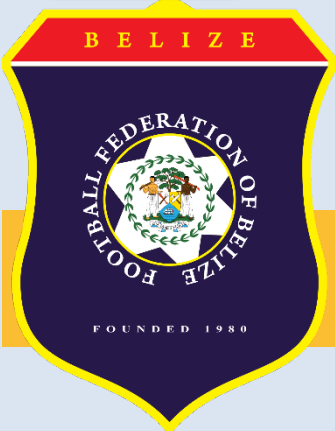


Football Federation of Belize

Believe in the Process



Strategic Plan 2023-2026



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Message from President

I was successfully elected as President of the Football Federation of Belize in December 2017. One of my first tasks was to see for the creation and implementation of a Strategic Plan for the FFB. The four-year plan was created after several consultations with our football stakeholders. It was important for the Federation to have a strategic plan crafted for us to know the direction we wanted to move the development of football in Belize. As the business mogul Warren Buffet once said, "Someone is sitting in the shade today because someone else planted a tree a long time ago." The seeds that we planted in 2018 with the launch of our last strategic plan are fast growing into a tree that will soon bear fruits. In ensuring a strong foundation for the growth and development of the Federation, a major part of the 2019-2022 strategic plan was focused on the professionalization of the Secretariat. Today we have an efficient, professional, and respected staff that has grown from 12 to over forty-five people country-wide. We have successfully moved from voluntarism to a culture of professionals.

Planting the seeds in 2018 was the start. The executives had to work arduously to water, nurture and fertilize that tree in order for it to grow healthy and strong. With that concept in mind, the FFB has once again met with you, our stakeholders in creating the FFB's Strategic Plan 2023-2026. This strategic plan outlines a four-year plan that will map the way for the continuous development and growth of football in our Jewel Belize. The next four years will see increased competitions, more national team participation, more grassroots activities, and equality amongst our boys and girls in all aspects of sports. By the end of this four-year cycle, the Federation will be able to boast of having some of the best sporting infrastructures, not only in Belize but in the entire region. Whereas the strategic plan which we are about to see to an end was focused greatly on infrastructure and physical improvements to the FFB's headquarters and offices country-wide; the new strategic plan will focus heavily on football capacity building in all aspects of development.

As President of the Football Federation of Belize, I can proudly say that the development of this new strategic plan from the initial consultation to the end product was 100% completed by our stakeholders, giving them the direct input necessary to design a plan which we would have to then execute. Believing in the Process then is no longer just a slogan but a realization! I thank you for believing in me and my executive to guide this team. We've met, strategized, and are prepared to continue investing the time, energy, and resources to ensure the development and sustainability of football in Belize.



Executive Council

President – Sergio Chuc

Vice President – Cruz Gamez

Executive Member – Marlon Kuylen

Executive Member – Shane Or

Executive Member – Jaqueline Pelayo





Executive Summary

The mission of the Football Federation of Belize is to build a strong football culture through sustainable practices to become the best ambassadors on and off the field.

This strategic plan will direct the operations of the Football Federation of Belize for the period 2023 to 2026 and is driven primarily by the contract of agreed objectives that were developed as a prerequisite to access the FIFA Forward Development Program Funds and the FIFA Operational Funds. This plan will realize the vision of the FFB, which is committed to being the pre-eminent football organization in the region with the inclusion of all stakeholders. The FFB is guided by its core values:

Fair Play: Promote and Manage every aspect of Football in Belize at all levels of play with impartiality and respect

Integrity: The FFB Adheres to strong ethical, moral, and sporting values

Transparency: Policies, processes, and decisions will be communicated in a timely manner

Accountability: assurance of responsibility for aligning programs and activities with expected aims and outcomes

Excellence: Execution and delivery of all football-related programs to the highest standards and expectations

Commitment: Obligated to provide football programs in every part of Belize and to anyone who wants to participate

Innovation: Committed to researching new ideas and methods as well as utilizing new and available technology with the aim of improving football in Belize

Teamwork: Committed to partnering with all stakeholders in the execution of our common goals.

The funds will target six (6) strategic areas: governance, competitions, capacity building, grassroots and youth development, infrastructure, and national teams' programs. A total of twelve million two hundred thousand (12.2) (BZD) is allocated from the FIFA Forward Funds, six million two hundred thousand (6.2)(BZD) for operating expenses during this four years cycle. Additional funds of two million four hundred thousand (2.4) million (BZD) generated and received from other sources, including CONCACAF, are used primarily towards the National Teams program.

Governance: In our strategic plan for 2019-2022 FFB has undertaken the task of revising its statutes and has assiduously enforced the revised statutes, however, because the statutes are a working document that must keep up with the changing times there is still work to be done, therefore, a total of \$100,000.00 (BZD) is allocated to (1) strengthen the governance structure for the FFB and its Member Association for greater accountability and transparency to be outlined in the statutes, regulations and policies and (2) assure the integrity of the FFB by improving management effectiveness, through alignment of the hierarchical relationships and the appointment of required oversight bodies.

Competitions: A total of \$2,000,000.00 (BZD) has been allocated for competitions. The objectives of these competitions are (1) to provide well-organized and structured competitions that assure the identification and development of talented players, (2) to enhance the establishment and propagation of stable clubs, and (3) to encourage and support all the different forms of playing football, thus providing enjoyment for a broad cross-section of FFB stakeholders.



Capacity Building: A total of \$300,000.00 (BZD) has been allocated for capacity building. The objectives are to provide (1) provide for the continuous education and training of coaches, players, referees, and match commissioners and all supporting functionaries of the FFB, and (2) to enhance the development and involvement of all players and stakeholders by optimizing the accessibility and effectiveness of programs, using appropriate technology at all levels of instruction.

Grassroots & Youth Development: A total of \$1,000,000.00 (BZD) has been allocated with the objectives of (1) to invigorate the grassroots and youth program by expanding the program to more schools, communities, academies, and other stakeholders, (2) to design objective tools to evaluate coaches performance in the delivery of grassroots and youth program.

Infrastructure: A total of \$6,000,000.00 (BZD) has been allocated for addition and improvement to the existing FFB Facilities and to assist our member associations with the improvement and upkeep of their facility. The objective of this investment are (1) to provide safe, functional, and attractive facilities for all stakeholders throughout the country, and (2) to assure that facilities are environmentally friendly, sustainably managed, and maintained.

National Team: A total of \$5,200,000.00 is allocated to assist in the development of a sustainable national teams program. The objectives of the program are (1) to develop an objective process for the selection, training, and development of national teams, (2) to maintain a comprehensive database of national team players, and (3) to develop a structured pathway for the development of student-athletes.

Operating Cost: A total of \$6,200,000.00 is allocated for the operating expenses.

Financial Summary:

Cash Inflows	2023	2024	2025	2026	Total
Forward Project	\$ 900,000.00	\$ 2,500,000.00	\$ 1,900,000.00	\$ 700,000.00	\$ 6,000,000.00
FIFA Operational Fund	\$ 2,500,000.00	\$ 2,500,000.00	\$ 2,500,000.00	\$ 2,500,000.00	\$ 10,000,000.00
CONCACAF Fund	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 1,000,000.00
FIFA Solidarity Funds	\$ 600,000.00	\$ 600,000.00	\$ 600,000.00	\$ 600,000.00	\$ 2,400,000.00
Nations League Funds	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 1,200,000.00
Other Fund	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 200,000.00
Total					\$ 20,800,000.00
Cash Outflows					
Governance	\$ 50,000.00			\$ 50,000.00	\$ 100,000.00
Local Competitions	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 2,000,000.00
Capacity Building	\$ 100,000.00	\$ 100,000.00	\$ 50,000.00	\$ 50,000.00	\$ 300,000.00
Grassroots & Youths	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 1,000,000.00
Infrastructure and Facilities	\$ 900,000.00	\$ 2,500,000.00	\$ 1,900,000.00	\$ 700,000.00	\$ 6,000,000.00
National Team Programs	\$ 1,300,000.00	\$ 1,300,000.00	\$ 1,300,000.00	\$ 1,300,000.00	\$ 5,200,000.00
Operational Cost	\$ 1,550,000.00	\$ 1,550,000.00	\$ 1,550,000.00	\$ 1,550,000.00	\$ 6,200,000.00
Totals					\$ 20,800,000.00



Introduction

The Football Federation of Belize (FFB) is a private organization, registered under the Companies Act Chapter 250 Revised Edition 2000 of the Laws of Belize as a company limited by guarantee, with its registered office in the City of Belmopan. The organization was established in 1980 and is the governing body for football in Belize. In 1986, it became a member of the Federation International de Football Association (FIFA), CONCACAF, and Union Centroamericana de Futbol (UNCAF). The FFB is organized into seven regional affiliates and leagues, which serve as a farm system for the Premier League of Belize, which is the top football league in Belize, with teams that are eligible for international competition.

The FFB has eight Members which make up the congress.
The Members of the FFB are:

1. Belize District Football Association
2. Belmopan Football Association
3. Cayo Football Association
4. Corozal Football Association
5. Orange Walk Football Association
6. Stann Creek Football Association
7. Toledo Football Association
8. The Premiere League of Belize

Congress is responsible for electing the Football Federation of Belize executive council and is the supreme decision-making body of the Federation.

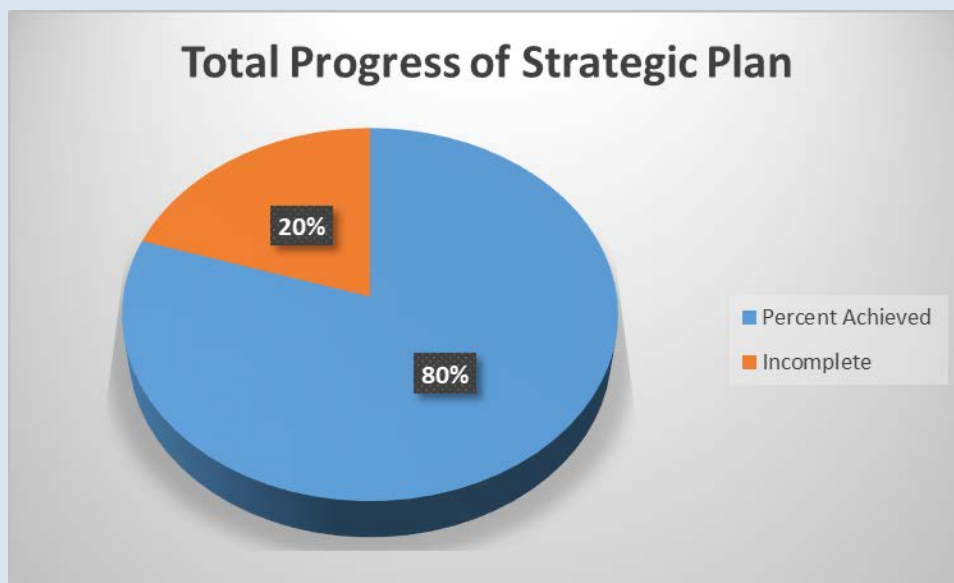
The FFB is also registered with the National Sports Council, which is the governing body for Sports in Belize. The National Sports Council promotes football tournaments at the primary school level but provides limited assistance to the FFB and its programs. FFB is also a member of the Belize Olympic and Commonwealth Games Committee.

The earmarking and accessing of funds to execute specific programs will undoubtedly make football in Belize more competitive in the long term. This strategic plan is divided into two components: operational and project. The plan's ultimate objective is to realize the vision of the FFB by 2026. The operational plan uses FIFA operational funds, as well as CONCACAF funds, media, and local sponsorship funds. The project funds are from the FIFA Forward Project. The FIFA operational Fund is 2.5 (BZD) million annually, and the FIFA forward project funds allocate \$6 (BZD) million over a four-year period. It is the FFB's anticipation that after an effective implementation of this four-year strategic plan, which will serve as the blueprint for future strategic plans, Belize football will become very competitive internationally and Belize's ranking will improve significantly.



Achievements to date

The FFB Strategic Plan 2019-2022 was very ambitious. Nevertheless, under the leadership and guidance of President Sergio Chuc and the FFB Executive Council, the FFB was able to execute in an as efficient manner as possible – granted that two years of football were halted as a direct result of the Covid 19 Pandemic. Below is a graphical representation of the execution of objects under each strategic pillar for the said period.





Achievements to date

Strategic Area 1 - Governance



Strategic Area 2 - Competitions





Achievements to date

Strategic Area 3 - Capacity Building



Strategic Area 4 - Infrastructure





Achievements to date

Strategic Area 5 - National Teams Programme



■ Percent
Achieved

■ Incomplete



Organization's Analysis

SWOT ANALYSIS



Strengths

- Football is played in every part of the country of Belize
- More women's inclusiveness within the sport
- Great working relationship with the Government of Belize/NSC
- Qualified and competent staff in respective managerial and administrative positions
- Financial Transparency
- Financial and Technical support from FIFA and CONCACAF
- Increase in competitions at all levels



Weaknesses

- There is room for improvement in the performance of the national teams
- A large percentage of coaches and technical staff are inactive
- Insufficient grassroots football activities
- Lack of funding limits the execution of the organization's objectives/FFB is too Dependent on FIFA funding
- Limited opportunities exist for players after the development stages
- Internal communication issues



Opportunities

- More scholarship opportunities for elite youth players
- Growing focus on physical activity in schools can increase football participation at a younger age
- Increase funding from FIFA/CONCACAF
- Utilize new and existing technology to improve the efficiency of the FFB across departments
- \$Opportunity for more competitions at all levels of play in both male and female football
- \$Increase in the number of active coaches and referees through the creation of new competitions



Threats

- Bad PR as a result of National team results and selection process
- Economic recession in Belize may result in less available funding for clubs and teams.
- Possible Government interference and intervention resulting in suspended by FIFA
- Natural disasters and pandemics
- Other sports become more attractive to younger athletes and they lose interest in football



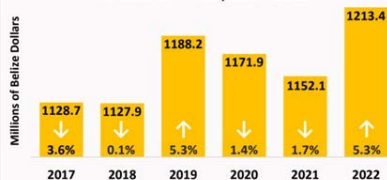
Organization's Environmental Analysis

Political



Belize is politically dominated by a two party system. People Generally vote either the United Democratic Party or the People's United Party. The current administration has proven to be politically friendly with the FFB. Several MOU's have been signed with the Government of Belize and the Football Federation of Belize. The FFB also enjoys other benefits from the Government of Belize such as Access to Sporting Facilities, tax free access to lands, financial assistance from the National Team Program and implementation of the Football for Schools program within Primary Schools. The political atmosphere in Belize is generally stable, however with every election there is a possibility of change of Administration.

Figure 1: First Quarter Gross Domestic Product at Constant Prices; 2017 - 2022



Source: Statistical Institute of Belize

The Statistical Institute of Belize's preliminary Gross Domestic Product estimates for second quarter 2022 showed that during the three months from April to June 2022, the country's overall level of economic activity increased by 5.3 percent (equivalent to BZD64 million) when compared to the same period last year.

This can be seen as a direct reflection of available spending power of the populace and in turn can effect an increase of available spending for leisure activities such as football for both consumer spending and corporate sponsorships. This is very much beneficial to the sport of football.

Social



Belize is a "melting pot of diverse culture and ethnicities". This has resulted in a continuous interaction of multicultural and multi-language populace. Despite the cultural differences and social barriers, Football is universal and is played amongst every ethnicity and in every part of the country. As a result, it is notable that our National Teams and PLB teams are comprised of players of several different ethnicities and from different parts of the country. This allows for a broader fan base which stresses across ethnic barriers.



Social



About 34% of the population is of mixed Maya and European descent (Mestizo), 35% are Kriols, about 10.6% are Maya, and about 6.1% are Afro-Amerindian (Garifuna). The remaining population includes European, East Indian, Chinese, Middle Eastern, and North American groups. (Statistical Institute of Belize, 2022). Football is very popular amongst the Mestizo and Kriols and as a result, remains the most popular sport in Belize. However, majority of the lower income populace belongs to these two ethnicities. This may directly affect the spending power and ability for them to financially support football.

Technological



Belize had always been behind the rest of the region when it comes to technology. However, according to the Statistical Institute of Belize, there was an increase from 6% of the population with internet access in 2000 to 52.3% in 2022. (Statistical Institute of Belize, 2022)

With the increase in fast and cost-effective internet access, Belizeans now have a solid online social media presence. From a simple Facebook query, it is safe to say that an estimated sixty to seventy thousand Belizeans have some type of social media or online presence. This is an untapped and cost-effective resource that the FFB can use in marketing football as a product as well as disseminating and collecting information. Despite our sudden increase in internet accessibility, the country is still behind the rest of the region technologically. There have been minimal attempts and usage presently to aid or assist the sport of football in regards to using technology for improved training or officiating.



Legal



The Football Federation of Belize (FFB) is a private organization eminently devoted to the sport of association football, registered under the Companies Act Chapter 250 Revised Edition 2000 of the Laws of Belize as a non-profit organization in the City of Belmopan. (Football Federation of Belize Statutes 2011). The Football Federation of Belize is registered with the National Sports Council as a Sporting Organization and shall in the month of January each year submit a list of the names and addresses of its office-bearers to the National Sports Council. (Laws of Belize, Chapter 46, revised edition 2000). The FFB needs to be compliant with the laws of Belize annually in order to be properly recognized as the official governing body of football in the country. This is necessary for the FFB to remain affiliated with and recognized by FIFA. Additionally, the Federation needs to be registered annually with the Financial Intelligence Unit of Belize as a None Profit Organization (money laundering and terrorism (prevention) (amendment) act, 2017,). If the FFB is not registered with the FIU, Belizean Banks may refuse to facilitate any monetary transactions on the FFB's behalf, including the receiving of wired funds from FIFA. All legal requirements are easily attainable by the FFB and the Federation is currently in proper legal standings.



Belize is located in northern Central America, bordered by Mexico on the north and Guatemala to the west and south. Including the offshore territorial limit of 20 km (12 miles), the national territory of Belize including the Cayes and territorial sea is 46,620 km² (18,000 mi²), of which 49% is land. Belize is vastly diverse. From rainforests to mountain ranges, savannas to lush beaches. Belize's climate changes from a subtropical climate in the northern part of the country to a tropical climate in southern Belize. Two weather seasons dominate the country's climate: a dry season extending from February to May, followed by the rainy season which peaks in July. There is a cool transition period extending from November to March separating the dry season from the rainy season.



Strategic Pillars

Strategic Pillars are the backbone of the FFB's strategic plan. The strategic pillars are not the goals, but the method of achieving these goals. They are an aim captured in an actionable format that will be translated across the whole organization. It is the "how we get there"! The FFB has identified six Strategic Pillars based on derived priorities and needs for the continued development of Football in Belize.





Strategic Area 1 - Governance

Governance continues to be one of the top priority strategic areas for the FFB. The Football Federation of Belize has identified that there is no “one size fits all” scenario when it comes to the overall governance regime throughout the organization. Governance within a sporting organization such as the FFB is not as black and white nor is it grey as our stakeholders and the wider public would want to presume. The FFB is not a business but we at times have to operate within a “business-like” Corporate structure. The FFB is also not a branch of the Government, nor is it Government funded. Even though the FFB then is not legally regulated to account for its funding to the public – it is still obligated to do so. The Football Federation of Belize is expressed to be independent of any external influences of controls not subscribed under FIFA statutes. However, the organization is still duty-bound to be as transparent and inclusive as possible. The FFB, under the guidance of FIFA, has implemented good governance policies in an attempt to terminate or limit corruption or perceived malfeasance of any sort within the organization. The FFB will continue to invest where necessary in order for the organization to attain the best possible good governance practices with the intent of further strengthening the organization.





Strategic Area 1 - Governance

- ✓ Strengthen the governance structure for the FFB and the member association.
- ✓ Review the internal and external organization communication guidelines/policies.
- ✓ Improve the relationship with the Government of Belize (GOB) and our stakeholders.
- ✓ Continue to improve management effectiveness through alignment of hierarchical relationship and the establishment of monitoring and evaluation safeguards.

Executable actions

- ☐ Revision of the existing policies and procedures and the development of new ones;
- ☐ Conduct governance workshop addressing the issues of accountability and transparency;
- ☐ Conduct workshops to sensitize the staff and stakeholders of the way the communication flows and the development of a flow chart.
- ☐ Continuous engagement of GOB & our stakeholders through workshop and training
- ☐ Assess the operational requirements and adjust the organizational structure for the implementation of the Strategic plan
- ☐ Review and revise all job descriptions.

Key Performance Indicators

- Revision of the FFB Policies and procedures and a revised compendium published by September 2023
- A 50% increase in the number of MOU/ Agreement signed between GOB the stakeholders and FFB by 2024
- Statute revision where necessary by 2025



Strategic Area 1 - Governance





Strategic Area 2 – Competitions

Implementing competitive tournaments for young developing footballers has proven to have positive psychological and physical benefits for the aspiring athletes. Football can teach important values that can carry through most if not any challenge in life. The game will provide an unmatched model for learning to cope with disappointments and misfortune as well as learning that hard work conceives great rewards. Creating more structured football competitions within our ten football regions can benefit our young developing players in the following ways:

- ✓ Understanding the importance of Hard Work
- ✓ Improving the quality of the game
- ✓ Learning to Represent a Community
- ✓ Understanding the Value of Teamwork
- ✓ Improving Academics
- ✓ Preparing for competitive sports beyond youth development
- ✓ Developing a mindset for Success
- ✓ Discipline and times management
- ✓ Competitive Edge
- ✓ Positive attitude
- ✓ Friendship



Strategic Area 2 – Competitions

- ✓ Provide well-organized and structured competitions that assure the identification and development of talented players
- ✓ Create an environment that facilitates the playing of attractive and competitive football in the region.
- ✓ Propose more tournaments for males and females at all levels.

Executable Actions

Create an integrated and structured Club Competitions continuum for U-13,15,17 and 20 (Male and Females)age categories

- ☐ Assure standardized competitions regulations
- ☐ Define the data needs, collection strategy and the process for analysis.
- ☐ Strengthen the District and National Organizing Committees
- ☐ Strengthen the linkages between the FFB and the Primary and Secondary schools tournaments

Create structured competitions for District selections

- ☐ Standardize the selection process
- ☐ Define and disseminate the talent identification and training process

Extend the competitive reach of the National Amateur Women's League

- ☐ Develop a country wide competition for licensed female clubs or teams.
- ☐ Provide guidance to club owners on proper league formation

Establish National Grassroots Competitions

- ☐ Promote the formation of grassroots clubs within the primary schools
- ☐ Organize clubs into local grassroots leagues
- ☐ Stage national tournament club championship and national festivals for elite grassroots players

Create tournament to showcase talented elite players

- ☐ Collaborate with National Team Committee for creation of international tournaments involving neighboring countries.
- ☐ Established tournaments for all national teams (local and international)



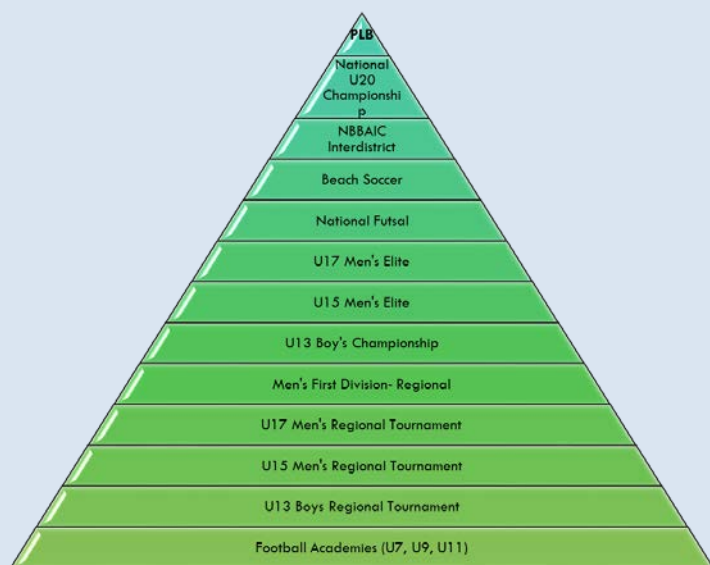
Strategic Area 2 – Competitions

Create National Beach Soccer and Futsal Leagues

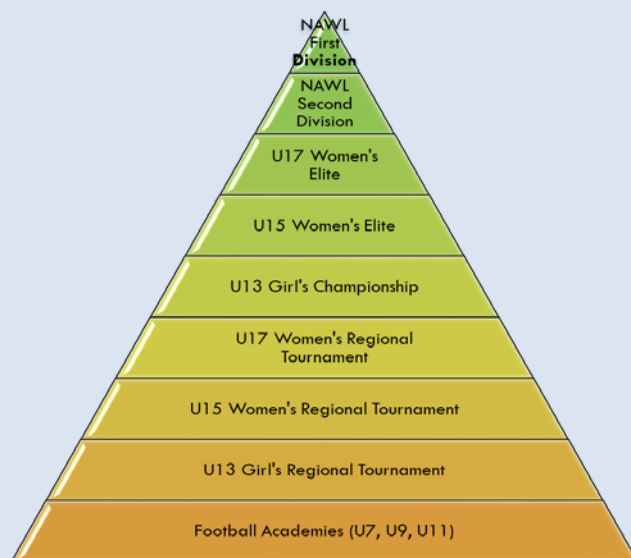
- ❑ Organizing a colloquium for stakeholders in the respective coastal and offshore communities collaborating with the Belize Tourism Industry Association to explore the idea of a national Beach Soccer League.
- ❑ Collaborate with privately organized Futsal leagues with a view towards endorsing existing and creating new Futsal tournaments.

Key Performance Indicators

- 25% increase over the 2024 figures in the number of competitions in all category country wide by December 2024
- Establishment of a National Futsal Tournament by December 2024
- Working along with the National Sports Council and high school competition for male and females in each district by August 2024.



Female





Strategic Area 3 – Capacity Building

The Football Federation of Belize occupies an important place within the country by providing competitive football opportunities for all ages and serving a wider social role within our communities. The FFB faces many challenges, including growing demand for sporting services, competition for limited resources, and greater accountability to stakeholders and funding partners. These challenges are not unique to the FFB and are accentuated throughout the realm of Belizean sports which rely heavily on a volunteer workforce, modest budgets, and in most instances a relatively informal nature of the organizational structure. In an attempt to stand out, the FFB, over the past four years, has taken a strategic approach to capacity building to professionalize the organization with realistic challenges and leverage strengths to achieve the FFB's program and service delivery goals.

Capacity building within the FFB aims at developing the organization's resources (e.g., Human, financial, infrastructure, planning, and external relationships) and improving our ability to use those resources to successfully adapt to new or changing situations. To best execute the capacity-building process with a clear vision and strategic focus, the FFB stressed particular attention to the factors within the internal and external environments in which the organization exists in. By focusing on such, the FFB was able to determine an appropriate response that will address responses to the factors which the organization found necessary and reasonable to pursue. It was important for the FFB to choose capacity-building strategies that aligned with the strategic goals of the organization. Effective capacity building within the FFB will rely on the overall readiness to engage in those efforts. Readiness is based on three factors:

Organization Readiness – the degree of willingness of the FFB to support capacity building

Correspondence - Alignment of Capacity Building objectives with existing organizational processes

Existing Capacity - the availability of existing capacity that can support and sustain capacity-building efforts.



Strategic Area 3 – Capacity Building

- ✓ To provide for the continuous education and training of players coaches, referees and all supporting functionaries of the FFB
- ✓ To enhance the development and involvement of all players and stakeholders by optimizing the accessibility and effectiveness of programs, using appropriate and available technology at all levels of instruction

Executable actions

- ☐ Review the referee structure and adjust the training modules for each level,
- ☐ Continue recruitment of referees, assessors and match commissioners.
- ☐ Assess ongoing training programs and revise the respective curriculum
- ☐ Continuous development of the education programs for the coaches.
- ☐ Create opportunities for trained coaches to be engage with Clubs/teams
- ☐ Identify training needs for administrative, judicial and other advisory bodies and design a programme to improve their efficiency and effectiveness
- ☐ Identify avenues for attachment/exchange training of local functionaries with other MAs
- ☐ Implement and monitor the players' development pathway action plan
- ☐ Create opportunities for national team players to study and train abroad

Key Performance Indicators

- Improve number of trained and certified referees, assessors and match commissioners by 20% annually
- Conduct at least 4 capacity building training for staff per year
- Increase the number of certified coaches by 20% annually
- Facilitate at least 15 student athletes per year in preparation for study abroad per year.



Strategic Area 3 – Capacity Building





Strategic Area 4 – Grassroots and Youth Development

The main purpose of grassroots football is to encourage new players to realize a love for the sport of football while having fun and at the same time improving their skills. It aids in developing localized talent and confidence of players despite their age, sex, socioeconomic situation, or geographic location. That is to say, grassroots football aids in promoting diversity and inclusion and reduces the likelihood of discrimination, sexism, and racism within football. In addition to the technical skills perceived, grassroots football can be used as a vehicle to teach young players about the importance of friendship, camaraderie, and teamwork. Additionally, it allows for the adults involved to have an opportunity to develop their coaching, research, and fundraising skills.

- ✓ Grassroots football means all football which is non-professional and none elite
- ✓ It encourages mass participation
- ✓ Stimulates greater interest in the sport of football
- ✓ Provides more opportunities for social inclusion
- ✓ Supports a healthy lifestyle
- ✓ Helps in the development of young players
- ✓ Everybody has an opportunity to play
- ✓ Football is everywhere
- ✓ There is no discrimination
- ✓ Action must be dynamic, simple, exciting and rewarding
- ✓ Child safety and safeguarding is a priority
- ✓ Players come first
- ✓ Fair play must be respected
- ✓ Teamwork, Relationships and Skill development are key components



Strategic Area 4 – Grassroots and Youth Development

- ✓ Create a clearly define academy system with a defined strategic plan that target player development and training objectives adapted to each age category.
- ✓ Develop standard procedures to evaluate academy and youth coaches

Executable Actions

Invigorate the Grassroots Plan

- I. Appoint a fulltime grassroots coordinator
- II. Evaluate, revise and consolidate the grassroots program
- III. Expand participation by targeted outreach to more schools, communities sponsors and other stakeholder

Enhance the coach education process

- I. Increase in the number and quality of coaches at academy level
- II. Design a tool to objectively evaluate coach performance
- III. Assign licensed coaches to grassroots and youth teams

Implementation of the player identification and monitoring system

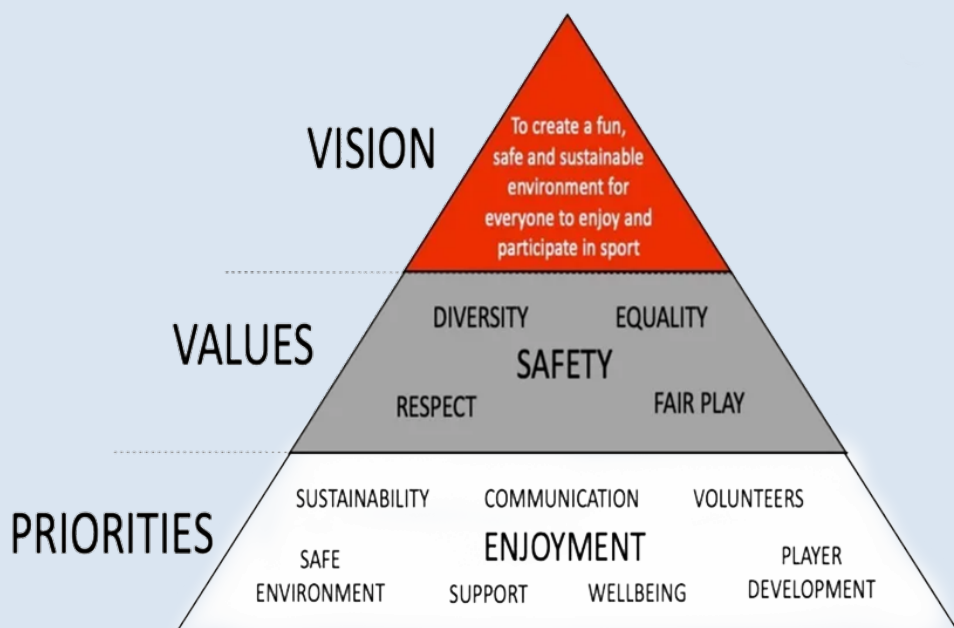
- I. Increase scouting to detect talent
- II. collect data to analyze and design individual plans for players

Key Performance Indicators

- Establishment of football academy in all 10 competition regions by 2025
- Monitoring and evaluation plan approved by December 2023



Strategic Area 4- Grassroots and Youth Development





Strategic Area 4 – Grassroots and Youth Development



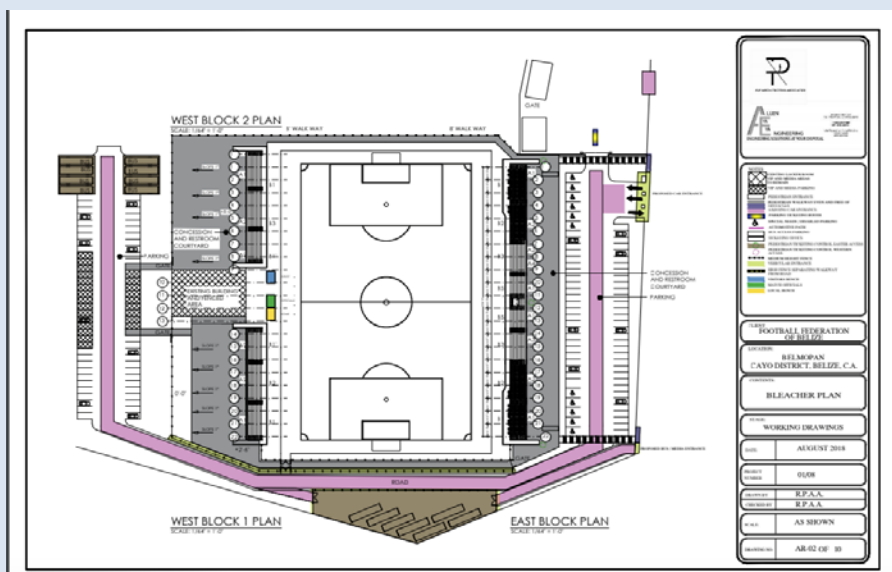


Strategic Area 5 - Infrastructure

Infrastructure will continue to be one of the main focuses in order for the FFB to ensure the creation of a suitable and safe environment for our athletes. During the last cycle, the FFB was able to achieve great accomplishments with infrastructure improvements at the FFB headquarters in Belmopan. The first and possibly the most notable investment in infrastructure was the installation of a FIFA Pro-grade world-class synthetic pitch.

Infrastructure is a good measuring tool to determine the scale of growth of the organization. Investments in sporting infrastructure play a crucial role in achieving excellence on the regional and international stages. The lack of infrastructure facilities for football is one of the major constraints in the process of development for the sport in Belize.

The most ideal scenario would be for the FFB to have the infrastructure needed in order for the National team athletes to be able to hone all their abilities to develop the top players in the nation. The FFB will continue to work closely with the FIFA regional offices with the aim of creating the best possible football sporting facility at the FFB HQ. The Football Federation of Belize will also continue to work with the Government of Belize and other local municipalities in order to develop or upgrade additional football-centered sporting facilities across the country.





Strategic Area 5 – Infrastructure

- To provide safe, functional and attractive facilities for all stakeholders.
- To assure that facilities are environmentally friendly, sustainably managed and maintained.

Executable actions

- ☐ Upgrade training pitches at the HQ compound
- ☐ Construct a Beach soccer pitch at the HQ compound
- ☐ Assess the existing plans for upgrading the Dormitory including additional rooms
- ☐ Construct a 200 meters running track
- ☐ Review of existing plans for a training room/Gym and construct a technical Centre of Excellence
- ☐ Construct the second phase of the Stadium bleachers project
- ☐ Construct a Futsal salon
- ☐ Expand the mapping exercise to include all the playing fields in Belize. Collaborate with local officials regarding use, improvements and upkeep of fields
- ☐ Create a documented Maintenance Procedures and Schedule for all FFB facilities and installations.

Key Performance Indicators

- Completion of a masterplan for the FFB compound **by June 2023.**
- Completion of the Bleachers renovation project **by March 2024.**
- Presentation of the Maintenance Procedures and Schedule for all FFB facilities and installations **by August 2023.**
- Presentation of the mapping exercise on the playing field **by August 2023.**



Strategic Area 5 - Infrastructure





Strategic Area 6 – National Teams

Shared collective experiences which can be derived from a successful national team campaign, can prime sentiments of national unity and attenuate even deeply rooted ethnic and social economic mistrusts amongst the citizenry and effectively foster a national identity. A major source of emotionally charged shared experience can definitely be credited to football across every city, town, village, or community within Belize. World leaders from Hitler to Mandela have made valiant attempts at fostering the successes brought about by sports to aid in strengthening national identities. Belize is no different, football is universal and the successes or failures of our national team are a shared experience attained by Belizeans all across the country.

Therefore, it is of utmost importance that the Football Federation of Belize make real and meaningful efforts in developing and preparing our different national team selections in order for them to be properly equipped to not only participate but rather be more competitive in regional and international tournaments. Our successes as of late have been grim, to say the least, as we have been unable to qualify beyond the preliminary rounds in any tournament at either the youth or senior levels. The FFB, therefore, has identified the weaknesses of the national team program and has allocated it to be one of the main pillars of this strategic plan. The successes or failures of the national team program are a measuring stick used by the wider stakeholders and general public in determining the abilities of the Football Federation of Belize. Therefore it is paramount that stakeholder recommendations be taken in place when deciphering a sustainable and realistic path for the national teams' program.





Strategic Area 6 – National Teams

- ✓ To develop an objective process for the selection, training and development of National Teams.
- ✓ To maintain a comprehensive database on players of the national teams.
- ✓ To assure the availability of technical and financial resources for the sustainability of National Teams

Executable actions

- ☐ Assign a head of national team programs
- ☐ Review the national teams development plan
- ☐ Establish a structured pathway for the development of student athletes
- ☐ Establish an exchange development program for coaches and athletes
- ☐ Design a detailed plan for talent identification and scouting
- ☐ Standardize the national teams policy

Key Performance Indicators

- National teams' selections procedures and policies published by August 2023.
- Real time information on all players available to FFB functionaries be August 2024.
- Have 50 student athletes studying and playing football abroad by 2025.



Strategic Area 6 – National Teams





Operational Budget

The operational budget of the FFB is funded by the FIFA operational funds, along with funding from CONCACAF and other funds generated locally. A significant component of this budget is allocated for salaries, which is very critical and required for the successful implementation of this strategic plan.

Below is a summary of the Operational Budget

Cash Inflows	2023	2024	2025	2026	Total	Percentage
Forward Project	\$ 900,000.00	\$ 2,500,000.00	\$ 1,900,000.00	\$ 700,000.00	\$ 6,000,000.00	28.5%
FIFA Operational Fund	\$ 2,500,000.00	\$ 2,500,000.00	\$ 2,500,000.00	\$ 2,500,000.00	\$ 10,000,000.00	49.2%
CONCACAF Fund	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 1,000,000.00	4.5%
FIFA Solidarity Funds	\$ 600,000.00	\$ 600,000.00	\$ 600,000.00	\$ 600,000.00	\$ 2,400,000.00	11.5%
Nations League Funds	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 1,200,000.00	5.8%
Other Fund	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 200,000.00	0.50%
Total	\$ 4,600,000.00	\$ 6,200,000.00	\$ 5,600,000.00	\$ 4,400,000.00	\$ 20,800,000.00	

	2023	2024	2025	2026	Total
Inflows	\$ 4,600,000.00	\$ 6,200,000.00	\$ 5,600,000.00	\$ 4,400,000.00	\$ 20,800,000.00
Outflows					
Administration	\$ 2,188,100.00	\$ 1,918,100.00	\$ 2,188,100.00	\$ 2,188,100.00	\$ 8,482,400.00
Programs	\$ 2,411,900.00	\$ 4,281,900.00	\$ 3,411,900.00	\$ 2,211,900.00	\$ 12,317,600.00
Total Outflows	\$ 4,600,000.00	\$ 6,200,000.00	\$ 5,600,000.00	\$ 4,400,000.00	\$ 20,800,000.00

The total proposed cash inflows for the four years (2023-2026) is \$20,800,000.00. These budget estimates will be revised, if necessary, each year as changes occur. Eighty-nine point two percent (89.2%) of the revenues is Provided by FIFA and ten point eight percent (10.8%) is provided by CONCACAF And the rest from other funds. The local component is a provision made by the Player registration and rental of the facility. Once the market plan is implemented, the provision for the local component will be revised.



FIFA Forward Funds

FIFA Forward Funds is built on three principles (more investment, more impact, and more oversight) to provide 360-degree tailor-made support for football development in each member association and the six confederations. The aim of FIFA is to improve the way football is developed and supported across the globe, so that the sport can reach its potential in every nation and so that everyone that wants to take part can do so without barriers. The availability of additional funds will provide an impetus for football development in Belize.

The Forward Funds is driven by the following objectives:

CONTRACT OF AGREED OBJECTIVES

1. To produce well-organized and structured competitions at all levels for women and men that enable the identification and development of talented players.
2. To provide the FFB's HQ with infrastructure that allows adequate preparation of national teams, and hosting of high-level international official competitions, as well as to ensure optimal working conditions for an efficient operational and administrative functioning of the Federation.
3. To develop an objective process for the selection, training, development, financing, and sustainability of National Teams.
4. To develop a strategic plan that targets players' development pathways and training objectives adapted to all ages.
5. To provide support to all FFB-affiliated leagues, clubs, and academies.
6. To provide training for all FFB technical and administrative staff, affiliated bodies, and stakeholders using FIFA technical and financial resources.

STRATEGIC AREAS

The FFB has identified six pillars of priority and needs that will develop football in Belize. These strategic pillars are governance, competitions, capacity building, grassroots and youth development, infrastructure, and national teams. It has been agreed that governance is the most important and FIFA has committed to taking the lead role in this strategic area



Proposed Budget

STRATEGIC AREA	ESTIMATED INVESTMENT (BZD)
1. Governance	100,000.00
2. Competitions	2,000,000.00
3. Capacity Building	300,000.00
4. Grassroots & Youth Development	1,000,000.00
5. Infrastructure	6,000,000.00
6. National Team	5,200,000.00
TOTAL	14,600,000.00



Appendix I

Strategic Areas	1 Governance	2 Competitions	3 Capacity Building	4 Grassroots/Youth Development	5 National Teams	6 Infrastructure
Objectives	Strengthen the governance machinery of the FFB and its member association to improve effectiveness.	Create structured age groups Competitions including Beach soccer and Futsal.	Continuous education and training of stakeholders with a focus on Grassroots, youths and women and established quality standards and measurements.	Define strategic plan that target Player development and training objectives adapted to each age.	To develop an objective process for the selection, training, development, financing and sustainability of National teams. Maintain a comprehensive database on national teams	Provide safe, functional and attractive facilities for all stakeholders Assume facilities are environmentally friendly and sustainably managed.
Action Plan	<div>1. Strengthen the governance structure for the FFB and the Member Association.</div> <div>2. Review the internal and external organization communication guidelines/policies.</div>	<div>1. Create an integrated and structured Club Competitions.</div> <div>2. Extend the competitive reach of the National Amateur Women's League.</div> <div>3. Standardization of all competitions and regulations.</div> <div>4. Organize international tournaments to showcase talented players.</div>	<div>1. Continuous education and training of Coaches Referees and Match Commissioners.</div> <div>2. Training on governance issues.</div> <div>3. Continuous develop of the Players' pathway action plan.</div>	<div>1. Invigorate the Grassroots Plan.</div> <div>2. Enhance the coach education process.</div> <div>3. Implementation of the player identification and monitoring System.</div>	<div>1. Review the national teams development plan.</div> <div>2. Design a detailed plan for talent identification and scouting.</div> <div>3. Establish an exchange development program for coaches and athletes.</div>	<div>1. Upgrade the FFB HQ facilities.</div> <div>2. Assist in the improvements of regional facilities.</div> <div>3. Establish a strong maintenance regime.</div>
Indicators	<div>1. Revision of the FFB Policies and procedures and a revised compendium published by <u>September 2023</u>.</div>	<div>1. 25% increase over the 2024 figures in the number of competitions in all category/country wide by <u>December 2024</u>.</div>	<div>1. Improve number of trained and certified referees, assessors and match commissioners by 20% <u>annually</u>.</div> <div>2. Conduct at least 4 capacity building training for staff <u>per year</u>.</div> <div>3. Increase the number of certified coaches by 20% <u>annually</u>.</div>	<div>1. Establishment of football academy in all 10 competition regions by <u>2025</u>.</div> <div>2. Monitoring and evaluation plan approved by <u>December 2023</u>.</div>	<div>1. National teams selections procedures and policies published by <u>August 2023</u>.</div> <div>2. Real time information on all players available to FFB functionaries by <u>August 2024</u>.</div> <div>3. Have 50 student athletes studying and playing football abroad by <u>2025</u>.</div>	<div>1. Completion of a masterplan for the FFB compound by <u>June 2023</u>.</div> <div>2. Completion of the Bleachers renovation project by <u>March 2024</u>.</div> <div>3. Presentation of the Maintenance Procedures and Schedule for all FFB facilities and installations by <u>August 2023</u>.</div> <div>4. Presentation of the mapping exercise on the playing field by <u>August 2023</u>.</div>
	<div>II. A 50% increase in the number of MOU/Agreement signed between COB the stakeholders and FFB by <u>2024</u>.</div> <div>III. Revised statutes by <u>2025</u>.</div>		<div>IV. Facilitate at least 15 student athletes <u>per year</u> in preparation for study abroad.</div>			



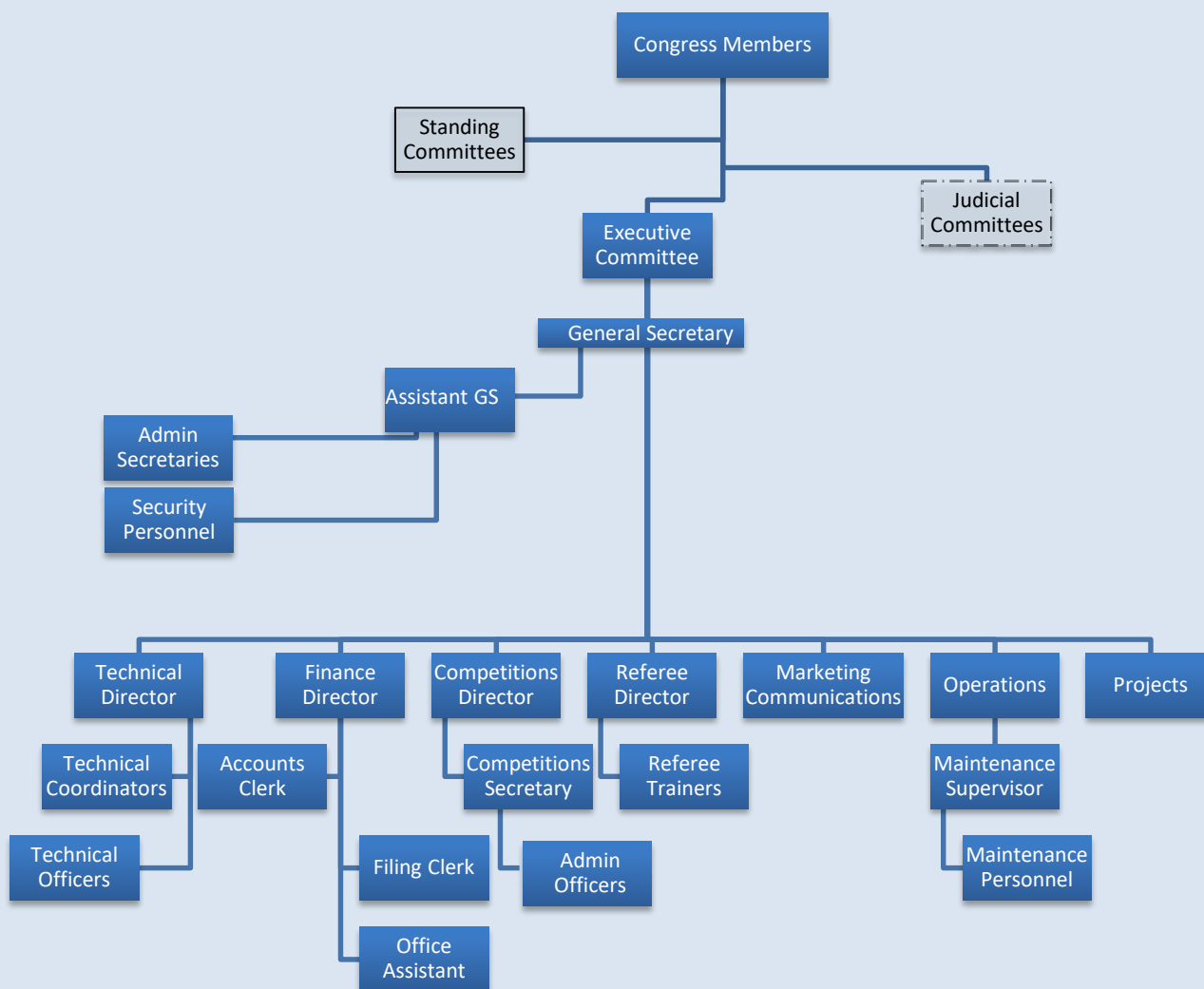
Appendix II

Vision Statement	Committed to being the pre-eminent football organization in the region with the inclusion of all stakeholders
Mission Statement	Building a strong football culture through sustainable practices to become the best ambassadors on and off the field
Core Values	<ul style="list-style-type: none"> • Fair Play: Promote and Manage every aspect of Football in Belize at all levels of play with impartiality and respect • Integrity: The FFB Adheres to strong ethical, moral, and sporting values • Transparency: Policies, processes, and decisions will be communicated in a timely manner • Accountability: assurance of responsibility for aligning programs and activities with expected aims and outcomes • Excellence: Execution and delivery of all football-related programs to the highest standards and expectations • Commitment: Obligated to provide football programs in every part of Belize and to anyone who wants to participate • Innovation: Committed to researching new ideas and methods as well as utilizing new and available technology with the aim of improving football in Belize • Teamwork: Committed to partnering with all stakeholders in the execution of our common goals.
Summary	<p>Football in Belize has seen an increase in grassroots and youth football competitions. There has also been an increase in the number of trained coaches, referees/administrators. There have been attempts to improve accountability and transparency across all levels however there is room for improvement.</p> <p>Additionally, there is much to be desired₄ in the performance of the National teams both male and female. The ranking has fluctuated over the past four years; however, it has not improved in comparison to its state in 2018 (175 Male 168 Female).</p> <p>Even though there has been an increase in the participation of youth national teams, Belize has not been able to qualify beyond the preliminary round in most of the tournaments.</p>



Appendix III

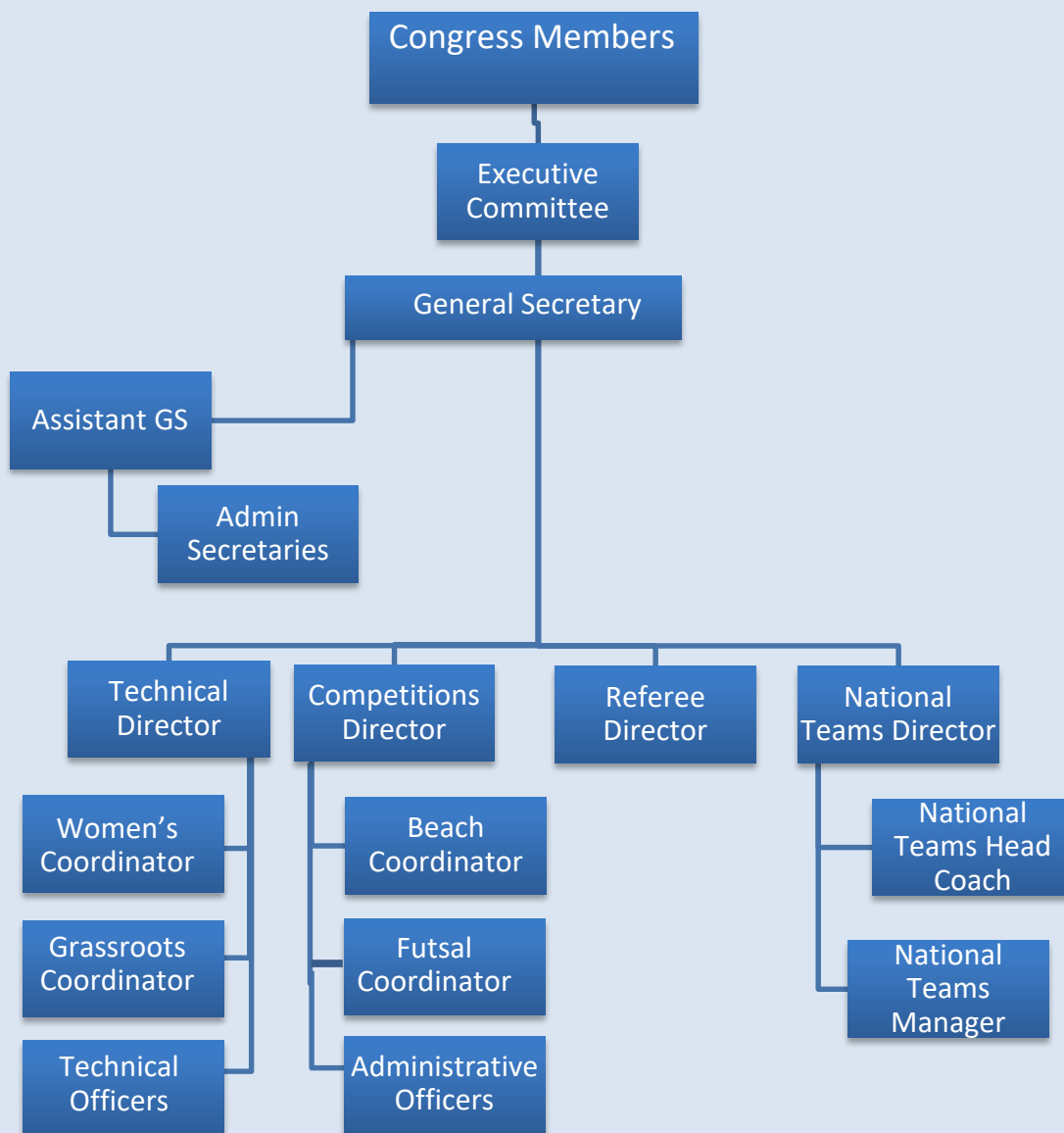
Organizational Chart

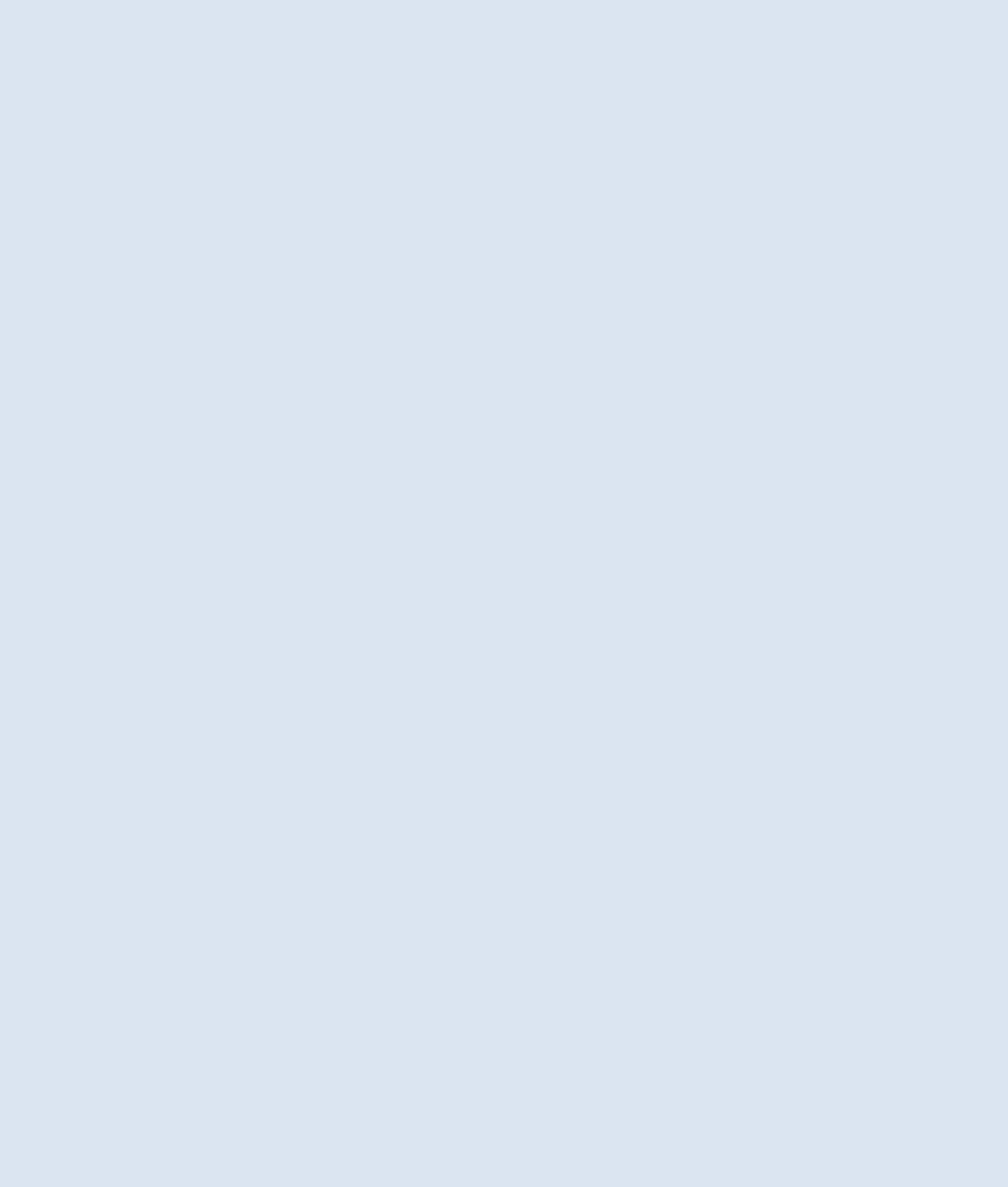




Appendix IV

Technical Department Organizational Chart





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