



# STRATEGIC PLAN

**October 2020-2024**

**FACILITATED BY: STRATEGIC ALIGNMENT  
LIMITED**

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**Section 2: Desired Future**

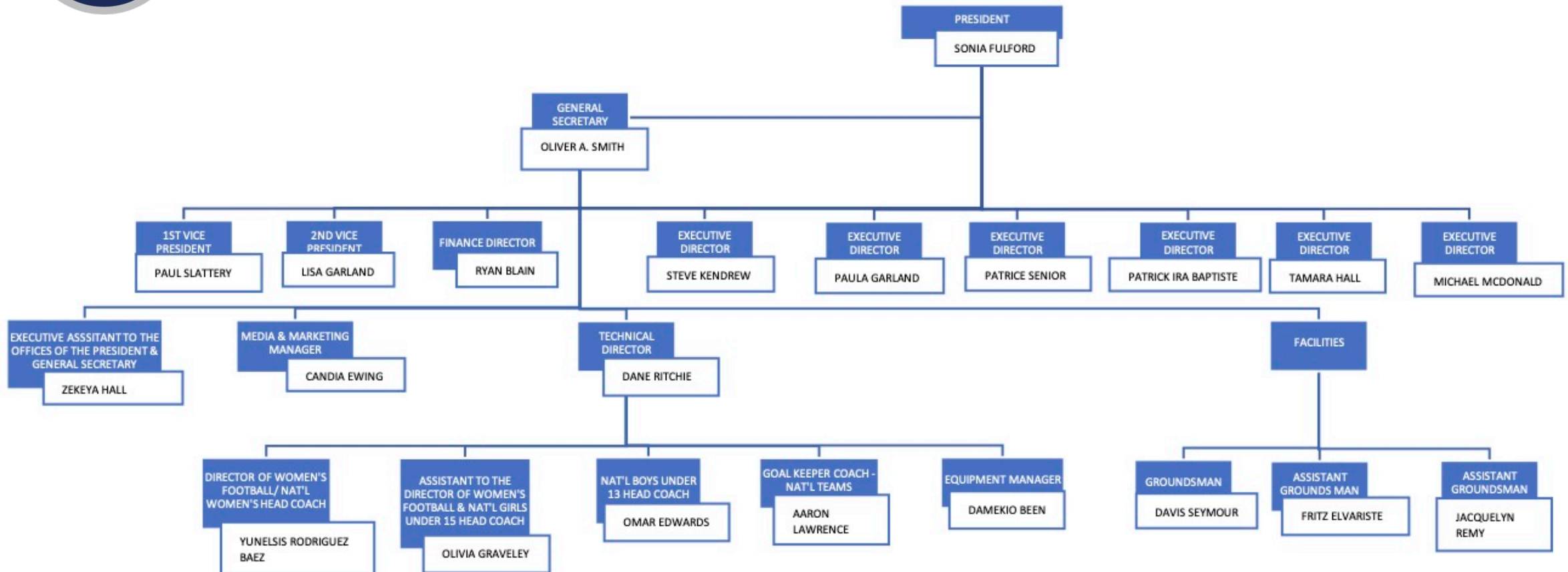
**Section 3: Key Issues**

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# ORGANIZATIONAL CHART





# OUR DESIRED FUTURE

VALUE CREATION CHAIN | MISSION | VISION | STRATEGIC DESTINATION & GAPS



# TCIFA VALUE CREATION CHAIN



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# TCIFA MISSION

- TCIFA contributes to National Development by promoting lifelong Football for all while creating Developmental, Educational, and Professional opportunities as well as providing an avenue for enjoyment and to express national pride.



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# 2030 TCIFA VISION



TCI Football is inspiring, well-governed and is the Country's most popular sport, creating model citizens both on and off the playing field

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# TCIFA STRATEGIC PILLARS

**NATIONAL SUCCESS**

**PLAYER  
DEVELOPMENT  
PATHWAYS**

**CLUBS &  
COMPETITIONS**

**COACH, REFEREE, &  
MATCH OFFICIALS  
DEVELOPMENT**

**INFRASTRUCTURE**

**GOOD GOVERNANCE**



## TCIFA STRATEGIC DESTINATION AND PERFORMANCE GAPS

STRATEGIC PILLAR	TYPICAL KEY PERFORMANCE INDICATORS	2025 Y5 TARGET	CURRENT	% 5-YR GAPS
<b>National Success</b>	1. Senior Men's Team FIFA Ranking	180	203	11%
	2. Senior Women's Team Concacaf Ranking	20	30	33%
	3. # Persons Playing Football (registered with TCIFA)	1100	663	66%
	4. Football ranking among sports in TCI	1	3	67%
	5. # of Tournaments (Non FIFA/Concacaf) that our Junior teams are ranked in the top 5	4	0	(4)
	6. # of Tournaments in which Junior teams participate at the 'B/Silver Level'	5	0	(5)
	7. # of Senior teams qualifying for final round of a FIFA/Concacaf/CFU Tournament (annually)	2	0	(2)
<b>Player Development</b>	8. # Youth involved in Grassroots programmes	800	390	105%
	9. # of International Youth games- Men	15	6	150%
	10. # of International Youth games- Women	10	4	150%

## TCIFA STRATEGIC DESTINATION AND PERFORMANCE GAPS

STRATEGIC PILLAR	TYPICAL KEY PERFORMANCE INDICATORS	2025 Y5 TARGET	CURRENT	% 5-YR GAPS
Infrastructure	11. # of Facilities meeting minimum Concacaf requirements (accreditation)	2	1	100%
	12. # Community Playing Fields for Football Development	6	3	100%
Coach and Referee Development	13. # of FIFA accredited Referees	5	1	(5)
	14. # of Certified local coaches (holding a A License and above)	8	2	300%
Clubs and Competition	18. # of Clubs participating in Men's championships	10	7	43%
	19. # of Clubs participating in Women's championships	8	4	100%
	20. % Registered Clubs meeting Concacaf's Club Licensing requirements	100%	70%	43%
Good Governance	21. % Projects/Programs that are on track	100%	100%	-
	22. % of expenditure covered by internally generated funds	20%	1%	1900%
	23. % Compliance to all FIFA, Concacaf, CFU and other requirements	100%	100%	-



# **KEY ISSUES**

**STRENGTHS AND WEAKNESSES**



# INTERNAL ANALYSIS



## STRENGTHS

1. Competent, passionate and dedicated staff
2. Strong Leadership
3. Professionally organized
4. Good governance
5. Good relationships between MA's and clubs/affiliates
6. Well maintained facilities
7. Strong communication



## WEAKNESSES

1. Lack of community involvement/interest in football
2. Limited resources (human, physical, financial, technological etc..)
3. Weak club structures/ dormant clubs
4. Failure to get government support
5. Absence of an agreed playing philosophy- game model and culture
6. Absence of agreed player development pathway



# OUR STRATEGY

**Stakeholder Value Propositions | Paradigm Shifts | Strategy Map**

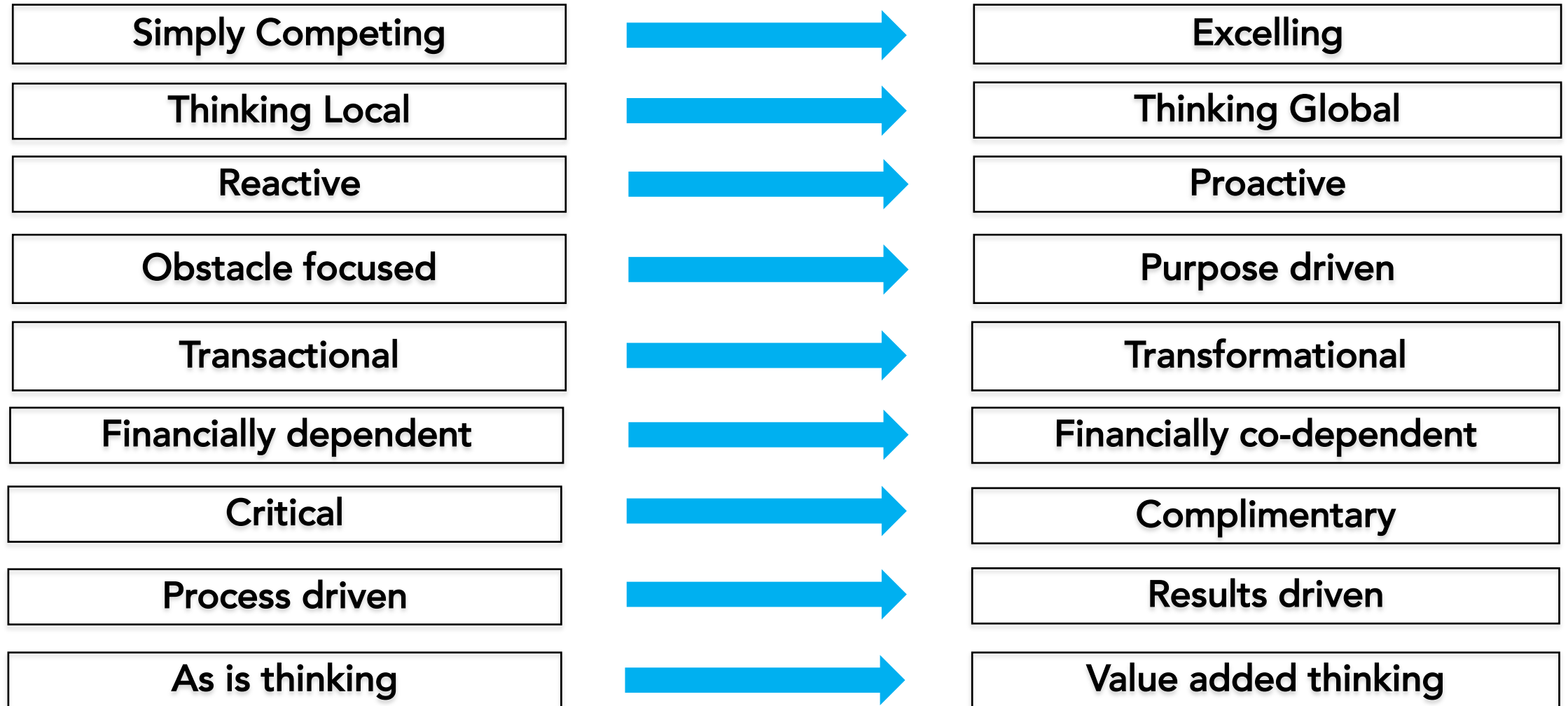


# STAKEHOLDER PROMISES

## WE PROMISE....

1. ... **our Players** playing and earning opportunities
2. ... **our Officials (Match Commissioners, Referees etc.)** career development and earning opportunities;
3. ... **our Parents** holistic development and educational opportunities for their children in a safe environment
4. ... **our Clubs** leagues, competitions and good governance
5. ... **our Coaches, Coach Educators and Mentors** career development and earning opportunities
6. ... **our Sponsors** – Recognition, Exposure for their products and services and opportunities to contribute to Football
7. ... **our Fans** opportunities to express national pride while enjoying themselves
8. ... **our Volunteers** opportunities for development and service to Community and Country
9. ...**our International Partners (FIFA/Concacaf/CFU)** to develop and grow football in TCI, while being transparent and accountable in the use of resources provided.
10. ... **our Staff (promise from the EXCO)** tools and support to do their jobs and opportunities for personal and professional development

# PARADIGM SHIFTS (Mindset changes)



# EXISTING CORE VALUES





MISSION	<b>M1: TCIFA contributes to national development by promoting lifelong football for all while creating developmental, educational and professional opportunities and an avenue for enjoyment and expressing national pride</b>				
STRATEGIC PILLARS	<b>SP1: NATIONAL SUCCESS</b>	<b>SP2: PLAYER DEVELOPMENT PATHWAYS</b>	<b>SP3: INFRASTRUCTURE</b>	<b>SP4: CLUBS AND COMPETITION</b>	<b>SP5: COACH AND REFEREE DEVELOPMENT</b>
CORE PROGRAMS	<p>CP1. Implement and get agreement on a TCI footballing philosophy</p>	<p>CP3. Develop and implement a transparent strategy for matriculation from Grassroots to Junior, to Senior and to National Teams</p>	<p>CP4. Identify lands for playing fields and engage TCIG to secure tenure</p>	<p>CP7. Provide greater competition experience and opportunities such as in Concacaf and CFU</p>	<p>CP11: Implement a Coaching Education Department for increased training and licensing opportunities using Concacaf Coaching Certification Pathway</p>
<p>CP2. Strengthen Player Development via Technical and Tactical Capacity Building</p>	<p>CP5. Lobby TCIG to develop football infrastructure in schools</p>		<p>CP8: Engage &amp; reactivate dormant clubs and expand club football to other islands</p>	<p>CP12: Optimize use of Concacaf Training Hub for Referee Development</p>	
	<p>CP6. Engage potential Investors for playing fields</p>		<p>CP9: Establish a Youth League</p>		<p>CP10: Implement Club Training on Administration and Governance</p>
ENABLERS	<b>SP6: GOOD GOVERNANCE</b>				
<p>E1: Increase Sponsorship and Commercialization pursuits by monetizing TCIFA assets</p>	<p>E2: Engage Government and other Key Stakeholders to provide resources for Football Development</p>	<p>E3: Strengthen internal capability by investing in Human resources and Technology</p>			



# **MONITORING & REPORTING**



# MONITORING PLAN

By Whom	How	Frequency
1. Board/EXCO	<ul style="list-style-type: none"> <li>▪ Summary Thermometer</li> </ul>	Quarterly
2. Management	<ul style="list-style-type: none"> <li>▪ Full Thermometer</li> </ul>	Monthly (Before Board)
3. Key Stakeholders	<ul style="list-style-type: none"> <li>▪ Summary Thermometer</li> </ul>	As Required
4. Members	<ul style="list-style-type: none"> <li>▪ Summary Thermometer in Annual Report</li> </ul>	Annually at AGM
	<ul style="list-style-type: none"> <li>▪ Summary Thermometer</li> </ul>	Quarterly
5. General Public (Via Media)	<ul style="list-style-type: none"> <li>▪ Summary Thermometer</li> </ul>	Quarterly (After Members Meeting)