SAINT LUCIA FOOTBALL ASSOCIATION INC.

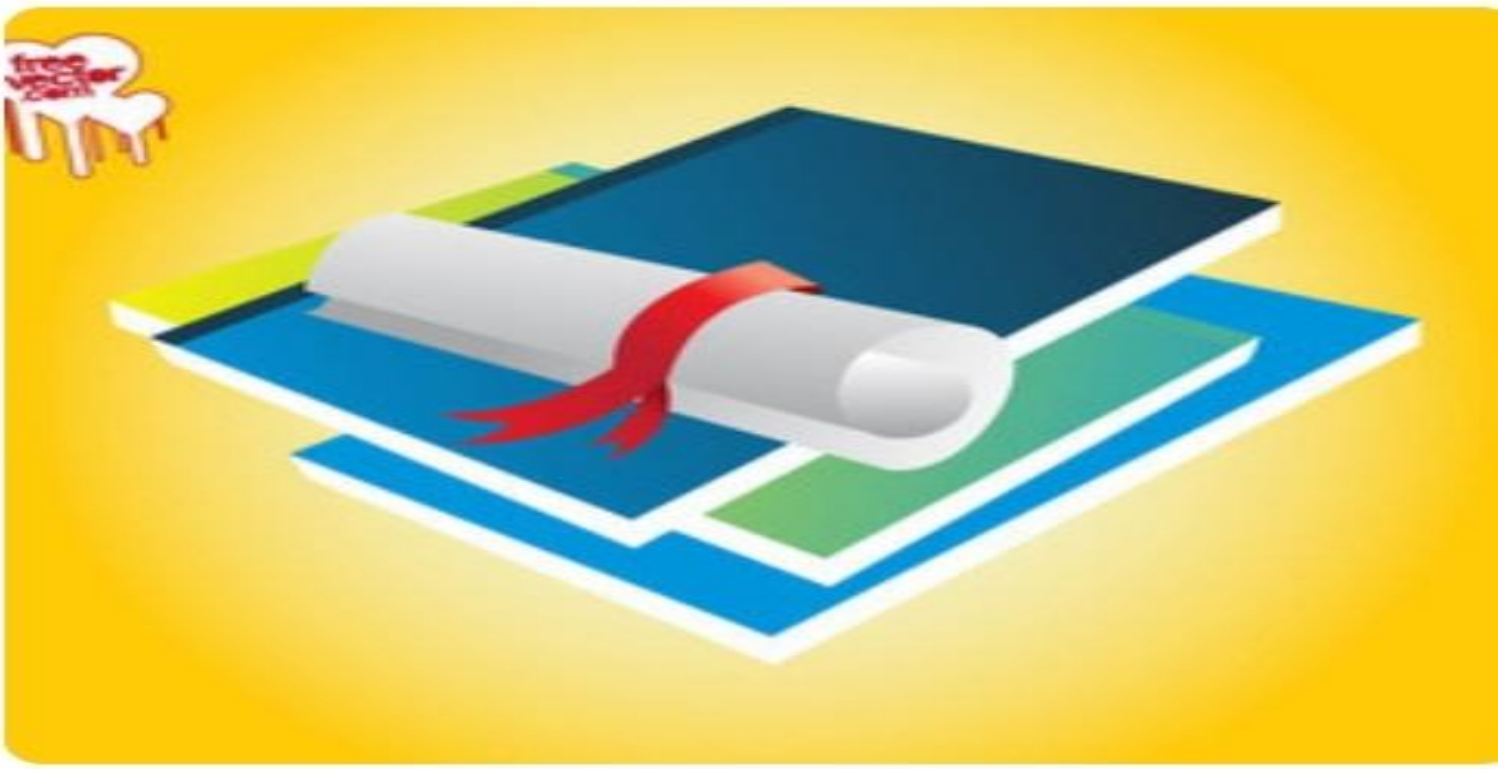
Propelling Saint Lucia Football to Higher Heights

Saint Lucia Football Association

www.stluciafa.org

2021 - 2025

THE NATIONAL FOOTBALL STRATEGIC PLAN



The Introduction

The Presidents Message

The Saint Lucia Football Association Inc. has over the past five years predicated its very existence, its programs and activities on the contents of its Strategic Plan which was code named SP2020.

The processes that were undertaken to develop the plan impacted the way in which we were going to develop and implement our programs and activities. This also helped in causing everyone to be on the same page and to importantly understand the importance of each person in the accomplishment of our goals and objectives. This exercise also made everyone aware and appreciate the value that they brought to the table as well as the value that the executive board, staff, stakeholders, sponsors, governmental bodies and others held and there importance in the whole.

SP2020 helped us move with methodological purpose and gave us what was necessary in dealing with our partners and stakeholders. We were better able to communicate. The Saint Lucia Football Association saw a vast improvement in its output and received value for money in all the areas identified in the plan. Our members, clubs and officials all played their part in the realization of the successes that we achieved over the four year period under SP2020.

Some of our achievements in a nut shell are as follows:

1. **Financial Management and the Finance Department,,**
   - ✓ All transactions are computerized,
   - ✓ Online banking has taken off and is used for specific transactions,
   - ✓ Payments to vendors and members are undertaken electronically,
   - ✓ Member Leagues undertake record keeping by use of an online system,
   - ✓ A dedicated officer assigned to monitor all non FAP transactions,

2. **Governance**
   - ✓ All clubs are in FIFA Connect and have been trained,
   - ✓ All championships rely on registration from FIFA Connect,
   - ✓ Two Staff members have been trained to use FIFA Connect**,**
   - ✓ President dialogues with member leagues once per quarter,
   - ✓ Proper Governance is necessary to access financial support,

3. **Competitions**
   - ✓ All players must be registered FIFA Connect to play,
   - ✓ FIFA Connect must participate in youth championships,
   - ✓ Improvement, increase in number**/**quality of Championships,
   - ✓ Significant increase in number of payers registered in FIFA Connect,

Thank you to my executive committee members, our stakeholders and Staff for the unflagging support and work in making this period successful. We are now to undertake a new challenge and I pledge my continuous dedication and look forward to yours.

The Saint Lucia Football Association Inc. - An Overview:

The Saint Lucia Football Association Inc. is the sole umbrella body for football in Saint Lucia and exists to regulate and execute the programs as mandated by FIFA, CONCACAF the CFU as it pertains to Association Football. The Saint Lucia Football Association Inc. an autonomous body and only answers to FIFA.

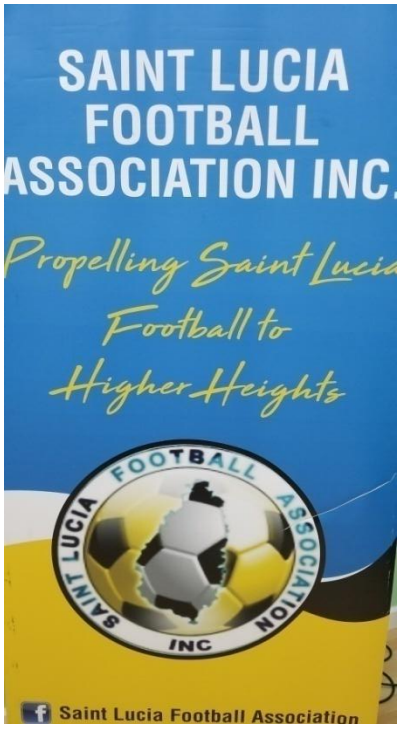
Our core competencies revolve around the Mission OF THE SLFA which are predicated on the following:

- Develop and promote football
- Administer well –organized programmes
- Produce inspiring competitions
- Produce competitive National Teams

Staffing and Office

The Association administers a full time office and resources it accordingly and as required from time to time. The organization is made up of the following base line requirements:

- Headed by a President
- Implements policies of the executive committee
- Headed by a General Secretary who reports to the President
- 2 Assistant General Secretaries
- Comprises of 9 Departments – an average of 17 Staff Members
  Departments are: Finance, Marketing, Referees, Technical, Projects, Youth, Women's Football, Compliance, Events and Competitions
- SLFA Owns Headquarters valued at USD $600,000.00
- SLFA Owns three Buses
- Goal Project 2 in progress (Technical Centre)
- Boasts over 101 D License certified Coaches
- Undertakes national Coaching Programs (over 100 coaches) in schools, communities, clubs. Coaching training programs ,
- Best run national championships held in Saint Lucia



WHO ARE WE

- Member of FIFA, the biggest sports body in the world
- Democratic – Audited Accounts, Annual Report & Audited Statements to members and FIFA, Annual Program
- President is Vice President of the Caribbean Football Union
- Every district (member) – 19 members total/over 100 clubs
- Average of 70 championships at the district level
- Average of 9 national championships per year
- Championships are u13, u14, u15, u17, u 20, u 23 and Senior
- Grassroots Program (6 – 13 Yrs) 40 clubs & 14 districts
- Thirty Active Referees, 6 Referee instructors, 20 match commissioners, 4 Coaching Instructors, 100 D' License coaches based in clubs and districts
- Association of the year four years in Saint Lucia
- Won Gold at the inaugural 2017 Commonwealth Youth Games Beach Soccer

Some Lifelong Factors

Governance

- Means that effective and efficient systems of decision making and operations are employed at the SLFA.

Technical

- The SLFA recognizes that in order to produce excellent teams, it must improve the standards of the game. This means that expectations must change at all levels and players and coaches must adapt and become more committed.

Youth

- The SLFA has deliberately determined that young people will be recruited widely to be involved in the game and it will be a main competitor for youth attention.

Marketing

- Professional marketing operations are a center piece of the SLFA operations.

Women

- Football will become the Choice Sporting Activity among Women. We have created a new system for Women´s Football to florish.

Finance

- To achieve financial stability and sustainability; the SLFA we have embraced strategic financial management. This implies that all aspects of football that involve finance are now situated within a financial strategic framework.

Some of the Core Programs Concepts Undertaken

1. **Governance**
   - Democratic Practice, Summits, Compliance, Executive Committee Support,
   - Membership Development, Staff Development, Financial Management

2. **Training and Education**
   - Coaching, Refereeing, and Other Officials Development.
   - National Teams and Elite training Development
   - National Scholarship Program
   - Social Responsibility
   - Support to Penal Institutions,
   - Boys Training Centre and Uptown Gardens Girls Centre.
   - Child Protection Program

3. **Competitions and Events (District League and Club Championships)**
   - U13, u14, U15, U17, U20, U23, Promocional Championship,
   - 1st Division, Super League, Blackheart,
   - Caribbean Football Union, CONCACAF and FIFA Qualifiers

The Strategic Planning Process

What is strategic planning in football?

It is about setting tactics, game plans to collectively achieve our goals. If we want to win a championship, we put together a set of plans which make up the tactics that will help us achieve the specific goals/objectives using a scientific methods.

The set of ideas comprises a Strategic Plan.

What is a Strategic Plan.

The Strategic Plan is the road-map clarifying where we want to go and how we will get there. This Plan will outline the various processes and the mind set that is required to achieve the goals.

The benefits of strategic planning,

As a MANAGEMENT tool

- ✓ To identify where we are now, where we want to go and how
- ✓ To have a better balance Macro vs Micro management

- ✓ To direct staff and allocate resources
- ✓ To manage activities
- ✓ To measure performance

As a COMMUNICATION Tool

- ✓ To share with stakeholders
- ✓ To promote future direction
- ✓ To market your federation

As a Financial Tool

- ✓ To manage the allocation of funds for specific activities,
- ✓ To allow for easy financial reporting and management

The Strategic Planning Process

There are four steps in Strategic Planning. As outlined in the pictorial representation, these are essential as they dictate the use of scientific methodologies in determining the various factors that directly impact the organization. These are important for us to understand as these are what we will use to develop the appropriate actions that will bring us closer to achieving our goals and objectives..In essence the Strategic Plan will unearth the issues and develop appropriate solutions and strategies to be employed.

The Strategic Intervention

The ultimate aim of the Saint Lucia Football Association Inc. is the control and development of ´Association Football´. This responsibility cannot be taken lightly as the plight of the country rests squarely on the shoulders of this association.

The participation of Saint Lucia in a World Cup is the ultimate goal to be achieved and by no means is this an easy feat. Another 200 countries are also vying to do the same and as such the level of competition is high and fierce.

In the new dispensation, FIFA has disbursed millions of dollars towards the development of the beautiful game, all aimed at providing a more equitable landscape especially to the small nations which do not have the population size and necessary revenue generation attributes that can cause a significant impact on the development of football as seen in North America and Europe.

It goes without saying that all the money in the world without a sound strategy will get you nowhere. With the right plan and the necessary requisite funds the gap between the Football super powers and the small countries can be reduced significantly.

Natural talent cannot take us anywhere, it is the deliberate planning that can. Intention cannot take forward, it is the actions that we take. The need for us to plan is not enough, our planning now has to become strategic, we must develop the ethos of strategic thinking and transcend this type of thinking to the planning process likewise.

The need for us to continue to be strategic is paramount and has become even more relevant under the new models that have emerged and in which we compete. We have incrementally become exposed to the whole world and now we no longer are restricted to our region or confederation. This has seen the adaptation of small island states like us leap frogging in an effort to more quickly adapt and adopt internationally accepted modes of operation and development.

The need for us to undertake the periodic review of our Strategic Plan is crucial as football is ever changing in leaps and bounds. If we do not adapt and adapt quickly, we will be left behind.

For us, the need for a Strategic Plan is even more crucial as now, every country has access to the same technical development tools and knowledge and every country has resources to be used for the development of football in its locality. There are no longer any excuses.

It is against this background that we will continue to review and redevelop our strategic plans and it is against this background that we believe that we have made significant strides in our Youth Development Programs. It is therefore based on this premise that we have developed the 2021 – 2025 New Strategic Plan.

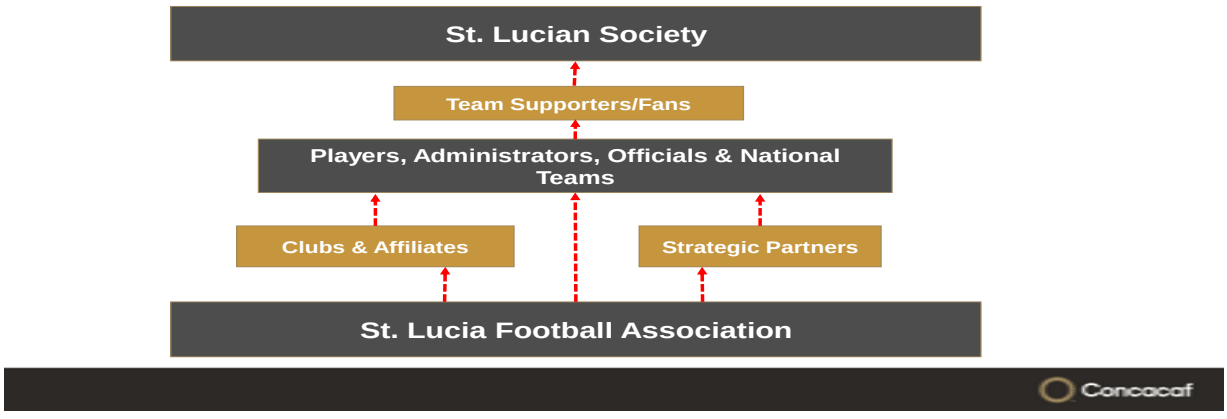
Futuristic Endeavours - The Value Chain

In the recent past, the Saint Lucia Football Association has achieved much although not enough to get us to the prized world cup qualification. Our participation in the numerous confederation championships is now the new acid test for us. We no longer have the luxury of competing only against countries in our region, we can be paired off against anybody.

Our global outlook has now changed and we must now adopt the new strategies that will cause the entire country to look at the big picture to embrace it and rally behind us as we strive towards the goal of being in a world cup.

The need for everyone to understand and value our position against the rest of the world is now more so more crucial these days as the need for resources and collaborations is a must if we must properly program and develop. We can no longer work in isolation of the rest of the country if we are to continue to make significant progress. We must recognize the value of every sector in our country and be able to harness these when required for the development of the game.

SLFA Value Creation Chain



In the modernized system of development, every sector contributes to the whole, every person has the potential to bring something to the table. No one or organization can be discounted and we must therefore understand their roles within our very existence and when and how we leverage these to our benefit.

GRID OF HUMAN VALUES AND SUB VALUES

Right Conduct	Peace	Truth	Love	Non-Violence
Manners	Patience	Truthfulness	Kindness	Consideration
Health Awareness	Concentration	Creativity	Friendship	Cooperation
Helpfulness	Positiveness	Honesty	Forgiveness	Global Stewardship
Responsibility	Self Acceptance	Determination	Generosity	Loyalty
Independence	Self Discipline	Fairness	Compassion	Active Citizenship
Perseverance	Thankfulness	Trust	Tolerance	Justice
Courage	Contentment	Reflection	Service	Respect

It is therefore incumbent on the Saint Lucia Football Association to create its own value system that it can depend on to draw from and which can contribute towards its development. It is important for us to note carefully, that no matter what our Goals are, the Saint Lucian Society is the most important resource and partnership that we have. We must build a truly symbiotic relationship with it and also help it see the merit of our relationship and how we benefit each other.

Futuristic Endeavours - The Mission

So what exactly is the Saint Lucia Football Association Inc. about, what is its mission and how is it able to achieve its ultimate goal? How do we survive in such a competitive environment, how will we weather the storm.

The need for a clear unambiguous Mission Statement is important as it must be understood by everyone at any and every age. It must be relevant to every sector of the Saint Lucian Society and they must see how they can benefit and support in the realization of the accomplishment of the mission.

The Mission must be realistic and achievable, it must encompass the partnerships. They must be allowed to play a significant role in its execution and realization and they must understand that role that is expected and how they are to contribute.

The Mission must also embody the aspirations of the organization and create a synergy between our partners needs and our needs. It must say what the mission is, how we achieve it and what the end result must look like.

SLFA Mission and Vision

Mission	2030 Vision
✓ **To develop and promote St. Lucia's football through the effective execution of tailored programmes and inspiring competitions; resulting in globally competitive national teams and the well-being of our players, clubs, officials and administrators."**	✓ **At least one (1) national team has qualified for the final round of the FIFA World Cup over the last ten years as a result of deliberate talent development, robust competition, well-equipped football-specific venues, well-managed Leagues/ Clubs; all propelled to the highest heights by the goal-oriented, strategy-focused, well-governed and inclusive St. Lucia Football Association.**

Futuristic Endeavours - The Vision

The goal of playing in a world cup remains the ultimate and everything must revolve around this central theme. It must continue to spur us forward and motivate us towards developing the game. We must in our minds have targets over a period of time so that we can work towards the goal in a timely fashion. We must set the tone to be a long term direction which will indicate our success or a lack thereof.

Our Vision must define what we want our future to look like and in so doing become a shared view that inspires and energizes our partners and stakeholders on a national level.

It was therefore very important for us to develop a Vision statement that encompasses the gamut of the issues that we must address in order to achieve our set goals.

The stated Vision encompasses the aspirations of the association and its stakeholders and we believe that these can be reasonably achieved. This perceived Vision is meant to carry us to the year 2030 and entails the following expectations:

¨***At least one (1) national team has qualified for the final round of the FIFA World Cup over the last ten years as a result of deliberate talent development, robust competition, well-equipped football-specific venues, well-managed Leagues/ Clubs; all propelled to the highest heights by the goal-oriented, strategy-focused, well-governed and inclusive St. Lucia Football Association¨.***

Strategic Pillars

If we are achieve any success in football, we are to determine the areas that need to be developed and sustained, how long it should take to undertake the development plan and the resources that are required to undertake the programs.

It is this premises that after some vibrant discussions that we decided on five core areas that would comprise the Strategic Pillars and should be given attention over the next four years.

These are predicated on the Mission Statement which is as follows:

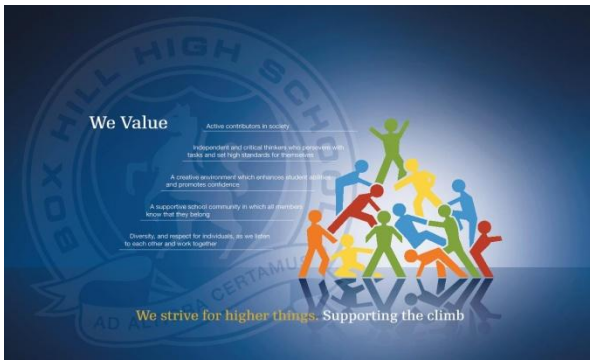
´To develop, manage and promote the nation´s football, resulting in globally competitive national teams and the well being of our players, clubs, officials and administrators´.

The five Strategic Pillars focus on the following themes and are as follows:

- **Strategic Pillar 1 - National Teams**
- **Strategic Pillar 2 - Development,**
- **Strategic Pillar 3 - Competitions,**
- **Strategic Pillar 4 - Finances,**
- **Strategic Pillar 5 - Governance**

The Saint Lucia Football Association Inc – Core Values

Football encompasses managing people/organizations that are directly involved, are indirectly involved by way of association or by transactional means of engagement. These transactional arrangements can be sponsorship, fans, service providers, the media among others, whereas these that are directly connected play a vital role and contribute significantly to the development of the product.



The term ´product is deliberate as the private sector is more readily receptive to the idea of football being a product that can be marketed and leveraged in an effort to generate attention that eventually redounds to profit.

It therefore necessary that we espouse the Core Values that will articulate our positions with the various sectors that impact us. These values are usually used to determine the level of seriousness of the organization and how the organizations values compare with that of the various stakeholders and partners.

The following are the Core Values that we espouse;

- ❖ **Integrity**
- ❖ **Professionalism,**
- ❖ **Passion,**
- ❖ **Inclusion,**
- ❖ **Partnership,**

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These are in sync with the **FIFA FAIR PLAY** ethos and forms the basis of football, globally. Football must be a shining light of hope and reassurance.

Our Core Values engage the entire gamut of our society as it relates to every sphere of endeavour that they may be involved with or aspire to become connected to.

The Situational Analysis

As we grapple with the objective of achieving our ultimate goal, we must appreciate that there are issues internal and external that will continuously hinder the rate of our progress and that if we do not understand these that we may be continuously working in vain. It is therefore crucial that we identify the issues that hinder our progress so that we can develop processes and or activities that directly mitigate their negative impact on the organization.

The hindrances are categoriesed under traditional headings of **SWOT analysis theory**:

- **Strengths,**
- **Weaknesses,**
- **Opportunities,**
- **Threats**

Key Internal Issues

Taking into consideration that we had already in our previous Strategic Planning Session identified some of the underlying issues that posed a threat, we undertook an assessment of where these were and if they were still relevant.

This exercise revealed that we had decimated many of the pre-existing issues previously identified and identified the issues that were now prevalent and needed addressing. We were pleasantly surprised that the current internal weaknesses were very few and that we had been undertaking some actions which actually addressed some of these.

Moving forward, we are confident that we can eradicate these with the appropriate strategies, developed and employed.

Please note below the key internal issues identified as crucial in the development of the game Saint Lucia as well as the key internal strengths that currently reside in the SLFA.

Key Internal Issues

Internal Strengths	Internal Weaknesses
1. Committed Executive Committee & Staff.	1. Poor Communication – externally to stakeholders and general public.
2. Solid and competent Executive Leadership	2. Inadequate Performance Accountability Framework.
3. Stable Governance System within the Association.	3. Inadequate expertise by staff execute on key areas of Strategy.
4. Prudent Financial Management practices.	4. Inadequate number of experienced coaches (specifically female coaches).
5. Robust Stakeholder Relationships.	5. Weak strategic, technical and governance frameworks/competencies at the Affiliate & Club levels.
6. Good Compliance of, and Involvement from, our membership	6. Inadequate Marketing capability.
7. Sound Youth Technical Program.	7. Inadequate quality and quantity of Officials and Administrators.

Concacaf

We believe that based on the past set of actions that have been employed, that we were on our way with dealing positively with some of these internal weaknesses and that as we continue to plan ahead that we will certainly eradicate these from existence.

The fact that the executive committee is committed to the development of the game and is sold on the need and use for strategic thinking and planning has already won half the battle. It is also incumbent on us to bring up to speed, the technical and administrative staff to appreciate the need for strategic thinking and planning.

For us to leverage the key factors identified in the External Enablers, we must undertake to develop the appropriate responses that will add value and cause these to be realized. The fact that we have presented the suite of Stakeholder Value Propositions will lend support to the need for us to work together to address the issues identified.

It will be important for us to help our stakeholders understand the External Hindrances and work along with us in the development of strategic process and activities that will help us move past these issues.

Key External Issues

External Enablers

1. **Member Leagues** will augment our effectiveness in delivering our strategic programmes.
2. **FIFA/Concacaf/CFU** can provide Technical and Financial support.
3. **Government** can provide Financial Support and ensure Technical Programs included in school curriculum.
4. **Media** can support our promotional efforts.
5. **Parents** can ensure youth attend our development programs
6. **Private Sector** and diaspora can provide Financial and other Support.
7. **Available scholarship** opportunities can expose young players
8. **Available technologies** can assist in development and empowerment for the FA and its stakeholders
9. **Growing interest in the sport** (specifically seen in Women's" Segment) resulting from global marketing efforts and the realization of the legitimate pathways for professional development.

External Hindrances

1. **Increasing competition** from other sports for players, funding and football specific facilities.
2. **Relic of the social stigma regarding Women's Football** still present in the sport and can limit its growth
3. **COVID-19 Pandemic** has negatively impacted the execution of football programmes and projects that were in train.
4. **Religious restrictions** reduces the attendance at practice and competitions for our youth talent.
5. **Unstructured Transportation System** hinders movement of players, officials, fans etc.
6. **Poor National Economy** affects funding and corporate support for execution of programmes and projects.

Concacaf

The need for all parties to appreciate the need to work towards the eradication of these issues is paramount to the successful implementation of the overall strategy for Football in Saint Lucia. We must develop professionally driven communications systems that will enable us to provide information and more importantly receive feedback and facilitate easy access for dialoguing with our various stakeholders.

The need for a strategically driven communications program is more apparent more now than ever so that we can now start to leverage the work that is being undertaken and create global awareness of the undertakings and projects accomplished by the SLFA. This in turn will provide a wider pool of potential partners who we can solicit for financial and other resources.

The SLFA also understands the need to continuously work with its member leagues to cause them to become more proficient, efficient and strategic in the planning and the delivery of their own programs and activities. For the SLFA to succeed, it must have a membership that is like-minded and understands the need to use new and innovative strategies to engage their stakeholders, creating partnerships at the local level.

The Strategy

How do we achieve the continued forward progress of the SLFA and who will be responsible for the coordination of the program and projects to be employed. It is well and good to develop a plan but it is also crucial that once a strategy is developed that the organization has the presence of mind to stay the course and adhere to the details of the Strategic Plan as developed and approved

Stakeholder Values

In addition to the Core Values we also espouse a set of Values which specifically engage our stakeholders. These signal our intentions and have motivated us to go further to make promises that we think are important to our stakeholders if we want them to buy into our overall philosophy and ethos.

These encompass our stakeholders and outline the promises that are significant in the realization of the set of activities that we must undertake as we continuously build the beautiful game. These will help the stakeholder more easily relate to their perceived roles and functions as they collaborate and support us on the journey forward. The Stakeholder Values are direct and deliberate propositions that take into account the aspirations of the stakeholder. These propositions provide a unique set of outcomes that speak specially to their area of specialization or interest.

Stakeholder Value Propositions

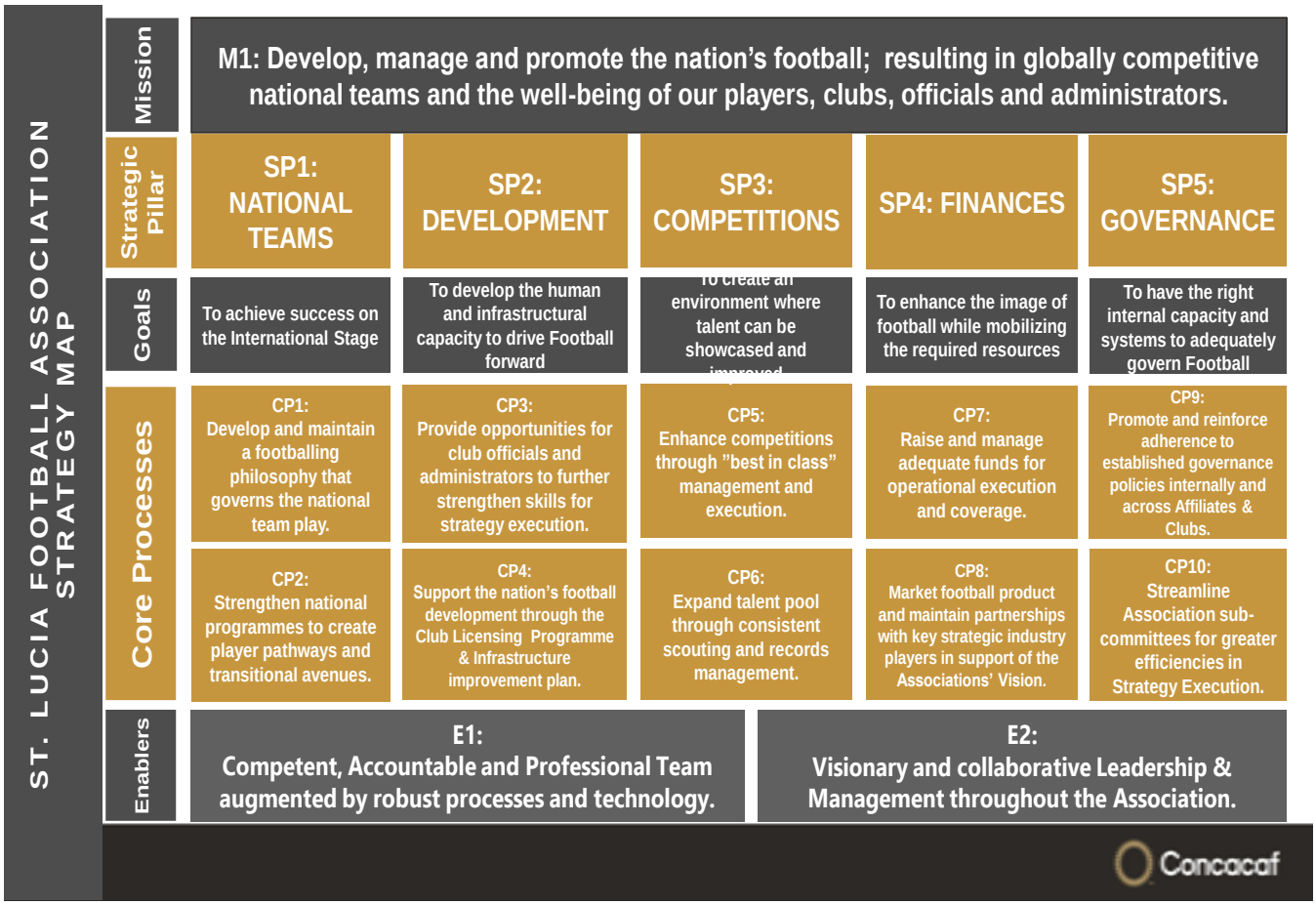
1. **We promise our Players the opportunity for a brighter future, through established pathways while travelling the world and representing your homeland.**
2. **We promise our Clubs & Affiliates to provide vibrant competitions with attractive incentives, executed by competent officials resulting in greater participation.**
3. **We promise our Officials, Administrators & Employees to provide competitive rewards for service delivery while supporting professional endeavors through world class training and development opportunities.**
4. **We promise our Supporters/Fans to deliver high quality and affordable entertainment for the entire family in safe and secure environments.**
5. **We promise our Strategic Partners to create a world class product, delivered and managed by competent professionals (on & off the field), resulting in improved stakeholder relations and well-being for all.**

The Strategy Map

Based on the investigations during which the SLFA evaluated its sphere of operations, its staffing compliment, the role and function of its executive board and the underlying issues, it created a Map which outlines its strategic plan of action to achieve its Mission.

This Strategy Map clearly outlines the various aspects that it thinks that it should utilize as the guide to help develop the programs, projects and other aspects of the SLFA.

The Strategy Map will also indicate the skill set that is required of the staff for the realization the Goals and Objectives. It is instructive to note that the four strategic pillars also form a basis upon which Map is predicated. See below.



The table is designed to provide a snap shot of the overall trend of thought and illustrates the preliminary set of actions that are necessary for the realization of the Vision and the Mission and the associated Goals and Core Process that are necessary to achieve.

The Strategic Plan, is a five year plan and therefore encompasses short and long term plans that span the five years. The five year plan must embrace a long term policy that is created by a cohesive set of actions towards the achievement of the ultimate.

The Implementation Plan

Planning is essentially the beginning of the process of delivering on programs, projects or events. These plans must be dissected to extract the actions required with the proper analysis and the development of the various activities that will create and produce the desired outcomes.

This plan does not contain anything new; it is an amalgamation of all the pieces and results thereof put together in a sequential fashion with a view to extracting information and creating an actionable template to be used as the guide for implementation.

The implementation of the plan will depend on the SLFA and how it responds to the activities that it must now deliver on, its allocation of financial resources and its review, analysis and possible restocking, retraining or retooling of its staff who will have the skills that can unlock the plan to deliver the desired results.

The following is the SLFA Action Plan Template which is to be used in the actualization of the development plan. The plan belongs to the SLFA and its stakeholders, our partners must also assume the responsibility for the actualization of the relevant parts of the plan. The SLFA will provide the necessary leadership and guidance during this process.

The continuous support of FIFA, Concacaf, the CFU and the Private Sector must continue and be encouraged. They too must see, understand and accept the role that they must play and agree to help us move forward and to in-cooperate their own business ethos to leverage the advantages that will present themselves.

The following implementation Plan is designed to provide us with the actionable processes required that will move us forward in the realisation of our goals and allows us the flexibility to design and implement the activities that we believe will help us achieve various pillars already established in the most efficient way.

It is now squarely in the hands of the Association generally through its various Football Departments to bring the plan to life and to engage all the parties in the development and the realization of the various goals as outlined.

ST. LUCIA FOOTBALL ASSOCIATION INC

THE STRATEGIC PILLARS & ACTION PLANS

STRATEGIC PILLAR 1 – NATIONAL TEAM SUCCESS

STRATEGIC GOAL

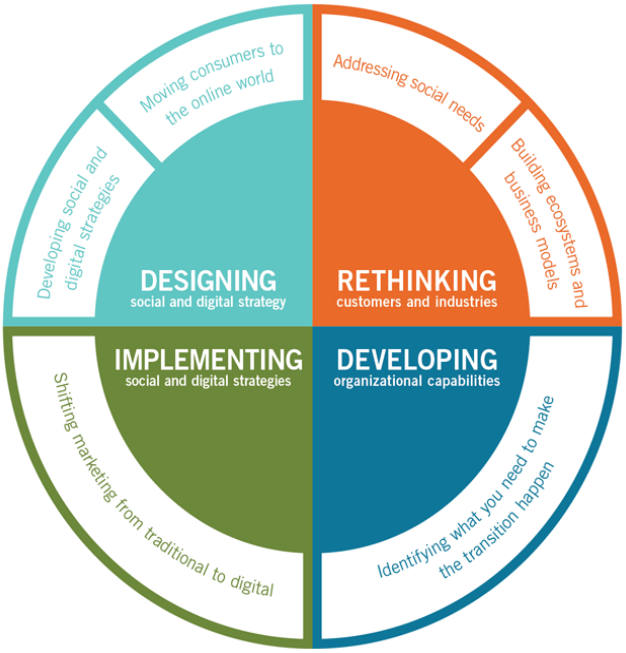
To qualify for a World Cup by developing national teams that thrive on excellence

Actions

- Develop and implement a national teams strategic plan that outlines best practices for the development and substance of our national teams,

- Identify suitably qualified coaches that will deliver high level training toplayers and National teams,

- Create and implement a sustainable national team training system, policy and plan understood by clubs, players, and Saint Lucia at large,



- Consistently assess and strengthen the technical department at the association,

STRATEGIC PILLAR 2 – DEVELOPMENT

STRATEGIC GOAL

To build a strong and stable quality national association, develop quality technical and administrative infrastructure, create opportunities and access to all whilst enhancing the quality of life and well-being of all,

ACTIONS

- Create sustainable pathways and opportunities that allow and lead to indeterminate growth of the organization and community,

- Create partnerships and cooperation featuring inclusivity, equality that bring added value and purpose to the organization and community,

- To identify possible and access sources of funding for the development of football infrastructure in Saint Lucia

STRATEGIC PILLAR 3 – COMPETITIONS

STRATEGIC GOAL

To provide pathways and access to players, coaches and officials desirous of representing Saint Lucia in participating and competing in creative and innovative local and international championships

ACTIONS

- Develop and implement a national quality coaching plan and program that allows access to all clubs and individuals who are desirous of undertaking coaching at all levels,

- Develop and implement a national referee development plan and program that allows access to clubs and individuals desirous of undertaking officiating duties,

- Provide varying levels of championships to create equal opportunity amongst the varying levels of clubs, teams ad players within the association,

- Create a fan base program that will popularize football and cause a mass following of the beautiful game,

- Create special media to bring concerted attention to the game and championships,

- Create paraphernalia around the various teams and the association for sale,

STRATEGIC PILLAR 4 - FINANCE

STRATEGIC GOAL

To create a dynamic and innovative marketing strategy that will generate interest and attention and ultimately generating wealth for the association,

ACTIONS

- Continue to practice financial prudence, and undertake to continuously review and refine fiscal practices, policies, and procedures
- Develop a commercial strategy that is predicated on Saint Lucia Football product,
- Create and transform Saint Lucia Football into an attractive/marketable product
- Develop a Marketing Department at the Saint Lucia Football Association Inc.

STRATEGIC PILLAR 5 - GOVERNANCE

STRATEGIC GOAL

To develop and create a strategic road map for the development and management of the association, its affiliates, clearly defining roles and responsibilities by all parties in the execution of its plans and operations

ACTIONS

- create an ethos of strategic thinking and planning,
- ensure proper financial planning and record keeping is part of the administration of our affiliate and the association,
- ensure that progressive administrative practices and systems are in place and sustained on a daily basis,
- ensure that all members and clubs possess progressive and modern statutes and that they observe the contents therein as mandated by FIFA, CONCACAF and the Saint Lucia Football Association Inc.
- Develop and implement a progressive monitoring and evaluation system to allow the association to capture data that can be used to improve on its operational programs and projects,

SAINT LUCIA
FOOTBALL ASSOCIATION INC.

THE IMPLEMENTATION PLAN

THE PROPOSED FORMAT

The Strategic Pillars are now to be used to develop the programs and activities that will cause us to achieve the goals and objectives with the requisite funding for each set of activities. The proposed programs and activities are calendared and the member leagues and clubs solicited to provide their support.

In the implementation of these, it will be prudent that we utilize the structures that already exist and not reinvent the wheel.

The following table indicates the district structure and zonal system that is used in the implementation of football programs and activities,

Eastern zone	Western zone	Northern zone	Southern zone
Mabouya Valley	South Castries	Marchand	Vieux fort south
Dennery	Canaries	La Clery	Vieux fort south
Mon Repos	Anse La Raye	Babonneau	Laborie
Micoud	Roseau	Gros Islet	Soufriere
Desruisseaux		Central Castries	Choiseul

The need for the member leagues to have their own programs and activities to compliment the SLFA´s is paramount. We must provide them with the necessary support in the development of their own programs and activities.

In essence, each league must develop its own Strategic Plan that will achieve the similar objectives as the SLFA´s Strategic Plan.

The first order of the day is for the development of the annual program of activities that is to help the SLFA in the realization of the goals. These should be developed by the organizations professionals and sold to the members for their support and action when required. A budget is also to be developed commensurate with the annual program of activities to be implemented.

The 2021/2022 Strategic Development Roadmap

STRATEGIC PILLAR 1 – NATIONAL TEAMS SUCCESS					
Strategic Goal	**Activities**	**Who**	**When**	**Finance**	**Completion**
STRATEGIC PILLAR 2 – DEVELOPMENT					
Strategic Goal	**Activities**	**Who**	**When**	**Finance**	**Completion**
STRATEGIC PILLAR 3 – COMPETITIONS					
Strategic Goal	**Activities**	**Who**	**When**	**Finance**	**Completion**

STRATEGIC PILLAR 4 – FINANCE					
STRATEGIC PILLAR 4 – DEVELOPMENT					
Strategic Goal	**Activities**	**Who**	**When**	**Finance**	**Completion**
STRATEGIC PILLAR 5 – GOVERNANCE					
Strategic Goal	**Activities**	**Who**	**When**	**Finance**	**Completion**