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2021-2026 STRATEGIC FRAMEWORK



One Caribbean voice united in passion and purpose

www.cfufootball.org





Message

Randy Harris

President - Caribbean Football Union

Dear Colleagues

Strategic Plan 2.0 builds on the strategic framework of 2018-2020. The continued development of football—administrators, coaches, referees, players—in the Caribbean is at the centre of the plan. It also has the bold and achievable aim of qualifying CFU teams to all World Cup Competitions.

The Executive Committee and I consider this the people's plan, as formulation was with input from the Member Associations. It hews deliberately to homegrown expertise to address matters intrinsically Caribbean, as well as to education and training.

Realizing our goals, much like a football match, is a team sport, requiring cooperation from all the Members. We urge your active involvement, and are confident that together we will achieve success. This will redound to the benefit of our communities, fans, and our partners.



We remain a union of 31 countries galvanized by our commitment to football. Whilst we are an amalgamation of the English, Dutch, French and Spanish-speaking Caribbean, we speak the same language and with the same voice.

This singleness of purpose will propel us forward, and I am confident that we will all commit and succeed.

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YOURS IN FOOTBALL



Randolph Harris
President





Caribbean Football Union

31 Football Nations

The Caribbean Football Union (CFU) is the umbrella organization for 31 Caribbean football associations and federations in the English, Dutch, French and Spanish-speaking Caribbean. The members are part of the Concacaf Federation.

The CFU was established on January 28, 1978 as the Caribbean region's governing football body and a sub-group within Concacaf. Member Associations compete in CFU, Concacaf and FIFA competitions.

The CFU administers competitions annually that seek to address the footballing needs of the Member Associations and creates synergies with the Concacaf and Fifa calendars. These include the Boys' Uner-14 Challenge Series, the Girls' Under-14 Challenge Series, and the Women's Challenge Series.



Vision

One Caribbean voice united in passion and purpose



ARUBA



BAHAMAS



BONAIRE



BRITISH VIRGIN ISLANDS



CURACAO



DOMINICA



GRENADA



GUADELOUPE



JAMAICA



MARTINIQUE



ST. KITTS & NEVIS



ST. LUCIA



ST. VINCENT & GRENADINES



SURINAME



TURKS & CAICOS



VIRGIN ISLANDS

Our Mission

To empower and support our members through strong leadership while providing clear direction and professional services in the advancement of the beautiful game.

Stakeholder Map

External

Fans, Governments, Universities, Media, Pan-Caribbean Companies, Regional Bodies.

Internal

FIFA
Concacaf
Member Associations
Partners, Employees

Core

Members.





SWOT Analysis

01

Strengths.

- Solid foundation upon which to build
- Sound leadership
- Membership's will to improve
- Strong relationships with parent organizations, Concacaf and FIFA
- Natural talent
- Regional expertise
- Untapped advertising bloc of 44.42 million

02

Weaknesses.

- High cost of transportation
- Limited human and financial resources
- Lack of infrastructure
- Limited grassroots competitions and training initiatives
- Lack of competition for women
- Insufficient match preparation before qualifiers and championships
- Lackluster on-pitch results amongst many members

03

Opportunities.

- New competitions
- New development and training initiatives
- Strategic alliances
- Increase revenue
- Strong international presence

04

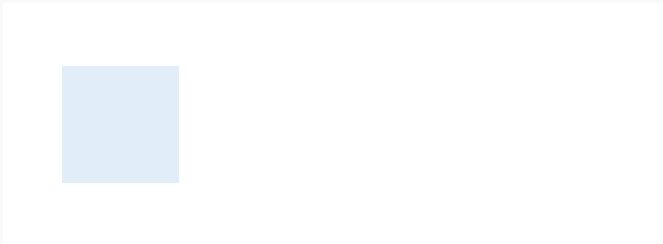
Threats.

- Natural disasters and pandemics
- Economic downturns
- Competition for limited funding
- One-size-fits-all regulations
- Disunity amongst membership





Core Values



Unity

Working together with a common purpose towards a common goal

Inclusivity

Equitable allocation of resources and access to opportunities for all Member Associations

Integrity

Embracing fair, honest, respectful and strong moral principles

Transparency

Acting always in a manner that is accountable, clear and truthful

Excellence

Striving for the highest results in all endeavors

Professionalism

Providing quality services and performance

Pillars

1 Football Development



2 Capacity Building



3 Good Governance



Football Development (on field)

Strategic Goal and Objectives #1



Greater representation at FIFA International Tournaments

- o Qualify at least two teams to 2023 FIFA Women's World Cup
- o Qualify at least three teams to 2026 FIFA Men's World Cup
- o Qualify at least one team to every FIFA Youth World Cup
- o Qualify 2-3 teams to 2027 Women's World Cup
- o Qualify at least one team to FIFA Beach Soccer and Futsal World Cups

Action Steps

- o Biennial Caribbean Women's Tournament
- o Introduction of Men's U21 in 2022 and U23 in 2024
- o Continuation of CFU Boys' and Girls' U14 Challenge Series
- o Introduction of youth tournaments to coincide with FIFA tournament dates
- o Provide administrative support for regional invitational tournaments, including beach soccer and futsal

Strategic Goal and Objectives #2



Increase participation rates at youth and grassroots level

- o Increase the retention rate of boys playing football across the Member Associations
- o Increase the amount of girls playing football across the Member Associations
- o Target scholarship from CFU-supported College Combines

Action Steps

- o Implement a region-wide 'football in schools' program
- o Create a communication plan to encourage girls to play football
 - Target stigma against girls playing football
 - Use regional examples to illustrate success
 - Illustrate the myriad of career opportunities from participation in football
- o Provide educational opportunity avenues for youth to play more football
 - Support and/or develop regional college combines
 - Create partnerships with North American universities

Capacity Building (off the field)

Strategic Goal and Objectives #1



At least one panel of CFU referees represented at every FIFA World Cup

- o Increase the number of FIFA/Concacaf accredited referee instructors in the region
- o Increase the pool of referees at the grassroots level in the region

Action Steps

- o Introduce a biannual CFU Instructors' Course as preparation and follow-up to FIFA Futuro III
- o Introduce a 'Referees in Schools' program targeting ages 16+ (best practice approach re Barbados FA)

Strategic Goal and Objectives #2



Provide additional opportunities for capacity building in administration for Member Associations

- o Increase the capacity level of administrators across the region
- o Increase the complement of qualified on-field match administrators in the region

Action Steps

- o Develop a partnership with University of the West Indies Sports Management Departments to deliver bespoke short courses
- o Deliver CFU-administered courses in match commissioning, match organizing, events management, etc.
- o Introduce CFU Human Resource exchange program highlighting best practices approach

Capacity Building (off the field)

Strategic Goal and Objectives #3



Improve the capacity of coaching departments in the Caribbean

- o Provide training and development for coaches
- o Increase the number of licensed coaches at all tiers

Action Steps

- o Develop an ongoing training program that is synergistic with FIFA's and Concacaf's programs
- o Introduce coaches' development component at CFU competitions
- o Encourage coaches exchange program amongst Member Associations



Good Governance

Strategic Goal and Objectives #1



Review and update CFU's administrative structure and operations

- o Align current administrative structure to updated strategic direction
- o Use new technologies to increase efficacy of CFU operations
- o Provide training opportunities for Secretariat staff

Action Steps

- o Introduce positions (compliance, competitions, marketing)
- o Implement competitions software
- o Onboard affordable digital software for marketing purposes



Executive Board

Caribbean Football Union



Randolph Harris
President
Barbados



Rignaal Francisca
First Vice President
Curacao



Jeaninne Wong Loi Sing
Second Vice President
Bonaire



Lyndon Cooper
Third Vice President
St. Lucia



Richard Dijkhoff
Fourth Vice President
Aruba



Glen Etienne
Executive Member
Dominica



Eric Labrador
Executive Member
Puerto Rico



Sonia Fulford
Ex-Officio Member
Turks and Caicos Islands



Luis Hernandez
Ex-Officio Member
Cuba



Maurice Victoire
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Secretariat

Caribbean Football Union



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