



# **Open Fun Football Schools Programme**

**Strategic Development plan  
2009-2011**

## **CROATIA**

**Last updated: 25 October 2009**

# SWOT Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• OFFS concept, values and innovative pedagogical approach to education</li> <li>• Consistent positive community response</li> <li>• Local brand awareness</li> <li>• Flexibility of model (ability to quickly implement projects, address variety of social issues, be flexible in terms of logistics etc)</li> <li>• Experience and success with tailored programmes (e.g. health, female football)</li> <li>• High quality volunteer education programme including C-license provision</li> <li>• Strength and commitment of volunteer network (instructors, coaches etc)</li> <li>• Forward thinking &amp; proactive management team</li> <li>• Strong survival instinct - proven ability to become increasingly self-sufficient and independent</li> <li>• Good relationships with existing sponsors</li> <li>• Good current relationship with Football Association at a grassroots activity level</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lack of long term funding</li> <li>• Loss of donor for equipment provision (inconsistent across instructors, loss of control in ordering, reduction in quality of footballs, reduction in quantity of equipment e.g. loss of mini-goals)</li> <li>• Lack of clarity, consistency or formal contract for CCPA support (equipment provision etc) makes it difficult to run operations</li> <li>• Inability to reach the whole of Croatia (due to timing of football schools during peak tourism)</li> <li>• Football basis causes assumption in potential donors that have access to significant funds</li> <li>• Social and cultural prejudices (e.g. towards female participation, towards cross-ethnicity participation)</li> <li>• Lack of written agreement with Football Association agreeing level of involvement, support and integration</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Exploit good relationships with existing sponsors to ensure their continued commitment</li> <li>• Secure new sponsors (private and public sector)</li> <li>• Explore income generation opportunities from commercial activities</li> <li>• Reach more regions (and more individuals within regions) in a safe way for children by changing timing of schools (so can expand into tourist areas when tourism and temperatures are lower e.g. Easter holidays)</li> <li>• Develop additional tailor made programmes (e.g. environment, fan non-violence)</li> <li>• Ensure the quality of team and the delivery of contributions from various relationships by improving the Letter of Intent</li> <li>• Increase online presence (e.g. through website development) for improved awareness, communications and knowledge sharing</li> <li>• Develop Croatia-specific promotional materials for use with current and potential partners</li> <li>• Obtain famous person to act as ambassador to endorse the programme</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Inability to secure long term partnerships</li> <li>• Inability to find cash sponsorships (rather than in-kind donations) to cover office and salary costs</li> <li>• Loss of volunteer motivation (poor quality/less equipment, reduced seminar education time etc)</li> <li>• Loss of football club motivation to participate (increasing cost, reduction in quality and quantity of equipment provided etc)</li> <li>• Increased requirements on local communities to provide donations may cause loss of desire and ability to participate</li> <li>• A change to the relationship with the Football Association could change the funding model and focus (e.g. focus on talent selection rather than OFFS core values)</li> </ul>

## **National Strategic Targets 2009-2011**

1. To keep, respect and communicate the basic principles of the Open Fun Football Schools
2. To remain an integral part of the CCPA family and part of the regional platform
3. To define and formalise respective rights and obligations of all partner relationships
4. To increase financial self-sufficiency and income generation ability
5. To increase decision making autonomy and impact of OFFS Croatia

Strategic Target	Key Considerations / Issues
1. To keep, respect and communicate the basic principles of the Open Fun Football Schools	<ul style="list-style-type: none"> <li>• Retain focus on ‘child centred universe’</li> <li>• Maintain humanitarian principles and focus on core values</li> <li>• Ensure wide understanding of the principles and values</li> <li>• Educate all volunteers, coaches etc to ensure they use consistent messages in communications</li> </ul>
2. To remain an integral part of the CCPA family and part of the regional platform	<ul style="list-style-type: none"> <li>• Retain regional platform, communications and participation but adjust where necessary depending on funding (e.g. still be part of working groups, but perhaps reduced travel to regional seminars, depending on where Croatia OFFS office sees justification for regional costs)</li> </ul>
3. To define and formalise respective rights and obligations of all partner relationships	<ul style="list-style-type: none"> <li>• To formalise the plans for what CCPA will provide, and receive commitment to adhere to those plans in order to have confidence that required equipment etc will arrive on time for specific events</li> <li>• To obtain written agreement with Football Association to define level of involvement, support and integration</li> <li>• Improve Letter of Intent to ensure the quality of team and the delivery of contributions from various relationships</li> <li>• Ensure strict adherence to all partner agreements so that what is promised is delivered to OFFS Croatia (from partners) and by OFFS Croatia (to football clubs, communities etc)</li> </ul>
4. To increase financial self-sufficiency and income generation ability	<ul style="list-style-type: none"> <li>• Determine what CCPA will commit to and what additional funding is required</li> <li>• Exploit and develop relationships with current partners</li> <li>• Secure new partnerships (private and public sector)</li> <li>• Identify and develop income generating commercial activities</li> <li>• Secure partnerships that will not only provide in-kind donations (services, products etc) but that will also cover office and salary costs</li> <li>• Look to improve supply and quality of equipment provision</li> </ul>
5. To increase decision making autonomy and impact of OFFS Croatia	<ul style="list-style-type: none"> <li>• Ensure visibility and understanding of impact of the programs</li> <li>• To ensure the continued motivation of participation by all parties, including donors, communities, children, volunteers, football clubs etc (e.g. provide additional equipment, increased education etc)</li> <li>• By creating tailor made content of programmes, increase the range of social issues addressed (e.g. health, environment, fan non-violence)</li> <li>• By changing the timing / logistics of schools, develop ability to reach more regions</li> <li>• Create Croatia-specific promotional materials</li> <li>• Strengthen online presence and develop website</li> <li>• Identify and secure ambassador for OFFS Croatia</li> </ul>

**Strategic Target #1**

To keep, respect and communicate the basic principles of the Open Fun Football Schools

	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>S T R A T E G I C  P L A N</b>	1.	1.	1.

**Strategic Target #2**

To remain an integral part of the CCPA family and part of the regional platform

	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>S T R A T E G I C  P L A N</b>	2.	2.	2.

**Strategic Target #3**

To define and formalise respective rights and obligations of all partner relationships

	2009	2010	2011
<b>S T R A T E G I C  P L A N</b>			1.

**Strategic Target #4**

To increase financial self-sufficiency and income generation ability

	2009	2010	2011
<b>S T R A T E G I C  P L A N</b>		1.	

**Strategic Target #5**

To increase decision making autonomy and impact of OFFS Croatia

	2009	2010	2011
<b>S T R A T E G I C  P L A N</b>			1.