster partnerships with local and international organizations to promote the creative economy
- Conduct research and provide analysis on the state of the creative economy in St. Kitts and Nevis

### Access to Legal Support:

The Department of Creative Economy will have access to legal support from relevant government departments, including the IPO office and Ministry of Justice and Legal Affairs. This

support will be crucial in ensuring that the department operates within the legal framework and complies with all relevant laws and regulations.

### **Conclusion:**

This legal framework provides the necessary legal basis for the Department of Creative Economy to operate effectively in St. Kitts and Nevis. The department will work to promote and support the creative industries in the country, while ensuring that all activities are conducted within the legal framework and with access to legal support from relevant government departments.

### **ICT**

The ICT Department will be responsible for providing the Department of Creative Economy with the necessary technological infrastructure and support.

- The department will provide the necessary hardware and software to support the department's activities.
- The department will ensure that the department's network is secure and reliable.
- The department will provide training and support to employees to ensure they can use the technology effectively.
- The department will ensure that the department's website is up-to-date and accessible to the public.

### **Marketing**

The marketing team will be responsible for promoting the Department of Creative Economy and its initiatives to the public. The following initiatives will be implemented:

- The department will develop a marketing strategy to promote the department and its initiatives, including areas of marketing analytics and brand development.
- The department will use social media, email marketing, and other digital marketing channels to reach a wider audience.

- The department will partner with other organizations to promote the creative economy in St. Kitts and Nevis.
- The department will organize events and campaigns to raise awareness of the creative economy.

## **Research & Development**

By focusing on research, analysis, and continuous learning, we aim to stay at the forefront of industry trends, unlock new opportunities, and foster a culture of innovation within our department.

Through robust research efforts and strategic partnerships, we will explore key areas within the creative economy, identify emerging trends, and develop evidence-based strategies to support decision-making and policy development. Our research initiatives will not only provide valuable insights into market dynamics, consumer behaviors, and technological advancements but also enable us to create an enabling environment for the growth and sustainability of creative industries.

### **Identify Key Research Areas:**

- Collaborate with relevant stakeholders to identify key research areas within the creative economy. This will involve conducting comprehensive analysis, including market research, trend analysis, and identification of emerging technologies and best practices.
- By understanding the current landscape and future possibilities, the department can make informed decisions and prioritize research efforts effectively.

### **Establish Research Partnerships:**

- Seek partnerships with research institutions, universities, think tanks, and other relevant organizations. These partnerships will facilitate collaborative research projects, knowledge sharing, and access to expertise.
- The aim is to leverage external resources and expertise to enhance the department's research capabilities and expand the knowledge base of the creative economy.

### **Conduct Research Studies:**

- Plan and execute research studies to gather data and insights relevant to the creative economy. This may involve surveys, interviews, focus groups, and data analysis.

- The research findings will provide valuable information for evidence-based decision-making, policy development, and strategic planning.

### **Monitoring and Evaluation:**

- Establish a monitoring and evaluation framework to assess the effectiveness and impact of research initiatives. This will involve tracking key performance indicators, analyzing data, and conducting periodic evaluations to measure the success of research projects and identify areas for improvement.

### **Dissemination of Research Findings:**

- Ensure that research findings are effectively disseminated to stakeholders within the department, as well as external audiences. This may involve the creation of reports, presentations, and workshops to share insights, best practices, and recommendations derived from research studies.
- The goal is to foster a culture of knowledge sharing and facilitate informed decision-making across the creative economy ecosystem.

### **Intellectual Property Protection:**

- Work closely with legal partners, such as the Intellectual Property Office and Ministry of Justice and Legal Affairs, to ensure the protection of intellectual property rights arising from research and development activities. This includes patenting, copyright registration, and other appropriate measures to safeguard the creative outputs and innovations generated through research initiatives.

### **Funding and Grants:**

- Explore funding opportunities, including grants, sponsorships, and partnerships, to support research and development initiatives. This may involve engaging with funding agencies, private sector entities, and government programs to secure resources for research projects and drive innovation within the creative economy.



## **Database**

The National Creatives Catalog and Creative IDs will be managed by the Department of Creative Economy to help support and promote creatives. The plan is to engage with a diverse range of private partners and leverage their expertise, resources, and networks to offer incentives to the creatives. By offering a range of benefits and opportunities, we aim to foster a thriving ecosystem that recognizes and empowers the diverse talents within our creative community. The following initiatives will be implemented:

### **Development of a Comprehensive Database:**

- In order to effectively connect and support creatives, the Department will develop a centralized database encompassing all creatives in St. Kitts and Nevis. This database will serve as a valuable resource for accessing information, opportunities, and collaborations.

### **Unique Creatives ID and Subscription Tiers:**

- Upon registration, creatives will be issued a unique Creatives ID, distinguishing their membership within the program. Additionally, a subscription model will be introduced, offering tiers such as Basic, Standard, and Platinum, each with varying benefits and privileges based on the level of subscription.

### **Access to Incentives and Opportunities:**

- Registered members with a Creatives ID will gain access to a wide range of incentives and opportunities, including:
  - Members will have a dedicated public profile page on the Department's website, allowing them to showcase their portfolio and promote their work.
  - Members will have priority access to skills development workshops and training programs organized by the Department, enabling them to enhance their creative abilities and stay updated with industry trends.
  - Members will enjoy exclusive access to gigs and employment opportunities facilitated by the Department, providing them with avenues to showcase their talents and secure professional engagements.
  - The Director of the Department will make recommendations for duty-free concessions for qualified members, allowing them to access necessary equipment and materials more affordably.
  - Members will have access to the Department's exclusive grant programs, where the funding amount available will be linked to the subscription level, providing financial support for creative projects and initiatives.

- Regular mixer events and networking sessions will be organized to foster meaningful connections and collaborations among members, facilitating synergistic partnerships and collective growth.
- Members will have the opportunity to undergo a certification process that validates their skills and knowledge, enhancing their professional credibility within the creative industry.
- Depending on the subscription level, members will receive discounts from a selection of businesses, encouraging collaborations and mutually beneficial relationships.
- Qualified members will have the opportunity to add their external links to their online stores or portfolios, expanding their reach. They will also have access to the creatives community newsfeed on the website, allowing them to post and promote their events, updates, and achievements.

## Education

The Department of Creative Economy will provide education and training opportunities to support the development of the creative economy. The following initiatives will be implemented:

- The Department will organize a diverse range of workshops, training programs, and mentorship opportunities tailored to the needs of creatives. These initiatives will cover various aspects of the creative economy, including entrepreneurship, marketing, digital skills, project management, and artistic development. By engaging industry experts and experienced professionals, we will ensure that creatives receive valuable guidance, practical insights, and networking opportunities to further their career growth.
- The Department will establish partnerships with local educational institutions. Collaborating with universities, colleges, and vocational training centers, we will facilitate the inclusion of creative economy-focused programs within their curricula. By integrating academic knowledge with industry-relevant skills, we aim to produce well-rounded professionals equipped for success in the creative sector.
- To enhance the quality and reach of educational initiatives, the Department will appoint adjunct art officers/educators. These individuals, possessing expertise in their respective fields, will work closely with the Department to design and deliver educational programs. They will serve as mentors, instructors, and advisors, imparting their industry knowledge and practical insights to nurture the growth and potential of creatives.
- To promote equal access to education, the Department will establish scholarship programs aimed at providing financial assistance to deserving individuals pursuing education in the creative economy. Additionally, certification programs will be developed to validate the skills and expertise of creatives, enhancing their professional credibility and employability within the industry.

## Human Resource

### ➤ Internal Structure

#### CURRENT INTERNAL STRUCTURE

##### ***Administration Unit***

- (1) Director
- (1) Assistant Secretary
- (1) Administrative Officer
- (1) Executive Officer
- (1) Secretary
- (1) Asst. Research & Documentation Specialist
- (1) Arts Administrator
- (1) Junior Clerk
- (1) Messenger/Driver
- (1) Cleaner

Total: 10

##### ***Programming Unit***

- (1) Dance Specialist
- (1) Drumming Specialist
- (1) Music Specialist
- (1) Drumming Officer
- (1) Music Officer

Total: 5

##### ***ICH Unit***

- (1) Director
- (1) Research and Documentation Specialist
- (1) Media Officer
- (1) Archivist
- (1) Senior ICH Officer
- (1) Junior ICH Officer

Total: 6

#### PROJECTED INTERNAL STRUCTURE

##### ***Administration Unit***

- (1) Director (Current)
- (1) Legal/Policy Officer (1 Year)
- (1) Administrative Officer (Current)
- (1) Executive Officer (Current)
- (1) Business Development Officer (1 Year)

- (1) Research & Development Officer (Over 2 Years)
  - (1) Project Development Officer (Over 2 Years)
  - (2) Marketing & Communications Officer (Over 2 Years)
  - (2) Production/Programming Officers (Over 3 Years)
  - (4) Art Administrators (Over 3 Years)
  - (1) Secretary/Receptionist (Current)
  - (1) Senior Clerk (1 Year)
  - (2) Messenger/Driver (Current); Over 2 Years)
- Total: 19

### ***Programming Unit***

- (1) Arts Specialists (Year 1)
  - (2) Senior Arts Officers (Over 2 Years)
  - (6) Performing Arts Officers (Current; Over 3 Years)
  - (2) Visual Art Officers (Over 2 Years)
  - (1) Literary Art Officer (Year 1)
  - (1) Cosmetic Art Officer (Year 2)
  - (1) Gaming/Innovation (Year 3)
  - (3) Media Officers (Over 2 Years)
  - (5) Adjunct Officers (Over 3 Years)
- Total: 21

### ***ICH Unit***

- (1) ICH Manager/Director (Current)
  - (1) Archivist (Current)
  - (2) Senior ICH Officer (Current)
  - (2) Junior ICH Officers (Year 1)
- Total: 6

### ➤ **Staff Development**

- Retrain, Repurpose, Refocus: The admin department will identify skill gaps among existing staff and develop strategies to address them. This will involve providing training programs, workshops, or seminars to enhance employees' knowledge and skills. It will also include assessing opportunities for employees to be repositioned or repurposed based on their talents and interests.
- Organize Training for Staff: The admin department will coordinate and facilitate training sessions for staff members, covering various areas such as leadership development, communication skills, and other relevant topics. This training will be designed to improve employees' competencies and enhance their professional growth.
- Organize Staff Socials: The admin department will organize periodic staff social events to foster a positive work environment and promote team building. These social events can include team-building activities, celebrations of achievements, and opportunities for staff members to connect and collaborate in a relaxed setting.

- **Job Descriptions**
  - The admin department will review and update job descriptions for all positions within the department, ensuring that they accurately reflect the roles and responsibilities of each staff member. This will provide clarity and guidance to employees and help align their efforts with the department's goals and objectives.
  
- **Asset Management**
  - The admin department will be responsible for managing and maintaining departmental assets, including office equipment, software licenses, and other resources. This will involve developing protocols for asset tracking, maintenance, and replacement as necessary to ensure efficient operations.
  
- **Filing System**
  - The admin department will establish and maintain an organized filing system for employee records, ensuring compliance with relevant data protection and privacy regulations. This will facilitate efficient record-keeping and enable easy access to personnel information when required.
  
- **Client Relations**
  - The admin department will collaborate with other departments to ensure effective client relations. This may involve developing customer service protocols, establishing feedback mechanisms, and implementing strategies to enhance client satisfaction and engagement.
  
- **Digitalization of Department**
  - The admin department will lead the digitalization efforts within the department, streamlining administrative processes, and implementing digital tools and systems for tasks such as employee records management, performance evaluations, and leave management. This will enhance efficiency, accuracy, and accessibility of HR-related information and services.

# Partnerships/Affiliates

## Inter-ministerial

This section highlights the pivotal role of inter-ministerial partnerships in fostering the growth and development of the creative economy. Through extensive consultations and collaborations, the Department of Creative Economy has engaged with various ministries and departments, prioritizing initiatives to drive innovation and cultivate a vibrant creative ecosystem.

<u>Code</u>	<u>Ministries</u>	<u>Departments</u>	<u>No. of Depts</u>
04		<b>Justice &amp; Legal Affairs</b>	1
		Intellectual Property Office	
05		<b>Prime Minister's Office</b>	2
		Establishment Division (Human Resource Development Secretariat)	
		National Archives	
06		<b>National Security, Citizenship, Immigration</b>	2
		Royal St. Christopher & Nevis Police Force	
		Citizenship by Investment Unit	
07		<b>International Trade, Industry, Commerce, Consumer Affairs</b>	2
		Department of Industry & Commerce	
		Department of Consumer Affairs	
08		<b>Finance</b>	6
		Development Bank	
		Accountant General / Treasury	
		Inland Revenue	
		Customs & Exercise Authority	
		Central Purchasing Unit	
		Secretariat of the Ministry of Finance	
10		<b>Agriculture, Fisheries, Marine Resources and Cooperatives</b>	1
		Department of Agriculture	
11		<b>Tourism, Civil Aviation and International Transport</b>	3
		Ministry of Tourism	
		St. Christopher Tourism Authority	
		St. Kitts Music Festival Committee	
13		<b>Education</b>	10
		Secretariat of the Ministry of Education	
		Education Department	

	<ul style="list-style-type: none"> <li>Youth Skills</li> <li>AVEC</li> <li>Early Education</li> <li>Primary Education</li> <li>Secondary Education</li> <li>Education Planning</li> <li>CFBC</li> <li>UNESCO</li> </ul>	
14	<b>Health &amp; Social Security</b>	1
	Public Health Department	
15	<b>Sports &amp; The Creative Economy</b>	2
	<ul style="list-style-type: none"> <li>Craft House</li> <li>National Carnival Committee</li> </ul>	
16	<b>Sustainable Development</b>	2
	<ul style="list-style-type: none"> <li>Statistical Office</li> <li>Secretariat of the Ministry of Sustainable Development</li> </ul>	
17	<b>Foreign Affairs</b>	1
	Ministry of Foreign Affairs	
18	<b>Office of the Attorney General</b>	1
	Attorney General Office	
22	<b>Information, Communication, Technology and Posts</b>	1
	Department of Information Technology	
23	<b>Youth Empowerment, Ageing and Disabilities</b>	3
	<ul style="list-style-type: none"> <li>Department of Youth</li> <li>Elderly Services Unit</li> <li>Disabilities Unit</li> </ul>	
24	<b>Economic Development &amp; Investment</b>	2
	<ul style="list-style-type: none"> <li>St.Kitts Investment Promotion Agency</li> <li>Commercialisation of Government Services</li> </ul>	
25	<b>Small Business and Entrepreneurship</b>	1
	Small Business Development Centre	
<b>Count</b>	<b>41</b>	

Through extensive inter-ministerial consultations, a range of transformative initiatives has been derived, emphasizing cross-sector collaboration and the convergence of policies. These initiatives include:

\*Initiatives

## Private Entities

This section highlights the proposed private-sector partnerships in driving the growth and sustainability of the creative economy. Through extensive consultations and collaborations with diverse private entities, the Department of Creative Economy aims to forge valuable partnerships to catalyze innovation, promote entrepreneurship, and unlock new opportunities within the creative industries.

### **Financial Institutions**

SKNAA National Bank  
 Development Bank of St.Kitts & Nevis  
 Bank of Nevis  
 Republic Bank St. Kitts  
 First Caribbean International Bank  
 First Federal Credit Union  
 St.Kitts Cooperative Credit Union  
 Police Cooperative Credit Union  
 Eastern Caribbean Central Bank  
 TDC Financial Services

### **Investment**

S.Kitts Investment Promotion Agency (SKIPA)

### **Office Tools**

Harpers  
 TDC

### **Gas Companies**

SOL  
 DELTA

### **Water Company**

Island Purified

### **Fabric Stores**

Astaphan's

Sahely's  
 Fabrics  
 Karron's  
 Fabrics

### **Hotels**

St. Kitts Marriott Resort  
 Royal St.Kitts  
 Sugar Bay Club

### **Restaurants**

Marshalls  
 Spice Mill  
 Palms Court  
 Christophe  
 Harbour  
 Rituals

### **Education**

UWI  
 AVEC  
 CFBC

### **Travel**

Kantours

### **Print/Graphics**

Azul Printers  
 Digital Print

### **Home & Building**

TDC



SL Horsfords Ltd  
 Builder's  
 Paradise  
 Contec

**Business**

Social  
 Security  
 Inland  
 Revenue

**Spaces**

17 Degrees  
 Carnival Village

**Wholesale**

Ocean Cold  
 Storage

OD Brisbane  
 RAMS Cash &  
 Carry

**Apparel**

Caribelle Batik  
 RAMS/Karibahna

**Telecommunications**

FLOW  
 Digicel  
 The Cable

**Retail Companies**

Courts  
 TDC  
 Horsfords

Through collaborative consultations with private entities, a range of impactful initiatives has been developed to foster the growth and sustainability of the creative economy. These initiatives include:

\*include initiatives

Regional/International Organizations

\*include chart with priority, etc.

# Stakeholders

This section highlights the significance of stakeholders in driving the growth and vibrancy of the creative economy. The Department of Creative Economy recognizes the importance of engaging with diverse stakeholders, including creatives from various disciplines, in order to foster a collaborative and inclusive ecosystem. Through our Creatives Connect forums, we have consulted with the creatives around the island, resulting in impactful initiatives and collective efforts to propel the creative economy forward.

## Sectors/Field

Folklore/Tradition

Bearers

Performing Arts

Visual Arts

Craft Artisans

Service

Providers/Promoters

Culinary Arts

Literary Arts

Administration

Cosmetic Art

Advertising/Media

Gaming/Innovation

### ➤ Folklore/Tradition Bearers

- Bull
- MockoJumbie
- Clown
- Masquerade
- Cowboys & Indians
- Mummies
- Actors
- Story Telling
- Folk Singers
- Tradition Keeping (Craft) - broommaking, weaving

### ➤ Performing Arts

- Theatre
- Drama
- Dance
- Puppetry
- Mime
- Spoken Word
- Choirs
- Entertainers
- Musicians
- Instrumentalists
- Vocalists
- Acting
- Vocals
- Comedy

- Musician
  - Play
  - Ventriloquism
  - Music
  - Drama
  - Opera
  - Puppetry
  - Classical Music
  - Story-telling
  - Circus Acts
  - Acrobatics
  - Dance
  - Performance Arts
  - Fine art
  - Choreography
  - Spokenword
  - Magic
- **Visual Arts**
    - Painting
    - Graphic Design
    - Sculpture
    - Drawing
    - Printmaking
    - Filmmaking
    - Fashion
    - Photography
- **Craft Artisans**
    - Ceramics
    - Glass art
    - Jewelry Making
    - Pottery
    - Leatherwork
    - Metal Work
    - Woodwork
    - Papercraft
- **Culinary Arts**
    - Chefs/Cooks
- Bakers
  - Agro-processors
  - Caterers
- **Literary Arts**
    - Authors
    - Acreenwriters
    - Playwrights
    - Poetry
    - Prose
    - Drama
    - Novels
- **Cosmetic Art**
    - Skin Care
    - Hair Care
    - Nail Art
    - Make Up Artistry
- **Service Providers**
    - Technical Support
    - Commnications
    - Infrastructural/Logistical (tents, stage,chairs)
    - Production/Stage Management
    - Logistics
    - Videography
    - Promoters
    - Commnications
- **Advertising/Media**
    - TV/Radio
    - Social Media
    - Branding
    - Advertisements
- **Gaming/Innovation**
    - Virtual Reality
    - Computer Gaming

**Initiatives from Creatives Connect Forums:**

Our Creatives Connect forums have served as dynamic platforms for engaging with stakeholders and harnessing their ideas, insights, and aspirations. Through these consultations, several initiatives have emerged, marking a significant stride towards nurturing the creative economy. These initiatives encompass:

**\*list initiatives**

# Performance Measurement and Monitoring

No.	Objective	KPI	Target	Frequency	Review and Adjustment	Responsible Department
1	Rebranding and Restructuring of Ministry	No. of rebranding activities completed	5 activities	Quarterly	Quarterly	All Staff
		Stakeholder feedback on the effectiveness of the rebranding efforts	80% satisfaction rating			
		Employee satisfaction with the restructuring process	85% satisfaction rating			
2	Professionalization and standardizing of creative and culture industries	No. of standardized guidelines implemented	5 guidelines	Annually	Annually	Admin
		Stakeholder feedback	90% satisfaction rating			
		Employee satisfaction	85% satisfaction rating			
3	Initiation of National Creative/Cultural Policies and Legislature	No. of policies and legislature initiatives introduced	2 initiatives	Annually	Annually	Admin + ICH
		Progress in the implementation of new policies & legislature	70% completion rate			
		Stakeholder satisfaction	80% satisfaction rating			

No.	Objective	KPI	Target	Frequency	Review and Adjustment	Responsible Department
4	National Creative Economy Registry Revamp	Increase in the number of registered creatives	20% increase	Annually	Quarterly	Admin
		User satisfaction	90% satisfaction rating			
		Completeness & accuracy of the creative economy registry	95% accuracy rate			
5	Establishment of proper stakeholder relationships and partnerships	No. of strategic partnerships established	3 partnerships	Annually	Annually	Admin
		Level of stakeholder engagement & satisfaction	85% satisfaction rating			
		Increase in collaborative projects with external organizations	15%			
6	To advance the skillset and professional development of staff	No. of training programs conducted for staff	1 program	Quarterly	Quarterly	Admin
		Employee participation in professional development activities	95% participation rate			
		Employee feedback on the effectiveness of training programs	85% satisfaction rating			

No.	Objective	KPI	Target	Frequency	Review and Adjustment	Responsible Department
7	To enhance the existing educational programs in primary and secondary schools	No. of schools implementing creative education programs	10 schools	Annually	Annually	Arts
		Student enrollment and participation in creative education initiatives	60% participation rate			
		Academic performance of students in creative subjects	10% improvement in test scores			
8	To maintain the mandate of the ICH Secretariat and continue the work of preserving and promoting the culture	No. of cultural preservation initiatives undertaken	4 initiatives	Annually	Quarterly	ICH
		Increase in public awareness and participation in cultural preservation activities	15% Increase			
		Feedback from communities on the effectiveness of cultural preservation efforts	80% satisfaction rating			

No.	Objective	KPI	Target	Frequency	Review and Adjustment	Responsible Department
9	Undertake the digitization and creation of a Virtual Library of Cultural Archives	No. of cultural documents digitized and made accessible online	50 documents	Monthly	Monthly	ICH
		User satisfaction with the virtual library platform	90% satisfaction rating			
		No. of visits/downloads of cultural archives from the virtual library	50 visits/downloads			
10	Development of thriving and sustainable creative arts programs	No. of new creative arts programs launched	1 program	Annually	Annually	Arts
		Enrollment and retention rates in creative arts programs	70% retention rate			
		Success stories or recognition of graduates from creative arts programs	3 success stories			
11	Festivals enhancement	No. of festivals organized or supported	6 festivals	Annually	Annually	Festivals Secretariat
		Attendance and participation rates in festivals	20% increase in attendance			
		Increase in revenue generated by festivals	15% increase in attendance			



No.	Objective	KPI	Target	Frequency	Review and Adjustment	Responsible Department
12	Foster growth and innovation in the creative economy sector	No. of new creative startups or businesses established	10 startups/businesses	Annually	Annually	Admin
		Percentage increase in revenue or sales of creative businesses	10% increase in investment			
		Level of investment in the creative economy sector	20% increase in investment			
13	Generate employment opportunities and increase the contribution of the creative economy to the GDP	Percentage increase in employment rates within the sector	5% increase	Annually	Annually	Admin
		Contribution of the creative economy sector to the overall GDP	10% increase			
		Average income or wages of individuals working in the creative economy sector	8% increase in average income			

No.	Objective	KPI	Target	Frequency	Review and Adjustment	Responsible Department
14	Cultural Shift: Increase public awareness and understanding of the creative economy	Percentage increase in public awareness of the creative economy	15% increase	Annually	Annually	All Staff
		No. of educational or awareness campaigns conducted	4 campaigns			
		Media coverage or mentions of the creative economy in mainstream media	20% increase in media coverage			
15	Promote global expansion and market access for creative enterprises	No. of international partnerships or collaborations established	3 partnerships	Annually	Annually	Admin
		Increase in exports of creative products or services	10% increase in exports			
		Revenue or sales generated from international markets	15% increase in revenue from int'l markets			

No.	Objective	KPI	Target	Frequency	Review and Adjustment	Responsible Department
16	Generate accurate and insightful statistics through research and studies to inform evidence-based decision-making and facilitate the development of the creative economy	No. of research studies conducted on the creative economy	4 studies	Annually	Annually	Admin
		Utilization of research findings in policy-making or decision-making processes	90% utilization rate			
		Feedback or recognition from external experts on the quality of research conducted	Positive feedback from 80% of external experts			
17	Promote integration and collaboration across sectors	No. of cross-sector partnerships or collaborations established	4 partnerships	Annually	Annually	Admin
		Level of participation in cross-sector events or conferences	80% participation rate			
		Feedback or satisfaction ratings from stakeholders regarding the level of integration and collaboration	85% satisfaction rating			

# Resource Allocation

# Risk Management

## Risk Identification:

### *a. Intellectual Property Risks:*

- Infringement of trademarks, copyrights, or patents
- Misuse or theft of confidential information

### *b. Talent Retention Risks:*

- Losing key creative talent to competitors
- Difficulty in attracting new talent due to industry competition

### *c. Market Competition Risks:*

- Changes in consumer demand or preferences
- Emergence of new competitors

### *d. Financial Risks:*

- Economic downturns impacting revenue streams
- Unforeseen costs associated with project development and execution

## Risk Analysis:

### *a. Intellectual Property Risks:*

- Likelihood of occurrence: Medium
- Potential impact: High
- Priority: High

### *b. Talent Retention Risks:*

- Likelihood of occurrence: High
- Potential impact: High
- Priority: High

### *c. Market Competition Risks:*

- Likelihood of occurrence: Medium
- Potential impact: High
- Priority: High

### *d. Financial Risks:*

- Likelihood of occurrence: Medium
- Potential impact: High
- Priority: High

### **Risk Management Strategies:**

#### ***a. Intellectual Property Risks:***

- Strategy: Implement procedures for protecting and monitoring intellectual property
- Responsible party: Legal department
- Timeline: Ongoing

#### ***b. Talent Retention Risks:***

- Strategy: Offer competitive salaries and benefits, invest in employee development and engagement initiatives
- Responsible party: Human resources department
- Timeline: Ongoing

#### ***c. Market Competition Risks:***

- Strategy: Conduct regular market research, develop agile business strategies to respond to changing market trends
- Responsible party: Strategy and planning department
- Timeline: Ongoing

#### ***d. Financial Risks:***

- Strategy: Maintain diverse revenue streams, manage costs effectively, and have contingency plans for financial downturns
- Responsible party: Finance department
- Timeline: Ongoing

### **Implementation of Risk Management Strategies:**

#### ***a. Intellectual Property Risks:***

- Tasks: Develop and implement intellectual property policies and procedures, conduct training and awareness sessions for employees, monitor compliance and conduct regular audits
- Timeline: Ongoing
- Resources required: Legal team, employee training materials, audit tools

#### ***b. Talent Retention Risks:***

- Tasks: Develop competitive compensation and benefits packages, create a positive work culture, implement employee development and engagement programs
- Timeline: Ongoing
- Resources required: Human resources team, compensation and benefits analysis, employee engagement programs

***c. Market Competition Risks:***

- Tasks: Conduct regular market research, develop and implement agile business strategies, regularly review and update business plans
- Timeline: Ongoing
- Resources required: Strategy and planning team, market research data, agile business planning tools

***d. Financial Risks:***

- Tasks: Monitor revenue streams and costs, develop contingency plans for financial downturns, regularly review and update financial plans
- Timeline: Ongoing
- Resources required: Finance team, financial analysis tools, contingency planning tools

**Monitoring and Review:**

***a. Intellectual Property Risks:***

- Monitoring: Conduct regular audits and reviews of intellectual property policies and procedures
- Review frequency: Quarterly

***b. Talent Retention Risks:***

- Monitoring: Monitor employee turnover rates and conduct regular surveys to gauge employee satisfaction and engagement
- Review frequency: Biannually

***c. Market Competition Risks:***

- Monitoring: Conduct regular market research and analyze competition, review and update business plans regularly
- Review frequency: Quarterly

***d. Financial Risks:***

- Monitoring: Monitor revenue streams and costs, regularly review and update financial plans
- Review frequency: Monthly

## Communication and Reporting:

### *a. Internal:*

- Frequency



# Implementation Plan

## Administration

- Employ Staff:

### *Administration Unit*

- (1) Legal/Policy Officer (1 Year)
- (1) Business Development Officer (1 Year)
- (1) Research & Development Officer (Over 2 Years)
- (1) Project Development Officer (Over 2 Years)
- (2) Marketing & Communications Officer (Over 2 Years)
- (2) Production/Programming Officers (Over 3 Years)
- (4) Art Administrators (Over 3 Years)
- (1) Senior Clerk (1 Year)
- (2) Messenger/Driver (Current); Over 2 Years)

**Total: 15**

### *Programming Unit*

- (1) Arts Specialists (Year 1)
- (2) Senior Arts Officers (Over 2 Years)
- (6) Performing Arts Officers (Current; Over 3 Years)
- (2) Visual Art Officers (Over 2 Years)
- (1) Literary Art Officer (Year 1)
- (1) Cosmetic Art Officer (Year 2)
- (1) Gaming/Innovation (Year 3)
- (3) Media Officers (Over 2 Years)
- (5) Adjunct Officers (Over 3 Years)

**Total: 22**

### *ICH Unit*

- (1) ICH Manager/Director (Current)
- (1) Archivist (Current)
- (2) Senior ICH Officer (Current)
- (2) Junior ICH Officers (Year 1)

**Total: 6**

- Staff Development Sessions (Microsoft 365, Effective Communication,
- Finalize Job Descriptions and Roles of Departments

## Programming

- Education:

- Educate the community on the various careers available to creatives and help change the mindset of the general public
  - Support/mentorship programs
  - Initiate Calypso as an art form at the Primary school level
  - Interschool Calypso competitions (Also other art forms)
  - Creative arts/programs offered in all schools supported by access to teaching resources.
  - Annual creative camps/summer camps
  - Creative Arts Academy
  - Scholarships in as many areas as possible
  - Investment in drama/theatre to create a better pool of actors locally
  - Internship opportunities
  - Jamaica Summer Intensive @ EDNA Manley
  - Public educational programs on culture
  - Involve the elders of the communities in the teaching of the culture
  - Drama festivals in the schools
  - Pottery in schools
  - Advocate for performing arts course at CFBC
  - Assign cultural reps to the schools
  - Effective and adequate music programs in schools other than recorder and steelpan.
  - Make allowance for appropriate books by local authors in school
  - Renew the pathway of using games/playtime as part of teaching/transferring the culture
  - Creation of Arts Competition and Showcases in schools
  - Drama Festival for Primary Schools
  - Expansion of dance programs into rural and private schools
- Legal/Legislative:
- Commencement of ICH Policy
  - Initiation of National Creative/Cultural Policy
  - Extended Duty-Free Concession\*
  - Incentives such as concessions\*
  - Tax Incentives for service providers and other creatives who import several times per year
  - Legislate a Safety Act for operations
  - Economic impact assessment
  - Create a National Cultural Foundation
  - Establish a folklore monument
  - Create avenues to sell content to broadcasters.
  - Access to work visas to allow for overseas performances
  - Equipment insurance
  - Assist with land acquisition
  - Consider moving Carnival and Music Festival dates to provide a more sustainable economic environment that would benefit the federation
  - Establish relationships with social media platforms such as YouTube

- Consult with Inland Revenue to revise the business classifications
  - Create a statutory body to administer grant protocols and distribution
  - Create a beauty association
  - Establish a Film and Television Office/Commission
  - Bolster protections of the arts so that the artistic and cultural identity can be preserved
- Marketing and Export:
- Marketing assistance opportunities
  - Access to & assistance with export facilities & opportunities for services\*
  - Create avenues to assist authors and other creatives with promotions locally, regionally, and internationally \*
  - Exhibitions/Markets where authors are invited to showcase their works
  - Creatives Registry & society where creatives can be contacted for jobs in their respective fields
  - Frequent networking events, Creatives Connect
  - Establish an international folk troupe for export
  - Product development and marketing/promotion analysis
  - Carry out import poles
  - Expand the list of tools for the creative artistes
- Infrastructure:
- Creative Arts space
  - Recording studios/music/media facilities
  - Decentralization of major musical infrastructure such as the music festival
  - A mall designated for locals only
  - Craft House development/improvement.
  - Pottery kiln
  - Refurbishment of the Amina Craft Market
  - Repair and implement maintenance plans for community centers in all constituencies.
  - Visual Arts Gallery for all areas of visual arts inclusive of fashion
  - Spaces for printing and reproduction of paintings
  - Studio spaces for painters
  - Provide green screen room for video creation along with props, smoke machine lights etc.
- Festivals/Events:
- Awards show
  - Community troupes in grand parade \*
  - Opportunities for local bands to perform at regional carnivals/festivals
  - Industry specific festivals

- Cultural/Art/Craft festivals
  - Create more events around regional and international holidays
  - Poetry nights & book readings
  - Night/Street market for authorpreneurs (literary arts)
  - Decentralize events - go to different venues around the country.
  - Community Outreach “We Village Dat”
  - Comedy, calypso and extempo festivals
  - Literary Arts festival
  - Dance Conventions
  - Trade shows
  - Create more opportunities for fashion and pageantry
  - Create favorable pathways for national/regional/international representation
- Visibility:
- Opportunities for performances by local bands on cruise ship in port, in particular those that leave late at night.
  - More opportunities to display talent
  - Inclusion of literary artistes in regional and international expo delegations
  - Spaces for literary arts promotion
  - Spoken word on national and international stages
  - Assistance for amateur & experts alike to maximize their particular talent/skill
  - Have auditions or applications for performance opportunities and create balance among creatives in terms of exposure
  - More opportunities for folklore troupes to perform at events
  - Weekend use of the square & designated spaces around the island for display of artistic wares
  - Social Media presence
  - Establish a culture month
  - More opportunities for theatrical performances
  - More opportunities for local vs overseas service providers
  - Create/arrange for non-commercialized avenues for creatives to express their disciplines
  - Create a history book by locals about us
  - Create poetry videos
  - Write the history of Upper College Street
  - A fully immersive cultural experience for tourists - a combination of as many art forms as possible with rotating artists so many persons/groups would receive the same opportunities
  - Mural projects
  - Improved display spaces such as the museum
  - Incentives and awards should be made available for creatives to encourage year-round production
  - Teach traditional dances as part of excursions

- Provide manuscripts and other published works at St Kitts/Nevis Embassies
  - Create more opportunities for all disciplines to be available for tourists
  - Create a space for the history of Nevis pottery
  - Encourage tour guides to play local music on their tours
- Funding/Finance/other assistance:
- Assistance for equipment purchase
  - Grant access
  - Loans
  - Revolving financial incubator program similar to the Taiwanese SEED program offered in Nevis
  - Rent control on properties of operation
  - Yearend stipend for all folklore groups
  - Assistance for community festivals with funding and folklore
  - Sponsorship opportunities for creatives
  - Create/identify pathways to jobs/job creation within the creative economy
  - Public establishment of troupe rates
  - Tap into international sources
  - Assist in ticket production and promotion for drama productions
  - Establish partnerships between government institutions & authors trying to get book sales
  - Tap in to the CBI for investment into the creative arts
  - Stipend for persons who work on camps
  - Vouchers for supply acquisition
  - Provide accessibility to affordable loan interest rates for Make Up Artists
- Workshops/Training:
- Effective event execution
  - Business planning/obtaining a business license.
  - Business administration
  - Performance training
  - Music industry
  - Book publishing
  - Writing - song, scripts, poetry, books, screenplays
  - Folklore
  - Budgeting/Money management
  - Cinematography/Caribbean cinematography
  - Technical - lighting, sound, etc.
  - Visual Arts - craft, pottery, graphic design etc.
  - Culinary Arts
  - Marketing
  - Grant writing & execution for small or individual projects.

- Traditional vs modern culture
  - Drumming and other technical workshops towards certification\*
  - Age barrier workshops
  - Calypso writing
  - Sound engineering
  - Mask building
  - Dance techniques.
  - Entertainment and contract law.
  - The art of negotiations.
  - Brand development.
  - Instrument making e.g., drum, fife.
  - Costume design and costume building.
  - Performance skill development - live vs studio production.
  - Traditional culinary arts.
  - Storytelling.
  - Wire bending
  - Hair braiding, hair care, hair art workshops/training for all ages
  - Cosmetology training
  - Social Media training
- Information access:
- Improved communication of information
  - Online information hub
  - Access to officers for information
  - Public notification of activities
  - Best business practices for creative industry
  - Embrace modern technology more.
  - Build a creative database.
  - Just for creatives news channel.
  - Increase and improve archiving capabilities
  - Create a database for creatives.
  - Provide information/make information accessible on import procedures for specialized items such as prop guns, swords, fake money etc.

## ICH

- Digitization of Archives
- Establish Arts & Culture Library
- Create a National ICH Website that will promote National ICH safeguarding initiatives

- Sensitize people about ICH and all ICH activities, and to display St. Kitts and Nevis ICH elements.
- Conduct and record interviews with Tradition Knowledge Bearers
- Create a National Inventory of St. Kitts ICH Elements in need of safeguarding.
- Safeguard National sites to protect raw materials that are utilized by Tradition Knowledge Bearers under the ICH Elements Knowledge and Practices concerning Nature and the Universe
- St. Kitts and Nevis National ICH Inventory Cabinet Submission
- Conduct an ICH competition Festival on all Folklore Groups in St. Kitts and Nevis (Prizes such as being the face of tourism/ ambassador of culture will be awarded)
- PHASE 6: ICH DRAFT POLICY [Period: September 2023 to March 2024] Information documented from SKN ICH Stakeholder Consultations by a Rapporteur will be organized into a National ICH Policy Framework by a policy draftsman [September to November 2023]. A UNESCO ICH Policy Expert will be contracted to review, amend, and write the National ICH Policy Draft [December 2023 to March 2024] A Public Awareness Campaign will inform the public about National ICH Policy activities [November 2023 to March 2024].
- PHASE 7: ICH CAPACITY BUILDING FOR ST. KITTS AND NEVIS (SKN) TRADITION/KNOWLEDGE BEARERS (TKB'S) AND GOVERNMENT OFFICIALS [2024 Period: April to December] A. Consultations will be held in SKN with 60 Government Officials [40 St. Kitts, 20 Nevis] [2024 Period: April to June] three (3) days in St. Kitts and two (2) days in Nevis. To educate them about existing creative and cultural industry legislation that impacts them and affects Safeguarding SKN ICH. B. Tradition/Knowledge Bearers 150 people [100 St. Kitts, 50 Nevis] will be educated on existing legislation that impacts them. Then, they will review and revise the National ICH Policy Draft Form ICH-04 up to US\$100,000 and Emergency requests-2023-EN - revised on 10/01/2022 - page 9 [2024 Period: July to August]. A Legal Consultant will conduct a 5-day capacity building workshop in SKN to provide legal guidance. Then, Nevis Cultural Development foundation (NCDF), the ICH Secretariat's St. Kitts and Nevis Living Heritage will make necessary amendments to the National ICH Policy Draft in preparation for SKN Ministers of Culture presentation to Cabinet for review, and

acceptance as new legislation for safeguarding ICH in St. Kitts and Nevis. [2024 Period: September to December].

- Development of the National ICH Policy for St. Kitts and Nevis - The primary objective of this project is to develop a National Intangible Cultural Heritage (ICH) policy in the federation of St. Kitts and Nevis for the purpose of safeguarding ICH within the federation.
  - PHASE 1A: CAPACITY BUILDING WITH ST. KITTS INTANGIBLE CULTURAL HERITAGE (ICH) NETWORK/COMMUNITIES, GROUPS, AND INDIVIDUALS (CGI'S) This phase is designed to engage the members of an existing network of TKB's and to enlist their support in identifying more comprehensively other communities, groups and individuals involved with ICH in St. Kitts and Nevis.
    - MEETING WITH ICH NETWORK [2023 Period: January 2023] ICH Secretariat will convene a meeting with the ICH Network which consists of St. Kitts ..community members that were trained in ICH Research and Documentation to confirm their support to this endeavor.
    - DOCUMENTATION AND EQUIPMENT SKILLS TRAINING [2023 Period: February 2023] St. Kitts TKB'S 25 will receive advanced Digital Camera and Video Equipment training to improve their skills in the area of operation, technique, and composition.
    - TKB STAKEHOLDER/CGI ASSESSMENTS [2023 Period: February 2023] Profile Assessments to identify Communities, Groups and Individuals who can contribute to the development of the National ICH Policy will be added to the ICH Network Database using Past Perfect 5.0 Software.
  - PHASE 1B: ASSESSMENT OF ST. KITTS EXISTING LEGISLATION This phase involves the identification and assessment of existing legislation directly and indirectly related to Culture and ICH in St. Kitts and Nevis.
  - PHASE 2A: ST. KITTS AND NEVIS (SKN) ICH POLICY LAUNCH [2023 Period: March 2023] Project Organizers; St. Kitts Department of Culture, Nevis Cultural Development foundation (NCDF), ICH Secretariat's St. Kitts and Nevis Living Heritage will officially launch the project (two hours),
  - PHASE 3: TRADITION/KNOWLEDGE BEARERS (TKB'S) CONSULTATIONS [2023 Period: April to June 2023] Five (5) Consultation Workshops will be held in



St. Kitts approximately 100 persons communities, groups, and individuals (CGI'S)  
[2023 Period: July 2023]

- PHASE 4: Consultations will be held in St. Kitts with 40 people: government officials, three (3) days in St. Kitts to inform them about the development of the National ICH policy and inquire what policy support their ministries can provide.
- PHASE 5: NGO'S AND COMMUNITY GROUPS ICH STAKEHOLDER CONSULTATIONS [2023 Period: August 2023] Consultations will be held in St. Kitts for one (1) day with 10 people: NGO's and Community Group Stakeholders to inform them about ICH, TKB's challenges, and to inquire what their NGO/Community Group can contribute to communities in St. Kitts in relation to the ICH policy.
  - To have a series of ICH Safeguarding Community workshops called: CORE (Cultural Oriented Revival Explosion) with assistance from ICH network in the communities for at least twice a year on different ICH elements. To conduct in-depth interviews yearly with cultural experts about ICH.

# Review and Evaluation

# Internal Calendar

This Internal Calendar section highlights the Department's initiatives and programs schedule.

The internal calendar will be accessible to all team members, enabling them to stay informed about upcoming initiatives, program schedules, and critical deadlines. It will provide a holistic view of the department's activities, fostering transparency and facilitating effective decision-making.

Within the calendar, each initiative and program will be represented as a distinct entry, including relevant details such as project names, descriptions, responsible teams, key milestones, start and end dates, and any dependencies or critical interdependencies. This comprehensive information will allow team members to have a clear understanding of ongoing and upcoming projects, promoting better coordination and resource allocation.

Regular review and evaluation of the internal calendar's effectiveness will be conducted to ensure its continuous improvement.

# External Calendar

The External Events Calendar focuses on creating an inclusive and dynamic platform that enables individuals and event promoters to showcase their upcoming events. This calendar will serve as a hub of information, allowing nationals and visitors to easily access a wide range of events and festivals within our locality.

To achieve this, we will implement a user-friendly system that enables event organizers to submit their event details for inclusion on the calendar. Through a designated web portal on our department's official website, organizers will be able to provide event descriptions, dates, times, locations, and any other relevant information. We will ensure a streamlined and efficient process for reviewing and approving event submissions, while maintaining the necessary quality control measures to uphold the calendar's integrity.

Once an event is approved, it will be added to the external events calendar, which will be prominently featured on our department's official website. Visitors to the site will have easy access to the calendar, enabling them to explore upcoming events, filter by category or date, and plan their attendance accordingly. Additionally, we will integrate social sharing functionality, allowing users to spread the word about events through various social media platforms, thereby expanding the reach and exposure of each event.

Furthermore, we will establish collaborative partnerships with event organizers, offering them additional promotional opportunities beyond the calendar itself. This may include features on our website, interviews, spotlight articles, or collaborative marketing initiatives. By providing added value to event organizers, we aim to foster stronger relationships and incentivize them to continue utilizing our platform for event promotion.

Regular monitoring and evaluation of the external events calendar's effectiveness will be conducted, allowing us to make data-driven improvements and enhancements. This feedback loop will help us refine the calendar's functionality, user experience, and promotional efforts, ensuring its long-term success as a valuable community resource.

Through the implementation of the External Events Calendar and Promotion section, we aspire to establish our department's official website as the go-to destination for individuals and organizations seeking to promote their upcoming events. By connecting diverse communities, encouraging active participation, and celebrating local talent, we will contribute to the overall vibrancy and cultural richness of our region.

# FAQs

1. What opportunities will the Ministry provide for creatives?
2. Can there be an application of various art forms in the schools to aid in improving the disciplinary issues that persist?
3. What programs are offered by the department to ensure that creatives actually receive the help that they need?
4. Why can't folklore be taught in schools? Where are the persons in the lead for drama?
5. Why aren't local published works included in the test of standard curriculum?
6. What is keeping young persons from the arts or being creative?
7. Can the creatives arts be mandatory in school?
8. Is it a requirement for creatives to obtain a business license in order to reap the benefits that the Department of Creative Economy has to offer?
9. What is the legal mandate of the department?
10. What is the rights vs legal ramifications behind video production?
11. How does music distribution work?
12. Why isn't local music being pushed more?
13. How can the government help us openly market our technical skills outside of St Kitts?
14. What does the future look like for creatives in the federation in light of expanding trade?
15. What is being put in place to facilitate the music industry?
16. When can the Creative Arts Centre be expected?
17. What assistance is there for community festivals?
18. Is it possible to get more involved with the department?
19. Why are there no mascots for major events such as CPL and Mango festival?
20. What are the future plans for dancers?
21. How can the ministry assist in income generation for creatives?
22. What kind of financial support may one be able to access specifically for programs geared to the general public?

23. How does one go about getting a small business loan? Why does it take so long to settle accounts/payments? Would folklore troupes be given assistance for travel? Do you provide/source jobs for those in need?
24. Will people buy books locally?
25. Will training opportunities be available for persons who work a 8-4/9-5?
26. What is in place for persons who want to own a small business?
27. How do I make a profit without overcharging?
28. Is there a WhatsApp chat to inform creatives about activities/workshops/opportunities?
29. Does the department have a website for information?
30. Is it possible to meet with the minister to discuss my concerns?
31. What is being offered to the youths of Green Valley?
32. How would creatives be compensated for content for TV channel?
33. What incentives are being offered in order to earn a decent living?