



# INCREASING GLOBAL COMPETITIVENESS



An analysis of the talent development  
ecosystem in Bermuda



**FIFA**



## FOREWORD

Dear friends,

My vision for FIFA in the coming years is to make football truly global. A major part of this is to pave the way to a landscape in which 50 national teams and 50 clubs, men and women, around the globe can genuinely compete for the title of world champions. This is easy enough to propose, but achieving it takes commitment.

FIFA's Talent Development Programme is a practical expression of that commitment. It is also a truly ground-breaking initiative and the very first of its kind globally. Over the course of the last year, a team of the world's foremost technical experts has conducted a comprehensive assessment of your member association, as well a selection of nominated academies, to gather detailed data about the structures and resources used to develop your young talents.

That data has now been compiled to produce this in-depth, country-specific report to present an overview of your country's ecosystem in which your young footballers are developed. In this report, you will find details on global benchmarks, along with a series of recommendations.

**This country-specific report is part of our commitment, not only to you and your association, but to all talented players and stakeholders across your country.**

We have referred to the talent development "ecosystem" precisely because everything is connected in our sport. We are all connected. Giving every talent a chance requires everyone to play their part. Through carefully considered recommendations, this report shows how each of your stakeholders can contribute to a richer talent development ecosystem.

The first-ever 48-team FIFA World Cup and the first-ever 32-team FIFA Women's World Cup are now in sight, and we want to see the strongest-possible competition for the crown of world champions. With the guidance of these findings, we hope and believe you will have a better chance of making FIFA's global tournaments even more spectacular.

Yours in football,

**Gianni Infantino**

FIFA President

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# EXECUTIVE SUMMARY

This individual report of your member association's high-performance ecosystem is part of a global analysis carried out in 2020. It spotlights various important areas on and off the pitch, compares them to the global benchmarks and gives specific recommendations to improve potential issues. The report itself is structured into six main chapters. The topics of these chapters are presented and summarised below.



## 1. Management and resources

The BFA appears to have a structured approach to deliver a clear and aligned strategy to support football development across the country. With a population of approximately 65,000, the MA is fully aware of the challenge this brings and why a structured approach for long-term national-team planning is vitally important. With the men's pathway established from youth to senior national-team level, the MA is now working hard to develop a framework for women's football on the island with the aim of having a consistently active women's senior national team. From a resources perspective, the BFA is made up of predominantly part-time staff and volunteers, as there are only four full-time members of staff in the organisation. This small group of staff with a strong 'can-do' attitude works incredibly hard together to support the game in Bermuda.



## 2. National teams

At the time of the ecosystem analysis, the men's senior national team was ranked 169th in the FIFA/Coca-Cola World Ranking. The women's national team was not ranked due to a sustained period of inactivity. Supported predominately by part-time or volunteer staff, the BFA currently has active men's and women's national teams at U-17, U-20 and senior level, with all squads training twice a week. However, with no female senior domestic competition, coupled with limited international competitions, this severely limits the development of women's football in Bermuda. The BFA understands the need to increase international competition across all squads, but as a small remote country, this is difficult both practically and financially. Performance support is offered across national teams although limited. Additional support could give the national academy and senior national teams a huge boost.



## 3. Domestic competitions

All domestic competitions are led and organised by the BFA. Currently, there is no senior league for women's football, although there are plans to create one. From a men's football perspective, there are currently two leagues of ten teams, each playing 18 games a season, with the campaign running from September to April. Organised by the BFA, boys are provided with competition opportunities at U-7 to U-17 level, with game formats progressing from 7v7 to 11v11 for teams competing at U-13 level upwards. Implemented in 2017, the BFA's Women's Football 3.0 strategy has ignited the growth of women's football in Bermuda. The BFA faces challenges with the limited number and quality of pitches impacting the quality of the domestic senior and youth leagues. The BFA is currently working with FIFA Forward funds to create a project solely focused on pitch investment and with floodlight facilities.



## 4. Talent development and identification

The technical division is responsible for long-term player development, with the TD taking the lead. The main focus of player development comes through the national academy. The BFA's national academy supports U-15, U-17 and U-20 age groups for both boys and girls, with talent joining the academy system at U-13. It is clear that the most talented players move abroad on scholarships and so it becomes difficult to manage and increase the standard of the domestic league. However, the BFA acknowledges this situation and its aim is to give as many talents as possible the chance to gain scholarships abroad. The BFA appears to have a structured process for talent identification. Due to the small population of the island, there is a close network and relationship between staff at the BFA and at local clubs and schools. This relationship aids player identification.



## 5. Academies

The football philosophy in academies across the country is clearly defined and is supported by the BFA through coach education and the organisation's competition frameworks. The national academy follows an aligned development philosophy led by the technical division. This philosophy runs through the BFA from U-13 to senior level. The U-20 squad is now seeing the benefits of the national academy running for over five years. The BFA in 2017 created a curriculum and playing style to align the national academy and the senior national teams. The curriculum is broken down into cycles across age groups, which is delivered in an age-appropriate way. Within the national academy, all coaches are evaluated by a standardised process across all age groups. This allows the development of individual learning plans for all coaches as part of a mentoring and development programme.



## 6. Education

The BFA has coach education on the agenda within its 2020+ strategy. At present, there is no head of education. However, this is overseen by the BFA President, with the TD being the lead coach educator. The BCA is part of the BFA and works closely with Concacaf to align the education strategy and implement it ahead of the new coaching convention starting in 2021/22. In the last five years, 450 coaches have been educated. In Bermuda, there are currently 40 B Licence coaches, and one A Licence coach. Despite the progress in the number of B Licence coaches, enlisting identified coaches on to A Licence courses is problematic as these are not delivered domestically. At the time of the interview, there were only two female coaches in Bermuda. With this in mind, the BFA is supporting an initiative to bolster coach education with senior national-team players

## General characteristics

FIFA World Ranking

♂ **169**  
♀ -

Population

million people  
**0.1**  
rank  
**200**

GDP per capita

thousand USD  
**120.2**  
rank  
**2**



**6** out of 10 FIFA Forward criteria fulfilled

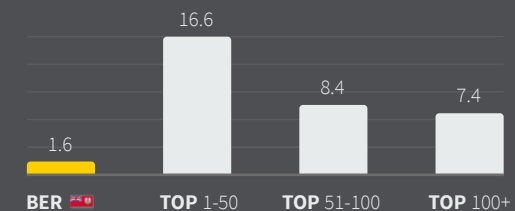
## Management and resources

**5** years  
Tenure of the current technical director

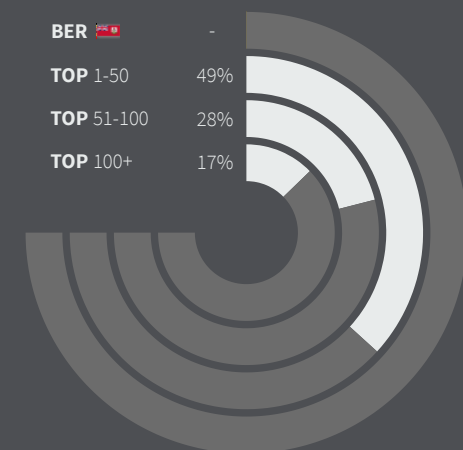
Existence of a written national playing philosophy

TOP 1-50 **63%**   BER   
TOP 51-100 **58%**     
TOP 100+ **50%**

Human resourcing of the technical division (in full-time equivalents)

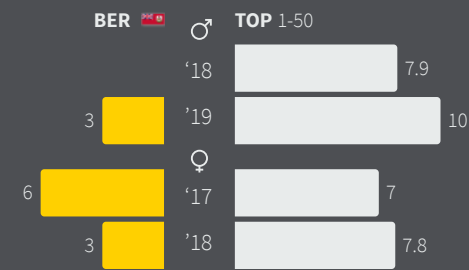


Percentage of senior and youth national team head and assistant coaches holding a Pro Licence

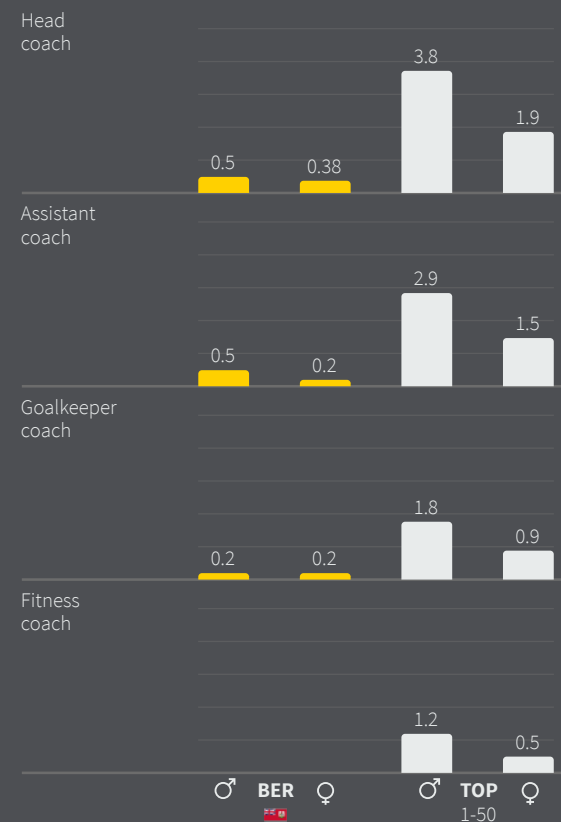


## National teams

Number of official matches played by your U-16/17 youth national teams compared to the Top 50

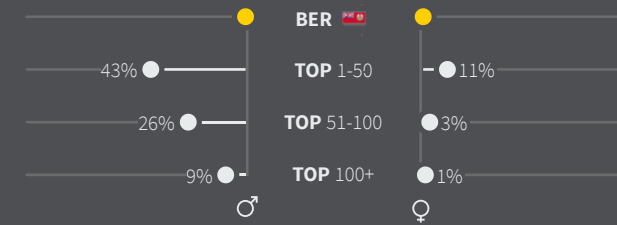


Number of different coaches dedicated to youth national teams (in full-time equivalents)



## Domestic competitions

Percentage of professional teams in the first three tiers of the domestic competitions

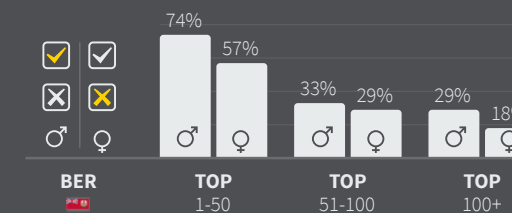


Grassroots competitions are part of the overall strategy for long-term player development.

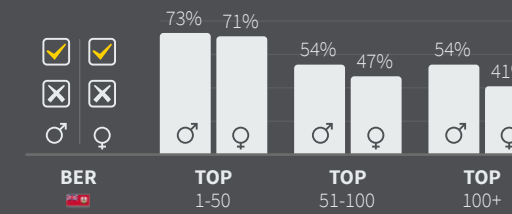
TOP 1-50 **90%**   BER   
TOP 51-100 **81%**     
TOP 100+ **84%**

## Talent development and identification

Existence of a talent identification system



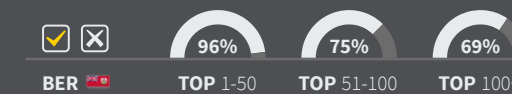
Is there a vision and strategy in place for long-term player development?



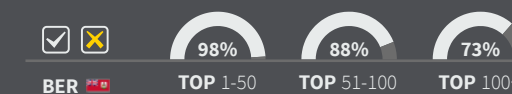
## Education

No. of active licensed coaches **41**

Provision of specific education for coach educators



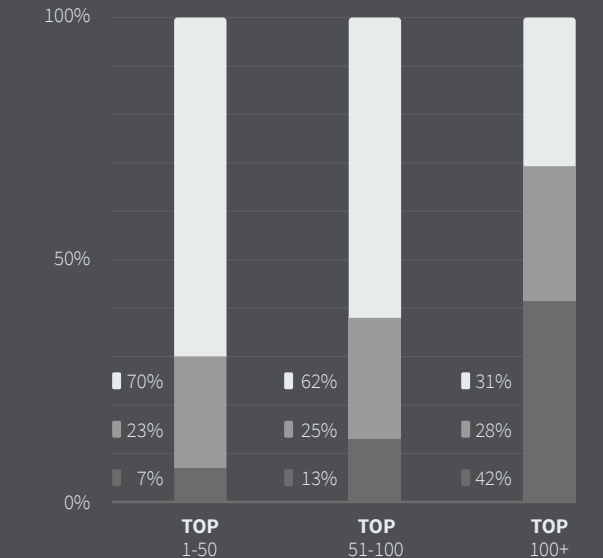
Is there a head/director of training and education in place?



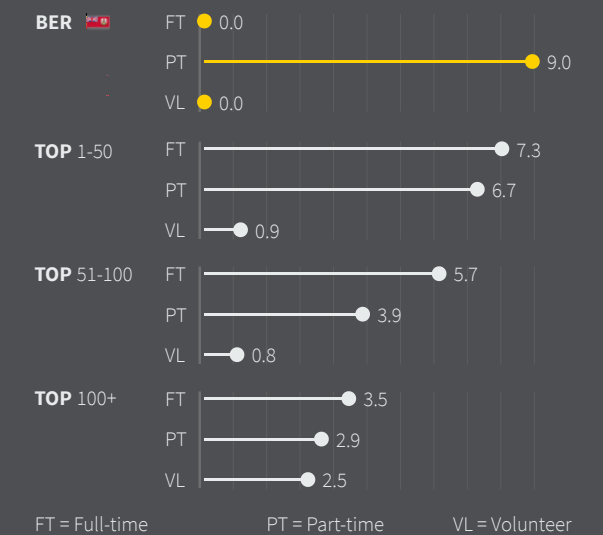
## Academies

Is there a football philosophy in the academies?

BER   Yes, clearly defined  
 Yes, to some extent  
 No, the academies leave it up to the coaches



Number of coaching staff



# INTRODUCTION

The development of talent enables each MA to reach its full potential.

At present, not all talents get a chance.

It is clear that much more can and needs to be done to make football truly global at the highest level. At the heart of this is a dedicated approach to talent development. Long-term commitment in this area leads to structural results. The forthcoming chapters show that talent development has a positive impact upon later success, both domestically and internationally. A concerted effort from all stakeholders (FIFA, confederations, associations, leagues and clubs) to influence the key factors of talent development could lead to a much-needed higher competitive balance – globally.

**FIFA exists to govern the game, organise competitions and promote the development of football.**

FIFA is principally responsible for organising international competitions that are fit for every purpose. Beyond its own tournaments, FIFA is duty-bound to support global football in partnership with the six confederations and its 211 member associations (MAs). As stated in [The Vision 2020-2023](#), one of FIFA's main objectives is to increase global competitiveness. Optimising their talent development schemes should ultimately reduce the gap between countries. FIFA's approach to achieving this objective is to:

- 1 **organise competitions fit for every purpose;**
- 2 **provide high-performance support programmes; and**
- 3 **enhance educational frameworks and share knowledge.**

**“In many countries, the focus of the association is mainly on the senior national team, but this national team is always the product of football development across the country. Sustainable development is a long-term approach and requires dedication, confidence and patience.”**

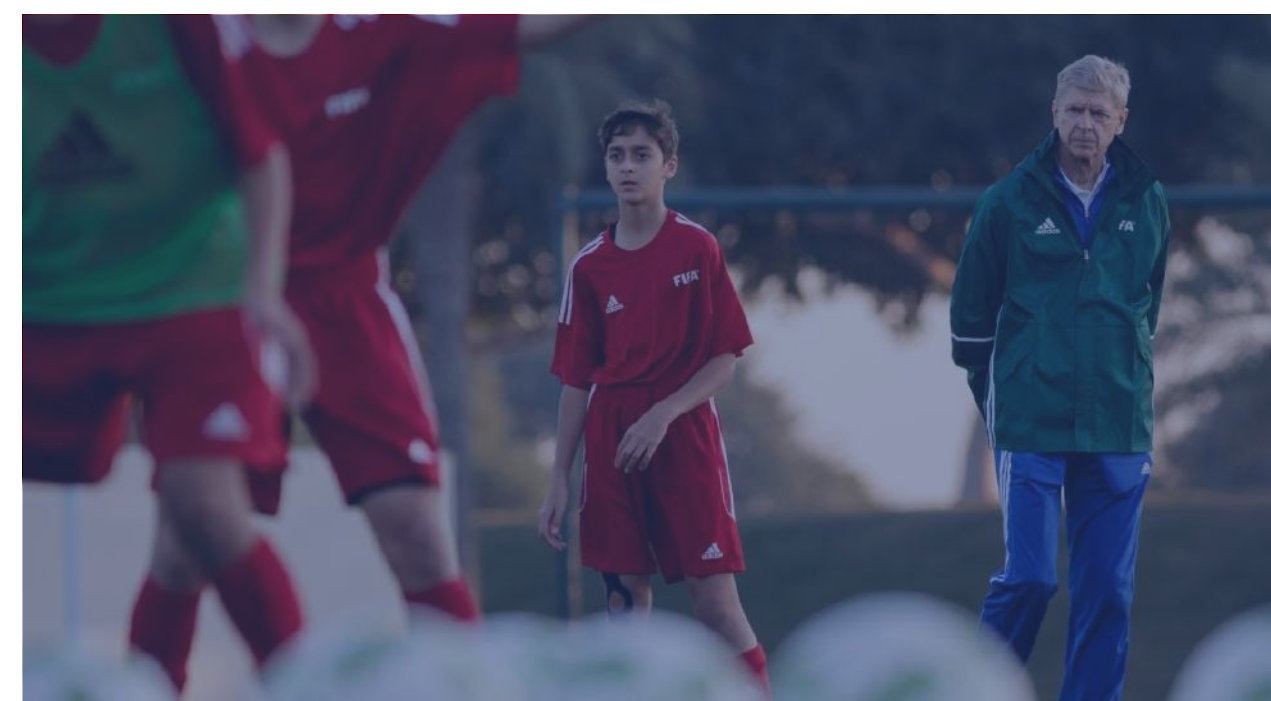
*Arsène Wenger - FIFA Chief of Global Football Development*

In support of this, the FIFA Talent Development Programme, led by Arsène Wenger, was launched in 2020 to ensure that every talented player gets a chance. To this end, FIFA set up a team of experts from all parts of the world to build relationships with MAs with a view to gaining a clear understanding of their men's and women's talent development ecosystem. The details of this global project are outlined below:

**THE WHY** - awareness of the different talent development systems across the globe and the factors impacting the player pathway and international success.

**THE WHAT** - the link between a country's geopolitical status and its talent development ecosystem, and the impact on football performance.

**THE HOW** - the design of the ecosystem analysis and the method through which it was delivered to ensure all data collected was valid and reliable.



## 1. The why

### We want to make football truly global.

Gianni Infantino - FIFA President

As time passes, and with the increase in the sport's exposure due to the plethora of viewing methods, the world of football is attracting more and more attention globally. An indication of this was the 2018 FIFA World Cup Russia™, which was attended by over three million fans and seen by a wing 3.6 billion viewers, making it the most-watched football event of all time.

With the millions of male and female footballers across the globe, plus the innumerable children dreaming of lifting the World Cup, it is clear that FIFA, the six confederations and the 211 MAs must all work together to drive the continuous development of both men's and women's football, and to ensure that games remain exciting.

Football development lies at the heart of FIFA's overarching mission. To truly impact the sport's development, there must be an understanding of the current global landscape. As such, there are four questions to examine around specific aspects of football growth:



Is there a competitive balance globally?



Are MAs reaching their full potential?



Are opportunities for players balanced across the globe?



Is women's football growing equally across the globe?



### Competitive imbalance

When it comes to the standard of football, the disparity between different regions of the world has been steadily widening. FIFA intends to take concrete steps to bridge this gap, with the long-term ambition of enabling at least 50 national teams and 50 clubs around the globe to compete at the very highest level. It is clear from the data below that there is a marked imbalance, with European football dominant across international competitions.

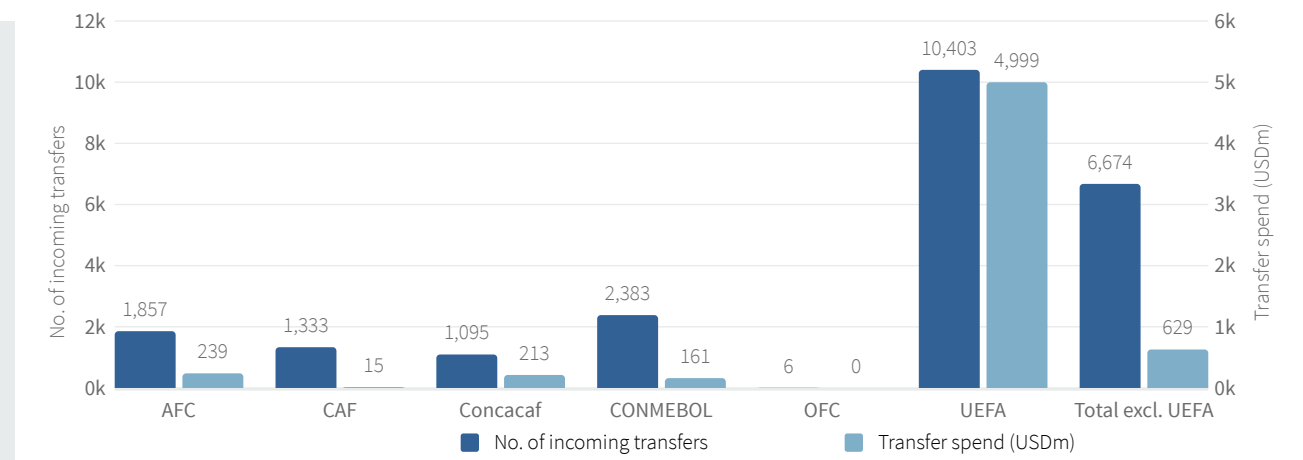
Position	2018	2014	2010	2006
<b>Champions</b>	France	Germany	Spain	Italy
<b>Runners-up</b>	Croatia	Argentina	Netherlands	France
<b>3rd place</b>	Belgium	Netherlands	Germany	Germany
<b>4th place</b>	England	Brazil	Uruguay	Portugal

**Illustration 1 |** Semi-finalists in the last four editions of the FIFA World Cup™

0%

No country from outside of Europe and South America has qualified for the FIFA World Cup semi-finals since 2006

### In 2020, UEFA clubs spent 456% more on transfer funds than their AFC, CONMEBOL, OFC, CAF and Concacaf counterparts combined.



Transfer spend (USDm) and number of incoming players per confederation in 2020. Reference: FIFA Global Transfer Market Report 2020

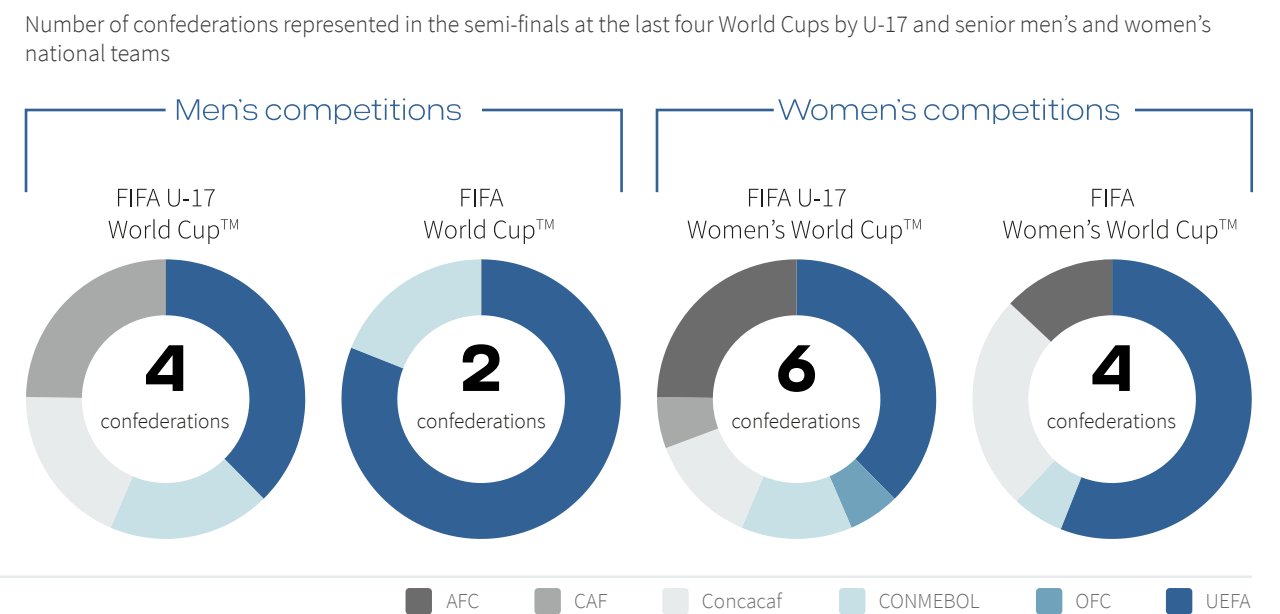
Since 2010, there has been a steady increase in the total number of international transfers, which peaked at 18,047 in 2019. However, following the outbreak of the COVID-19 pandemic and the resulting suspension of basic football activities across the world, that figure decreased by 5.4% – the first such decline in ten years. Although the number of transfers in 2020 was still higher than in 2018, this overall downward trend is a clear sign of the effects of the pandemic and an indication of the enormous financial strain being felt by MAs and their respective football structures across the globe.



### Not all MAs reaching their full potential

For an MA to reach its full potential and maximise opportunities for future success, there must be an awareness of existing issues, and efforts must be made to support talented boys and girls in the country and develop a pathway to facilitate the step up to senior football. With so few nations able to manage this transition, what are the contributing factors? Are there barriers to entry hindering access to professional domestic competitions? Are senior-team resources limited? Is there strategic misalignment within the MA? Understanding such pitfalls will give countries the opportunity to realise their potential and grow the game in their region.

Illustration 3



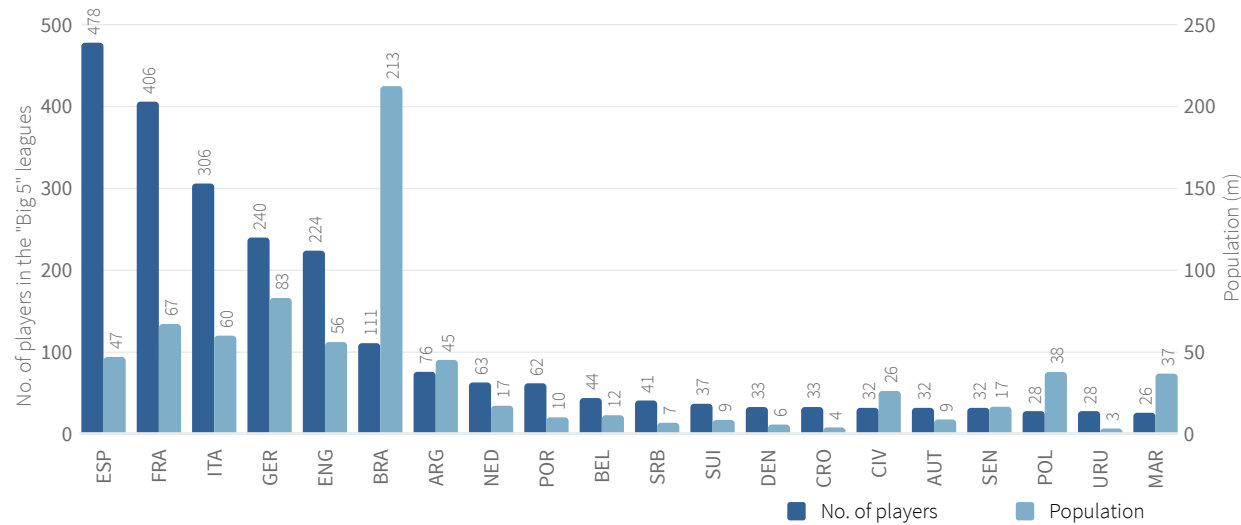


### The imbalance of playing opportunities across the globe

The average age of a debutant in the Big 5 leagues (England, France, Germany, Italy and Spain) is 21.7 years [Source], with clubs in these competitions offering significantly fewer debuts than those in the next five championships in 2020 (2.8% v. 6.1%) [source]. This highlights the importance of having a pathway that supports regular exposure to competition from U-18 to U-23 level, and with such a small percentage of players coming through the academies, this is an area that requires attention. As shown in Illustration 4, Spanish footballers are the most popular across the Big 5 leagues, making up 16% of players across these leagues. The “Big 5” countries not only have the capacity to produce and keep domestic talent in their leagues but they can also attract best international talent from across the globe [source].

### Spanish players dominate the Big 5 leagues, yet Spain has the smallest population of the top five countries.

Illustration 4

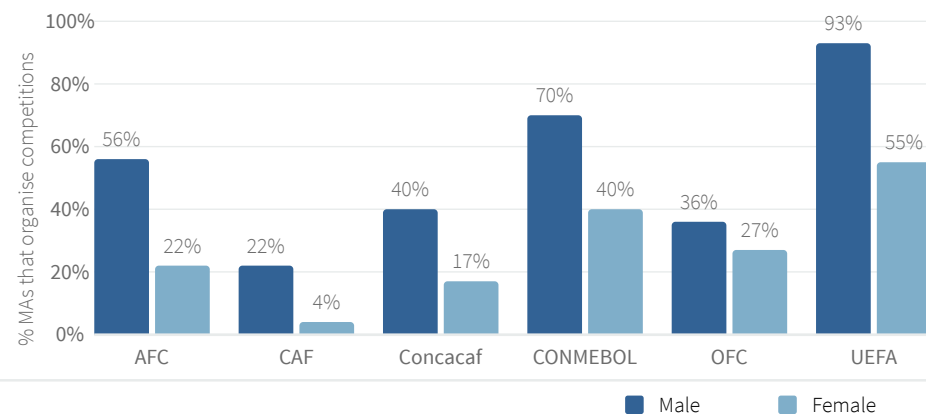


Sources: World Bank – DataBank. Office for National Statistics, National Records of Scotland, Northern Ireland Statistics and Research Agency – population estimates. Nationalities of players in the “Big 5” leagues in 2020/21 - www.FBref.com

When this dominance is put into perspective against the population of the players’ countries of origin, there is an apparent imbalance and disparity in the opportunities available for talented football players to reach the top leagues in the world. As illustrated below, the opportunities for young boys and girls to participate in organised competitions vary across the globe. There must be a drive to facilitate and work towards the objective of giving every talented player a chance. The absence of regular and consistent playing opportunities, both domestically and internationally, puts certain age groups and countries at a distinct disadvantage.

### There is a disparity in the opportunities available to talented football players

Illustration 5



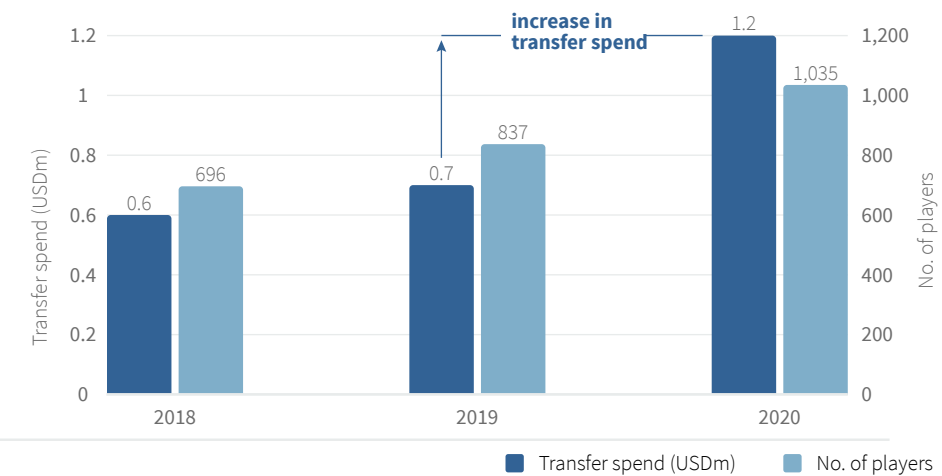
Percentage of member associations per confederation that organise boys’ or girls’ competitions in at least two age categories. Source: FIFA. Per the FIFA Forward Development Programme Regulations – Forward 2.0, article 6 paragraph 3b. (points v. and vi.)



### The rapid growth of women’s football

Over recent years, there has been a meteoric rise in the visibility and popularity of women’s football, with over 13 million players now participating across the globe [source]. In the same vein, the FIFA Women’s World Cup 2019™ saw a 30% increase in the number of viewers, from 764 million to 993.5 million [source]. Despite this growth and FIFA doubling its investment between 2019 and 2022, there are clear gaps that need to be addressed at both domestic and national level across youth and senior football to ensure that every player gets a chance and that all MAs can achieve their full potential.

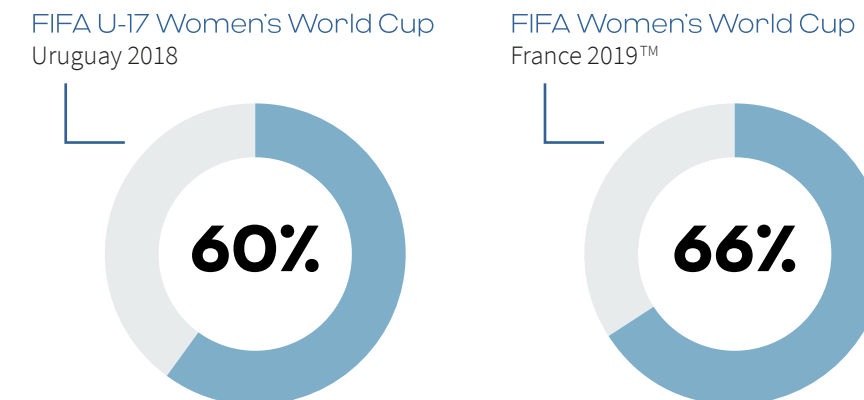
Illustration 6



The development of the women’s international transfer market: 2018 - 2020 Source: FIFA Global Transfer Market Report 2020

### Despite the meteoric rise of women’s football globally, one out of three nations still does not have a women’s national team at either senior or junior level.

Illustration 7



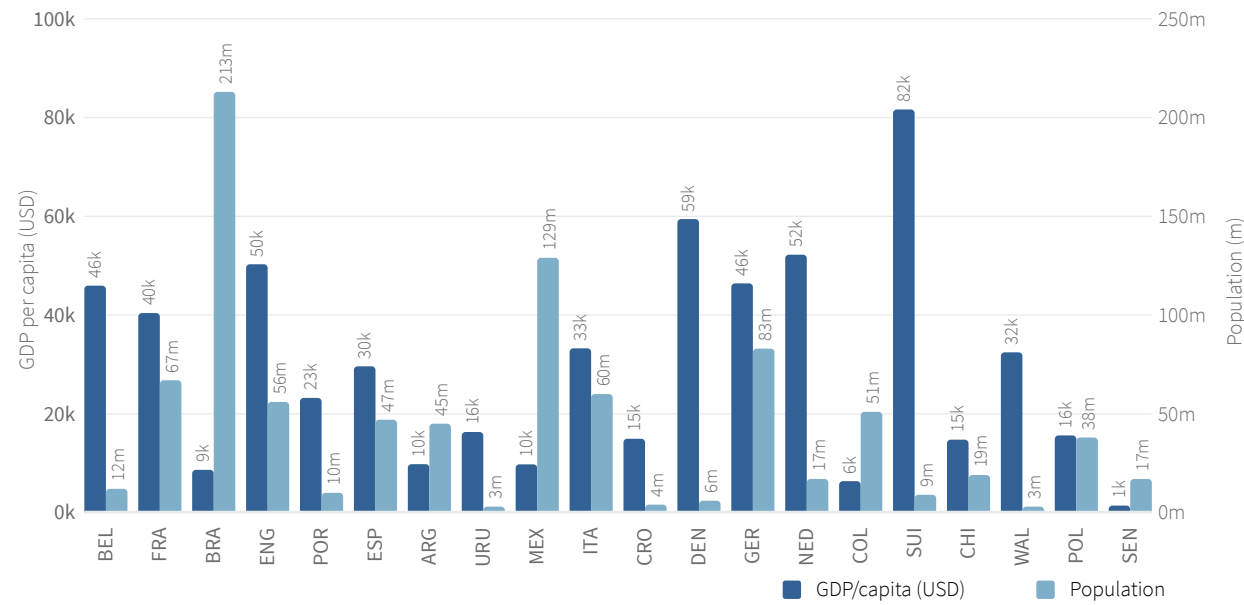
Comparison of the percentage of member associations that entered a team into the qualifying competitions for the FIFA U-17 Women’s World Cup Uruguay 2018™ and the FIFA Women’s World Cup France 2019™. Source: FIFA Women’s Football Member Associations Survey Report 2019

## 2. The what

### Money and population alone are not predictors of international success – the development ecosystem is key.

International football success does not always depend on a country's characteristics in terms of GDP and population. Therefore, it is clear that we need to understand the talent development ecosystem that enables relatively small nations to compete at the pinnacle of international football. Such insight can also help to identify associations that are not reaching their full potential.

Illustration 8

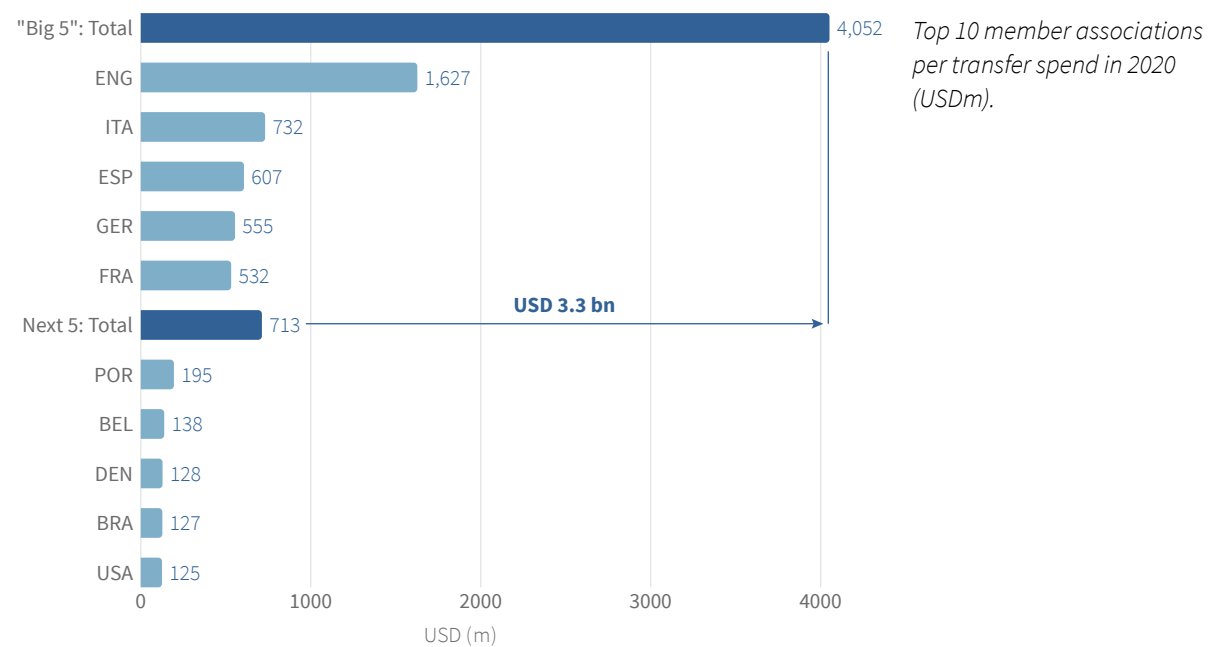


Population and GDP per capita of the top 20 countries in the FIFA/Coca-Cola Men's World Ranking as of 10 December 2020.

Sources: World Bank – DataBank

### In 2020, the "Big 5" leagues had a combined transfer spend of USD 4.052bn, 469% more than the next five leagues.

Illustration 9



It must be noted that, as shown in Illustration 9, before COVID-19, the football industry's elite clubs and associations were enjoying what seemed to be stable growth. However, the impact of COVID-19 has been devastating for both clubs and associations across the globe, with KPMG [source] reporting an initial aggregate decrease in total operating revenues of approximately USD 1.44bn amongst clubs in the top ten European leagues. This is a new financial era for modern football, and it is one that must be met with caution to ensure the game's future is protected.

As shown in Illustration 8, Croatia and Uruguay have achieved significant international success with not only the smallest populations and lowest GDPs of all the MAs in the top 20 of the FIFA/Coca-Cola World Ranking, but also the sparsest domestic league revenues. Further to this, Denmark has the third-lowest population but the highest GDP per capita in the top 20, whereas Senegal has the 13th-highest population inside the top 20 but the lowest GDP per capita.

Based on the assumption that money and population alone are not a predictor of success, smaller countries with fewer financial resources can achieve great results. It is clear that the structure of the country's football ecosystem and provision throughout the player pathway is having an impact on international achievement. It is this ecosystem that we are setting out to examine and understand in a bid to bridge the gap to ensure that each MA can reach its full potential and that every talented player gets a chance.

### The analysis matrix

To understand the talent development ecosystem in each country, it was crucial to gain a clear picture of the opportunities available to talented male and female individuals and the processes and structures that are in place to support their pathways.

### Interaction within the matrix

As shown in Illustration 10, the analysis matrix was designed to facilitate the examination of talent development across MAs. This matrix portrays how an age-appropriate support framework specific to football ("AREAS") must be coupled with appropriate management and resources ("OPERATIONS") at each stage of development in order to facilitate the progression of talented young footballers, both male and female. With such structures in place throughout the player pathway, MAs will have every opportunity to thrive and reach their full potential.

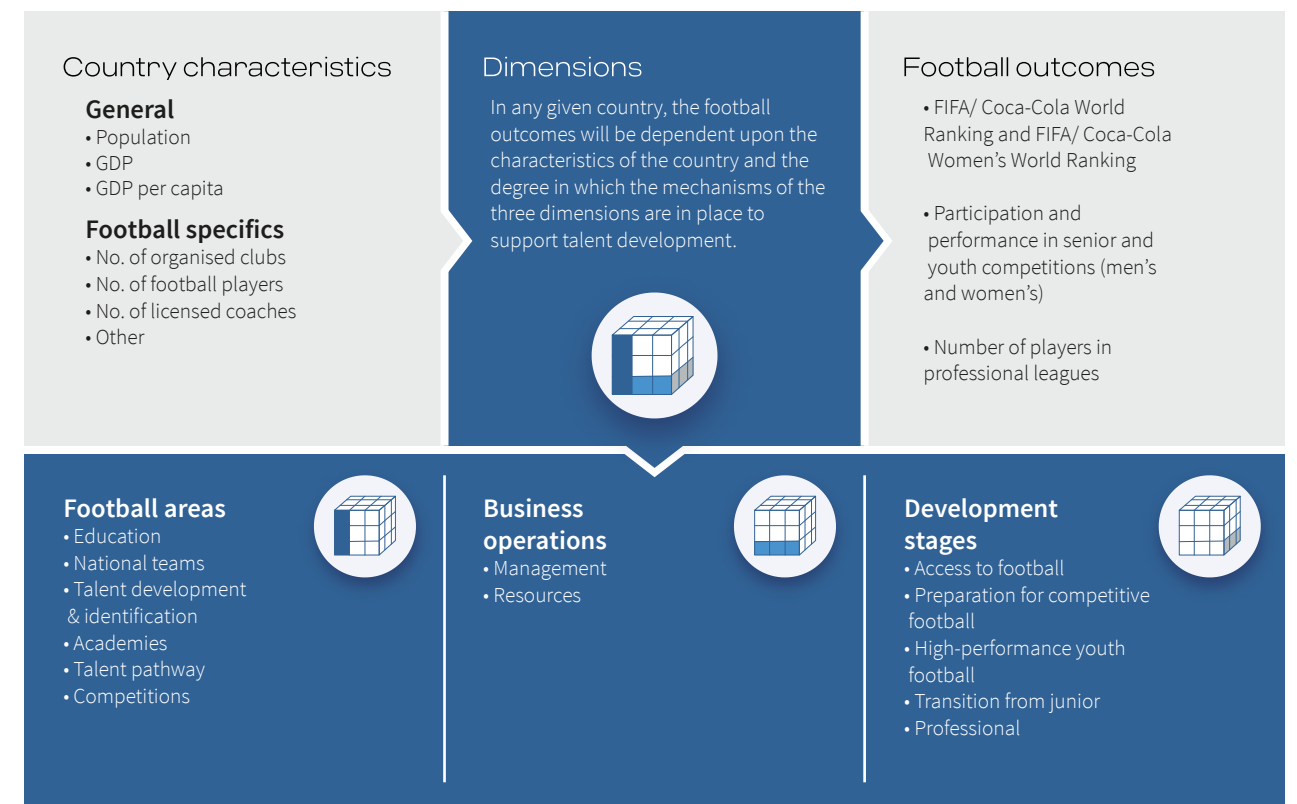


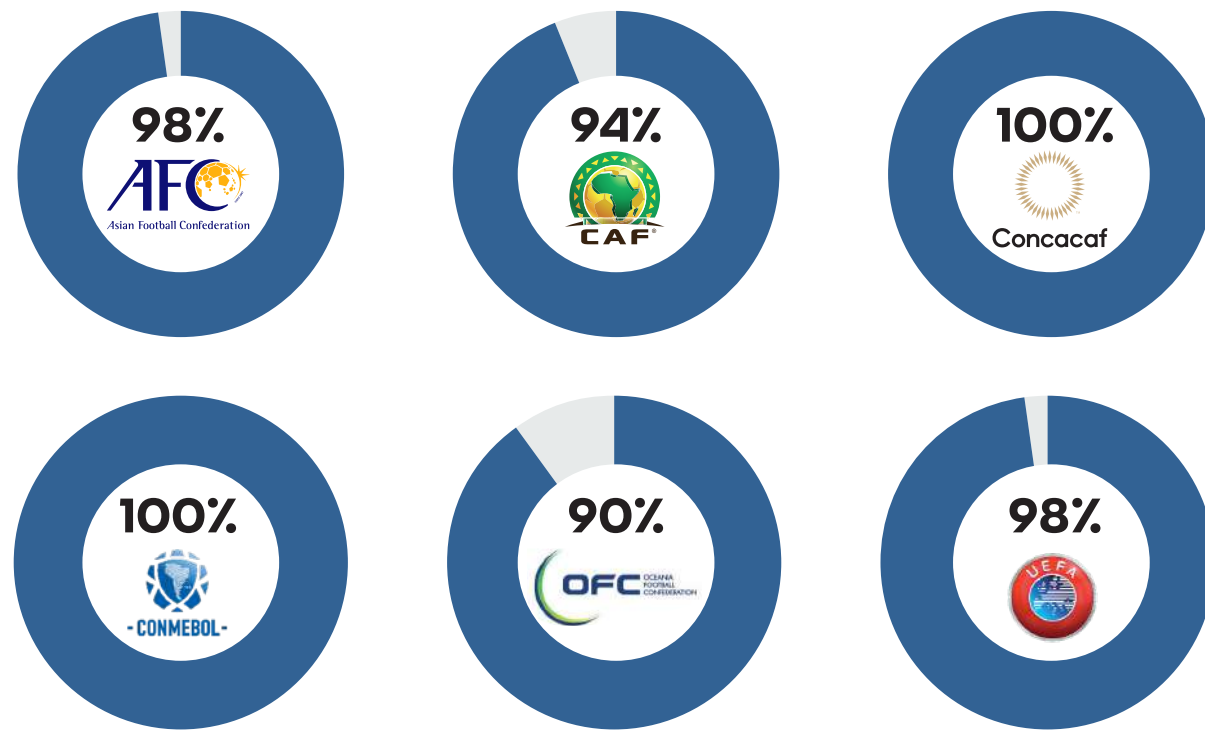
Illustration 10 | The three key dimensions of the analysis matrix that forms the basis of the talent development ecosystem analysis



### 3. The how

205 MAs accepted the invitation to participate in the process, which encompassed over 2,000 surveys, over 2,500 templates, over 85,000 questions and over 1,000 interviews.

Illustration 11



Percentage of member associations per confederation taking part in the talent development ecosystem analysis

#### Methodology

All 211 MAs were invited to participate in this analysis, with 205 accepting the opportunity. However, this report is based on the 201 MAs that had completed the ecosystem analysis process by the deadline of 31 May 2021.

#### The people

In December 2019, FIFA brought together a vastly experienced and diverse group of strategic thinkers with a proven track record in football to form a high-performance team tasked with spearheading the delivery of the ecosystem analysis. Each of the 16 high-performance teams included a high-performance expert and a high-performance manager and was assigned a set of MAs to support on this fact-finding mission.

Throughout this process, FIFA's regional technical consultants were integral in becoming a conduit between the high-performance team and the MA and helping to build a fruitful relationship.

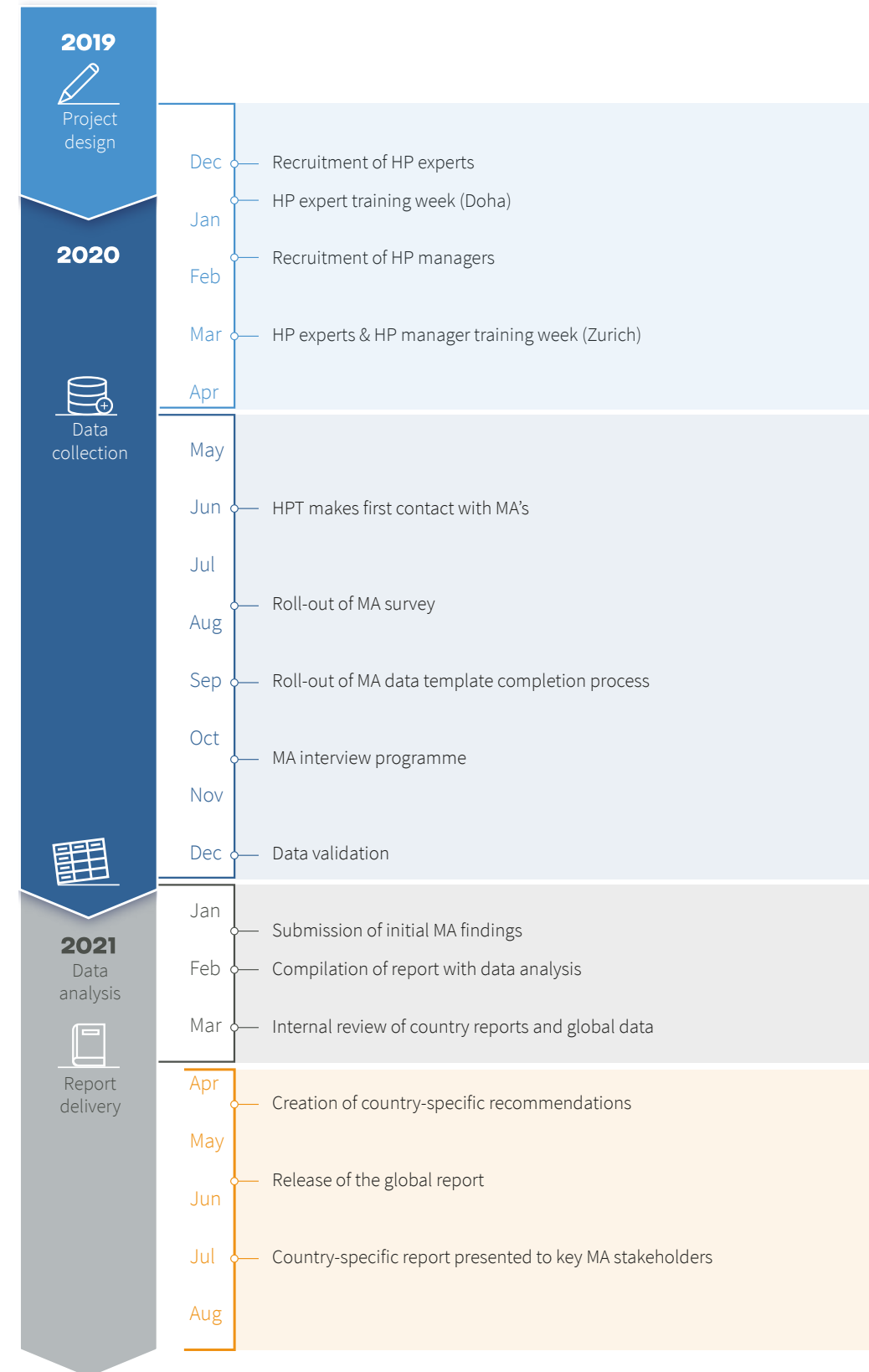


Illustration 12 | The plan - road map

**The process**

Prior to the COVID-19 pandemic, the initial plan was for this process to be conducted in person, with the high-performance teams embarking on a three- to four-day site visit to each participating MA to validate data, interview key stakeholders and observe the ecosystem in practice. Regrettably, the process had to be redesigned due to the impact of the pandemic and the resulting travel restrictions, while taking the welfare of all involved into account.

Analysis content	
 Survey modules	4
 Template modules	11-13
 Interview programme	<p>Five to eight MA-specific interviews incorporating executive management, leaders of technical departments, coach education staff, talent identification staff, youth and senior national-team coaching and support staff and professional league and competitions representatives</p> <p>Two interviews with the country's leading boys' and the leading girls' academy as selected by the MA</p>

**Illustration 13** | *The ecosystem analysis process*

This remodelled online ecosystem analysis followed the same process across all MAs, with four forms of data collection for each association. As shown in Illustration 13, this consisted of MA-specific surveys, data templates, and an MA-focused interview programme led by a high-performance team in addition to interviews with the country's leading boys and girls academy as selected by the member association.

The process of collecting information was conducted over a seven-month period, during which positive working relationships were formed between high-performance teams and MAs. With regular contact through weekly video calls, groundbreaking results were achieved: greater insight into the football landscape within the country and the MAs' needs was obtained and, most importantly, trust was built up among those working within associations.



**The data**

This is the first time that FIFA has conducted analysis of this magnitude, with the scale of the collection and dissemination of data unrivalled on the global stage. FIFA sees this as the basis of future research and a continuous evaluation process. This report is based upon the analysis of 201 MAs, and the findings and comparisons herein are drawn from a data set comprising 2,140 completed surveys, 2,734 completed templates and 1,143 interviews

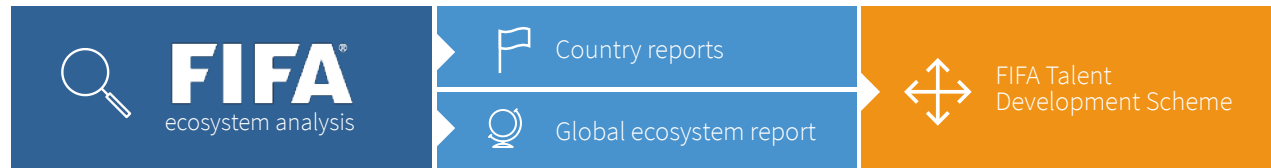
Despite the undoubted boon represented by the huge amount of data collected, it must be noted that throughout this analysis journey, there have been many challenges and restrictions due to the absence of critical data points from across the associations. Data forms the basis for analysing the state of play and helps to make developments become visible. It provides important insight and information and is therefore essential for making informed, objective decisions and assessments. As a result, we urge each and every MA to facilitate the discovery of similar insights internally by collecting data to produce association-specific key performance indicators for progress assessment and to enable the development of its own ecosystem for the future.

In this report, average values from comparison groups are given. The basis for determining the comparison groups was the FIFA/Coca-Cola World Ranking (for both men and women) from December 2020, with levels I-III respectively bringing together the countries ranked 1-50, 51-100 and 100+. When referring to aspects explicitly applicable to the women's game, the report uses the FIFA/Coca-Cola Women's World Ranking for countries accordingly.

The comparisons presented in this report can be highly informative and have the potential to enhance practice. However, they must be treated with caution. Each and every MA is different, with its own football ecosystem, cultural background and social structures across the country. Consequently, what works in one MA will not necessarily work in another, due to the needs and demands of different regions across the globe, denoted by the cultural background and historical development of football in a given country. From an interview perspective, we also found that, on occasion, there was a range of interpretations of certain questions, which was reflected in the answers and does not always allow for reliable comparisons to be drawn. However, it was important for us to present these questions, the corresponding answers and data, as they can provide valuable suggestions for the development of adequate long-term plans.

**The report**

As shown below in Illustration 14, the analysis will enable the development of an MA-specific report outlining the current football landscape of the country along with a global report highlighting trends and critical success factors across the world. Both of these elements will support the creation of a tailor-made programme for each MA.



**Illustration 14** | *Expected project outcomes*



**Acknowledgements**

Without the hard work, dedication, support and openness of the MAs and their staff, this analysis would not have been possible. Thank you to everyone involved who took the time to support us in completing the surveys and templates, coordinating the interview schedules and being on hand to deal with any queries.

Building strong relationships across the Bermuda Football Association over the last year was key to enabling the completion of an intense interview programme and the collection and dissection of multiple data points. This process has led us to the creation of this report to reflect the talent ecosystem in Bermuda.

**MA counterparts**

Charryse Bean, Craig Brown, Vance Brown, Shannon Burgess, Aaron Derkins, Ray Jones, Kyle Lightbourne, Maurice Lowe, Aaron Lugo, Andrew McDowall, Naquita Robinson, David Sabir and Mark Wade.

**Participating academies**

The BFA Women’s National Academy and the BFA Men’s National Academy.

**The FIFA high-performance team**



**High-performance expert**  
Ged Roddy



**High-performance manager**  
Ed Franklin

# 1. MANAGEMENT AND RESOURCES

“Through thoughtful management, MAs can take significant steps towards achieving their performance objectives.”

The management and resources of a member association (MA) influence a wide range of departments across the organisation, as well as all levels of the wider football ecosystem. The process of identifying the strengths and weaknesses of an MA's performance in all of its areas – from strategy to the national playing philosophy – can significantly contribute to the realisation of the broader objectives and goals that the MA has set for itself and its footballing community.

## 1.1 General management

The following section provides a picture of general management, the long-term strategy for player development and the support for executing this strategy through sufficient budgeting and data management. It is imperative that the MA outline a clear direction – supported by sufficient financial and empirical backing – that it wants the organisation, its staff and players to work towards.

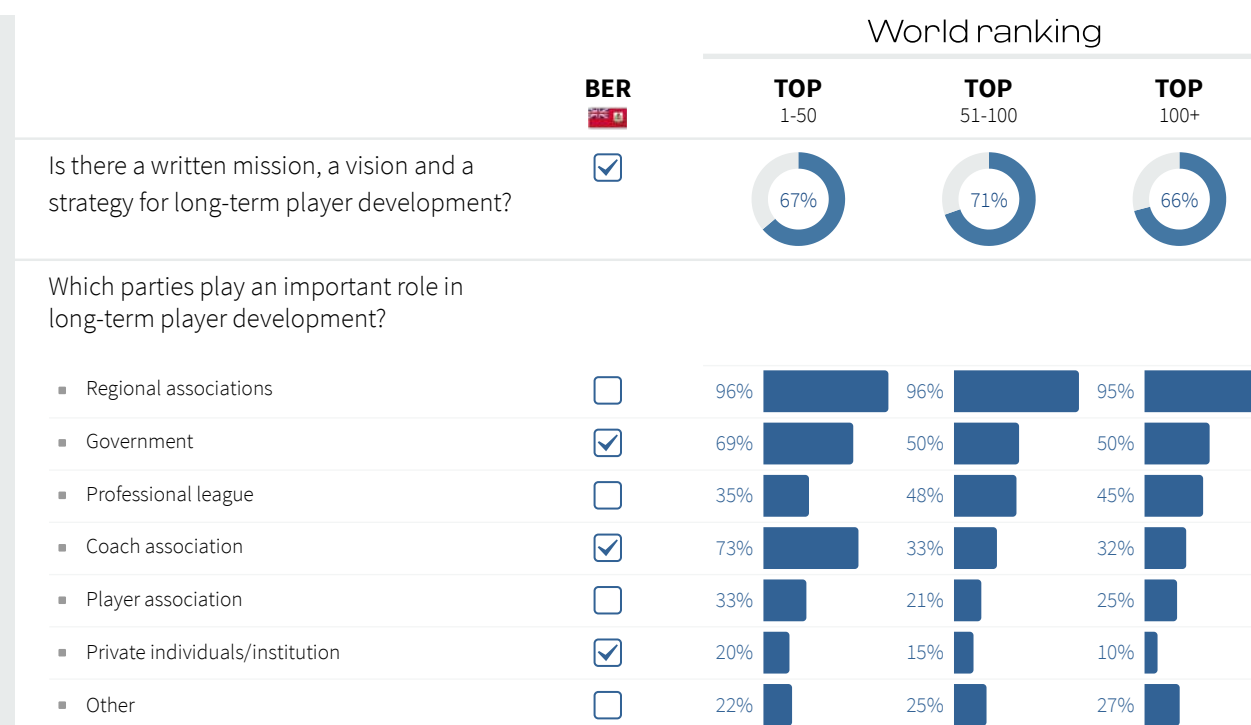
### Long-term player development (LTPD) strategy

As is the case in any organisation, a strategy is needed to help the MA achieve its goals or objectives. More specifically, a clear LTPD strategy must be established to realise the targets that the MA sets for itself and the footballing environment as a whole.

**Two thirds of member associations outside of the top 100 have a written strategy for long-term player development.**

The main key stakeholders for player development are governments and regional associations. Professional leagues, coaches' associations and private institutions also play a role in LTPD.

Illustration 1.1



### Finding

#### National strategy for player development and the associated key stakeholders

- The Bermuda Football Association (BFA) appears to have a structured approach to deliver a clear and aligned strategy to support football development across the country. To this end, there are key goals set by the BFA that underpin football development for men and women in Bermuda.
- The BFA has stability in its structures, with the General Secretary in post for 27 years.
- The BFA works closely with the government, schools, the Bermuda Football Coaches Association and domestic clubs.



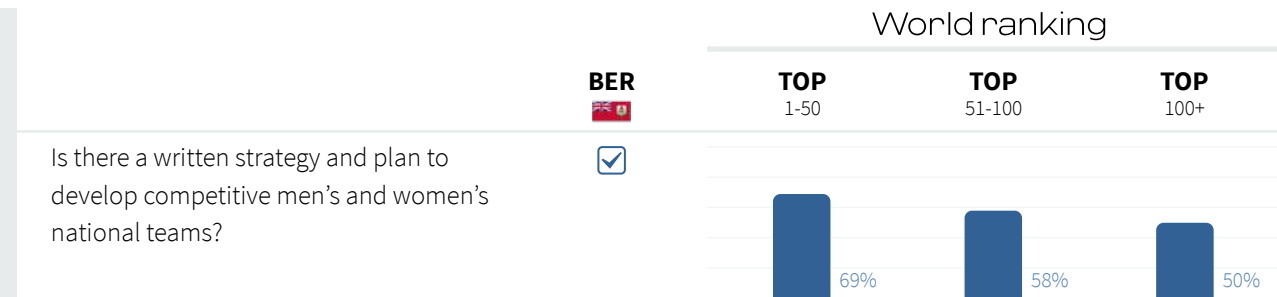
**The existence of a written national team strategy**

Having a written strategy formally acknowledges the targets – and the means to achieve these targets – set by the MA. Furthermore, a written strategy minimises room for miscommunication between those who are pursuing it, allowing faster progress towards the goals that have been set. The strategy then has to be brought to life and implemented to fulfil its purpose.

**50% of member associations outside of the top 100 have a written plan and strategy to develop competitive national teams.**

69% of member associations inside the top 50 have a written plan to develop competitive national teams. This number decreases to 58% for member associations ranked 51-100 and then drops further to 50% for MAs ranked 100+. Having a national team strategy should be considered by all associations to enable an alignment between youth and senior squads to help support the transition of talent.

Illustration 1.2



Finding

**The written strategy for national teams**

- With a population of approximately 65,000, the MA is fully aware of the challenge this brings and why a structured approach for long-term national-team planning is vitally important. Therefore, the BFA has a plan for developing national teams with a clear understanding of the need to create a pathway for talent to develop.
- With the men's pathway established from youth to senior national-team level, the MA is now working hard to develop a framework for women's football on the island with the aim of having a consistently active women's senior national team.
- In light of the above, the BFA has a national academy for U-15, U-17 and U-20 age groups for boys and girls, which is led by the Technical Director. This national academy has three key objectives:
  1. Player development
  2. School education
  3. Holistic, personal development

**Data management**

Technical leaders can benefit from data insights gained from processing and analysing relevant data in many ways. However, a prerequisite for the processing and analysis of data is for data to be first collected and then presented informatively. Effective data management is necessary to guarantee that these basic requirements are met.

**95% of MAs outside of the top 100 have a player-registration database.**

Over 75% of MAs outside of the top 100 have a management system for coaches, referees and competitions. However, the top 50 MAs are more likely to include education and the management of national teams within their database system.

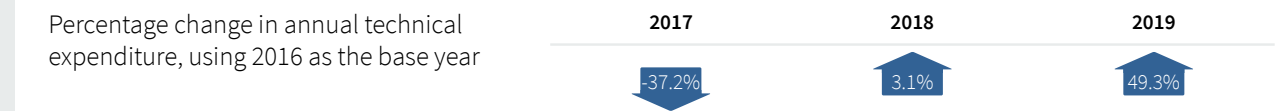
Illustration 1.3

Do you have a data management system in place the following?	BER	World ranking		
		TOP 1-50	TOP 51-100	TOP 100+
Registration of players	<input checked="" type="checkbox"/>	100%	98%	95%
Competition management	<input checked="" type="checkbox"/>	92%	88%	76%
Registration of coaches	<input checked="" type="checkbox"/>	88%	85%	79%
Registration of referees	<input checked="" type="checkbox"/>	88%	81%	76%
Coach education management	<input checked="" type="checkbox"/>	81%	65%	57%
Talent development management	<input type="checkbox"/>	52%	31%	27%
Management of the national team(s)	<input checked="" type="checkbox"/>	75%	71%	46%

**Budget allocation**

The strategy, mission and direction that the technical leadership sets need to be grounded in financial realities. An analysis of budget allocation can provide an insight into why technical goals are or are not being reached.

1.4



Finding

**The use and management of data to inform practice**

- The BFA currently tracks plenty of data in several areas, including the registration of players and coaches, the management of coach education and national teams.
- The association has an opportunity to expand this to incorporate the monitoring of player development and the tracking of identified players. However, having a unified system that stores all data and offers 'a single source of truth' would allow the MA to effectively and objectively evaluate progress and inform practice for the future.

## 1.2 Organisational structure

The following section illustrates how the technical division is situated in the organisational structure of your MA. The multidisciplinary make-up of technical divisions provides the opportunity for associations to accommodate them in unique ways that can help the functioning of both the division and the association.

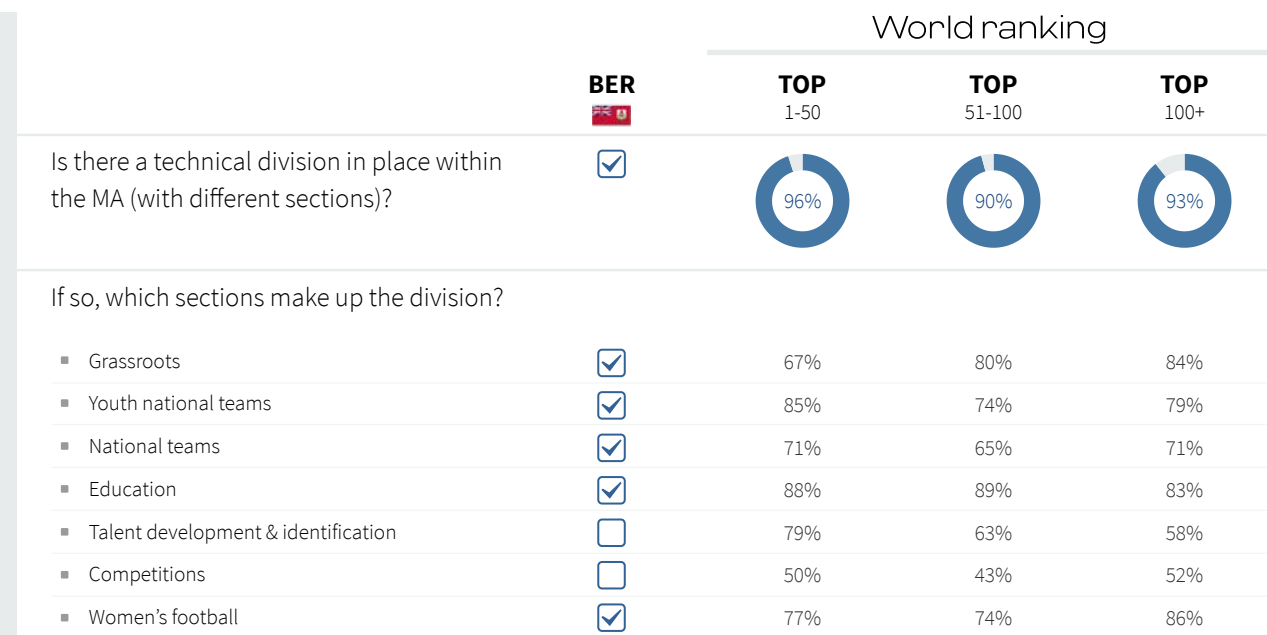
### Technical division

Effectively incorporating a technical division into the organisational structure of an MA and giving it a high enough platform at executive level enable MAs and their corresponding football ecosystems to maximise the benefits and expertise provided by these divisions.

### Grassroots, education, women's football and youth and senior national teams are the key sections of the technical division across MAs outside of the top 100.

Over 90% of member associations have a technical division, regardless of their ranking. Member associations ranked inside the top 50 are more likely to have talent development and identification sections.

Illustration 1.5



Finding

### The technical division's operational structure and its representation at board level

- The BFA's ethos is to become as close to a corporate structure as possible and to set long-term objectives. Currently, the BFA is made up of predominantly part-time staff and volunteers, as there are only four full-time members of staff in the organisation.
- This small group of staff works incredibly hard together to support the game in Bermuda. There is a clear passion and 'can-do' attitude in terms of helping young players gain scholarships abroad.
- The BFA President is the chairman of the Player Development Committee. In addition, the Technical Director attends all executive committee meetings to represent the BFA's technical division.



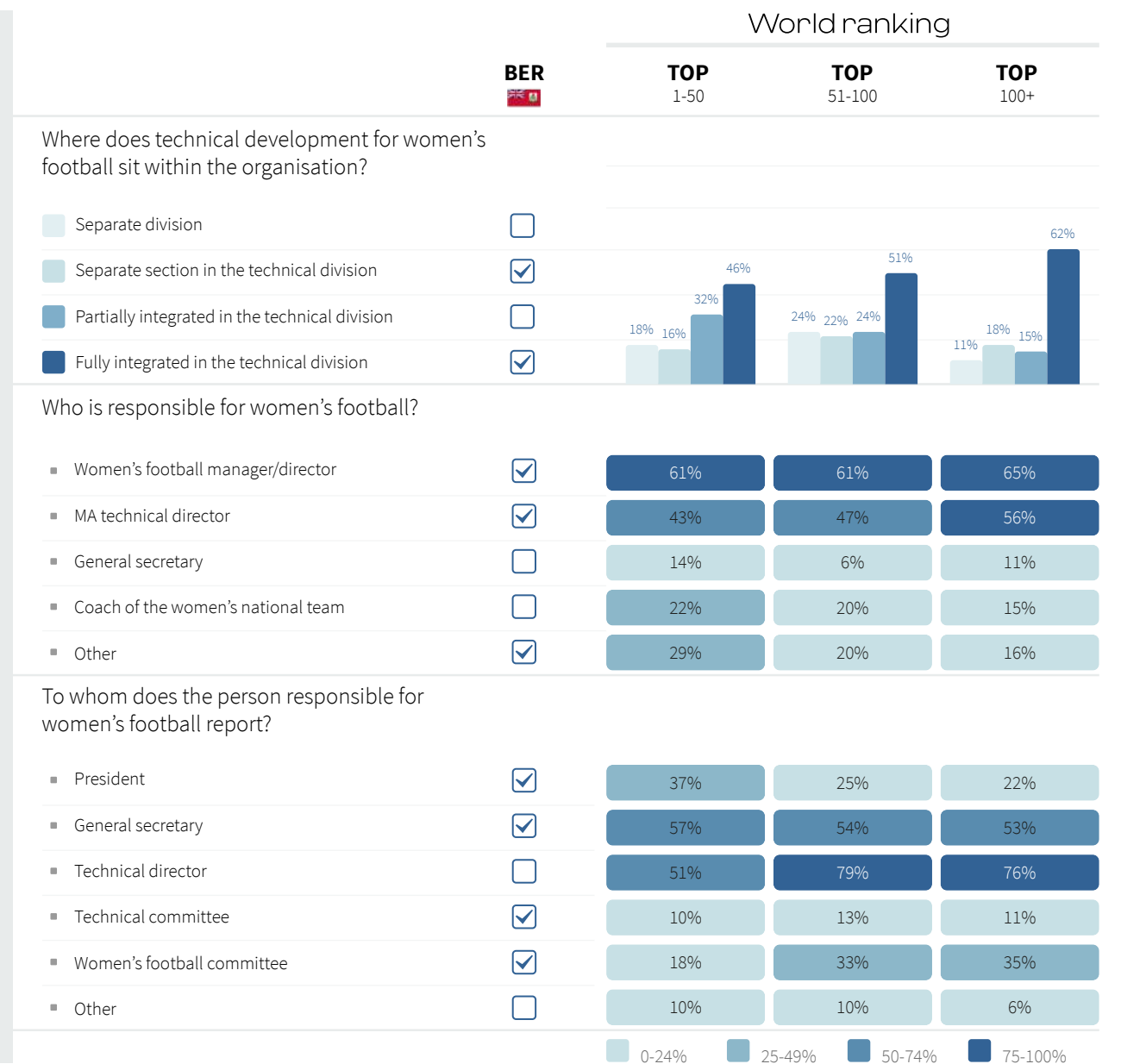
### Women's football

This section focuses on the current status of technical development within parties in your MA specifically relevant to women's football. It is important for an emphasis on technical development – and its corresponding benefits – to be seen in these parties as well, in order to help close the gap between the men's and women's game.

### For member associations outside of the top 100, women's football is most likely to be fully integrated into the technical division.

The technical director is more likely to be responsible for women's football in MAs ranked outside of the top 100. If this applies, the technical director will report to the general secretary in more than 50% of cases.

Illustration 1.6



### 1.3 Technical leadership

Given its wide remit, the technical leadership has a strong influence within an MA. When aspects such as a national playing philosophy, strategic planning and the role of the technical director are implemented effectively, the technical leadership can play an important part in raising the standard and health of a football environment.

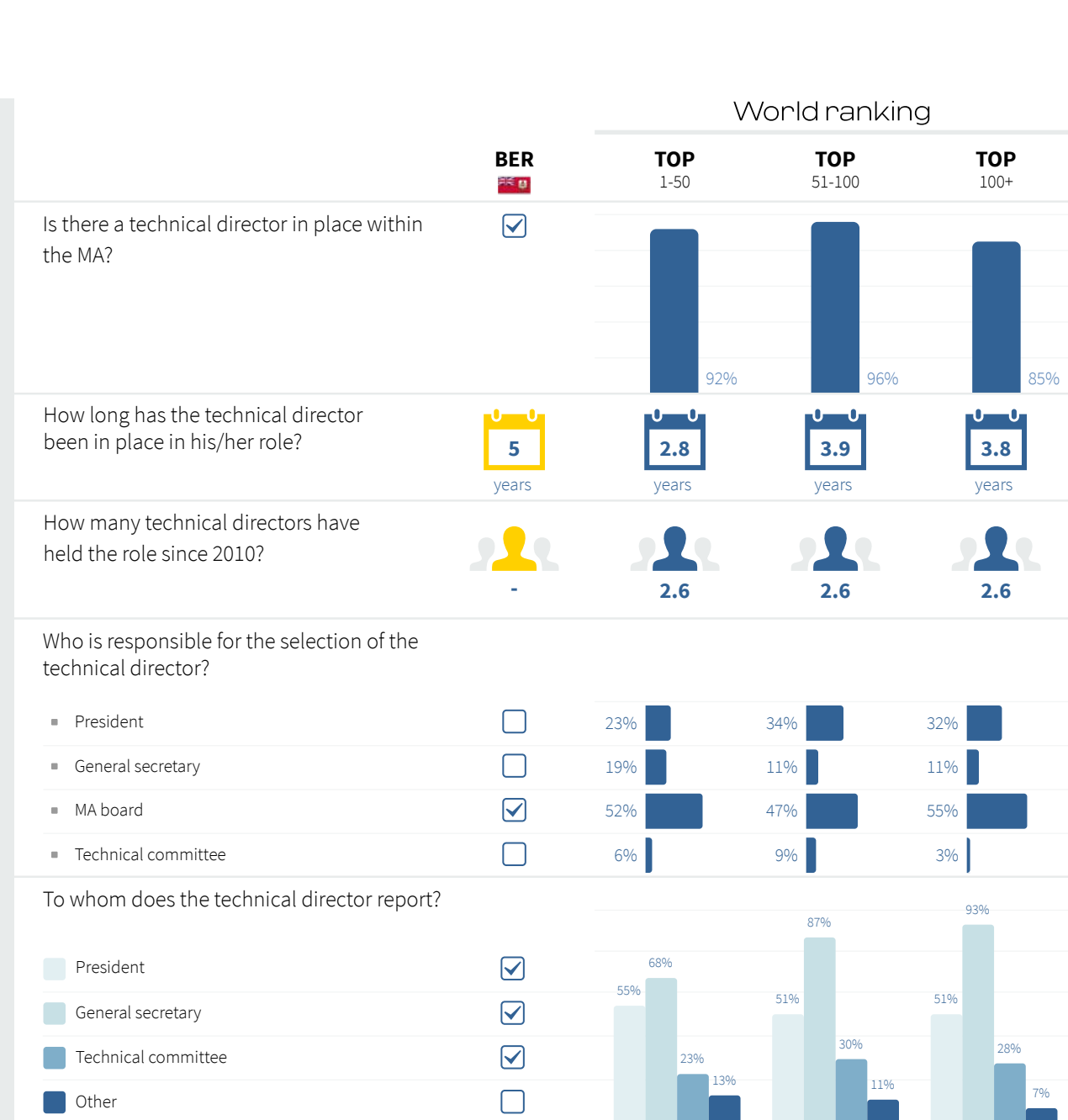
#### Technical director

The following section looks at the various processes in place within your MA regarding the role of the technical director. Although leadership quality comes from the individual, there are also certain structural requirements that need to be met to give the technical director the opportunity to lead effectively.

**85% of member associations outside of the top 100 have a technical director in place. This figure rises to over 90% for higher-ranked MAs.**

Over the past decade, the vast majority of MAs have had between two and three technical directors, with most tenures lasting between three and four years.

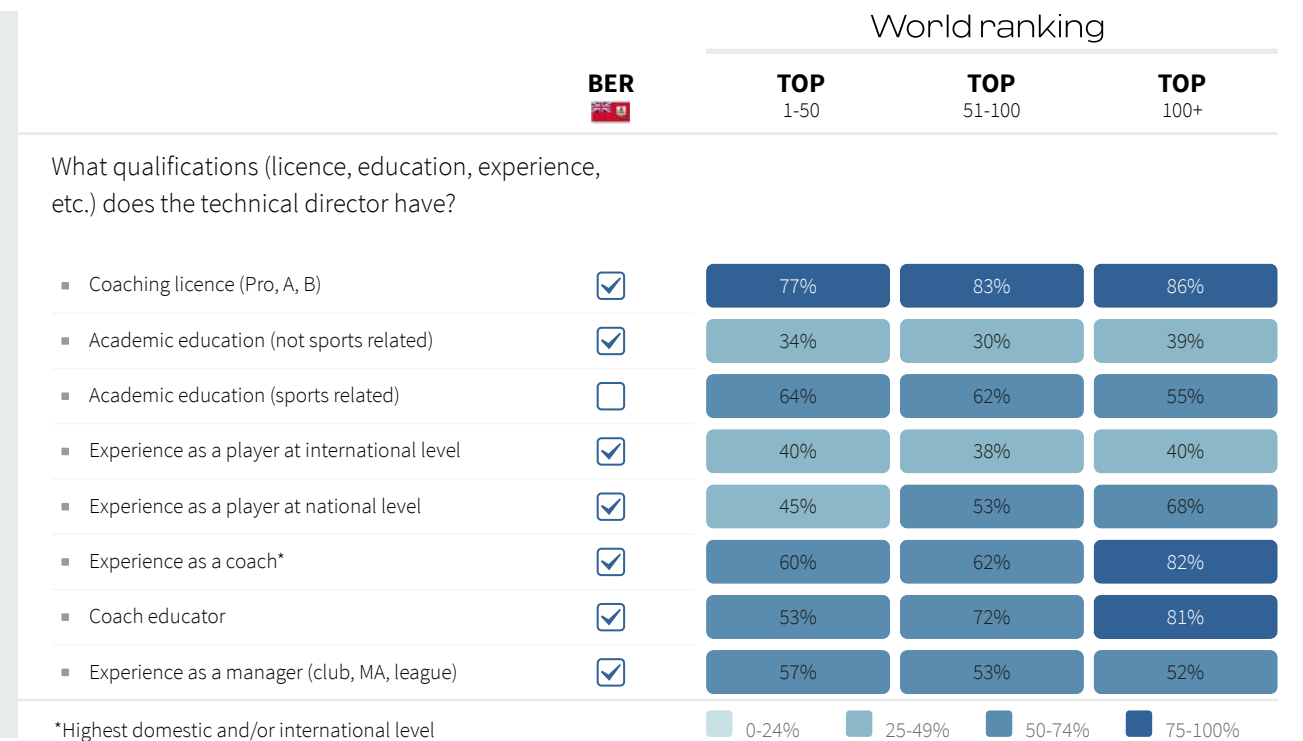
Illustration 1.7



**In MAs outside of the top 100, over 80% of technical directors have experience as a coach or a coach educator and hold coaching qualifications.**

In member associations outside of the top 100 the technical director is between 15% (compared to MAs ranked 51-100) and 23% (compared to MAs in the top 50) more likely to be a former player at national level. Technical directors are 9% more likely to hold an academic sports qualification in the top 50 associations.

Illustration 1.8



Finding

#### The technical director and the assigned roles and responsibilities

- The Technical Director is an ex-player both at domestic and international level for Bermuda with managerial experience at club level. He is also a coach educator and holds a Pro Licence.
- The TD post is part-time and oversees the development of all football across Bermuda. He has been in post now for five years and has a deep understanding of the landscape.



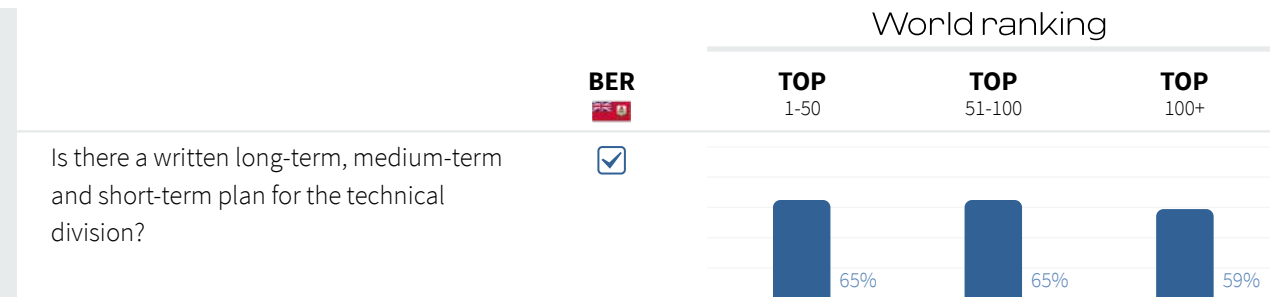
**Strategic planning**

Similar to the overarching strategy necessary for setting the general direction of MAs, strategic planning specific to the technical division is needed to outline the unit's direction for the short-term, medium-term and long-term future. Additionally, strategic planning entails working with and gaining insight from scientific institutions outside football.

**59% of MAs ranked outside of the top 100 have written short-, medium- and long-term plan for the technical division.**

Top-100 member associations are 6% more likely to have a written plan for the technical division.

Illustration 1.9



**Finding**

**Strategy of the technical division and its collaboration with scientific institutions**

- There is a clear plan across the technical division, with strategic priorities focused on the national academy, coaching mentorship programmes, and supporting domestic club structures for both men and women across the country.
- As previously mentioned, the MA works closely with the government, schools and the Bermuda Football Coaches Association. There is scope to investigate potential collaborations with universities that could support the development of the MA and its departments, for example, sports science, medicine, performance analysis, and coaching science.

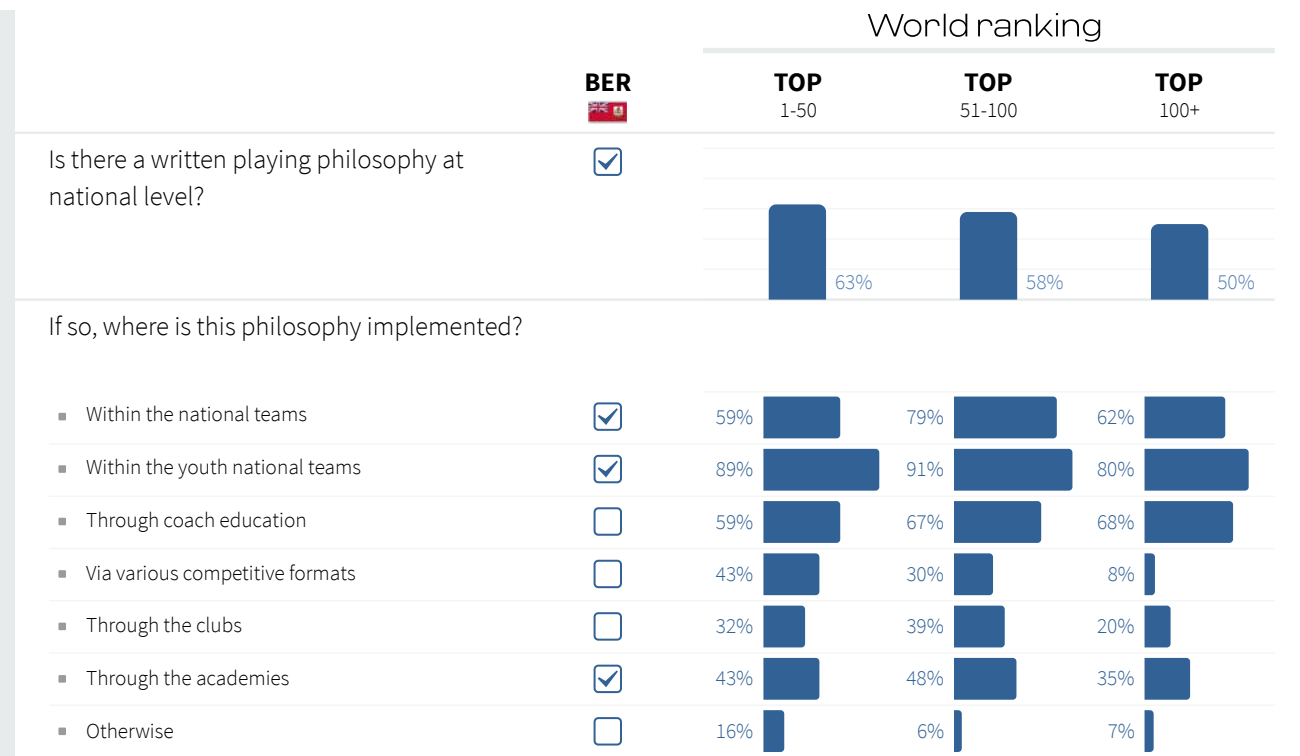
**National playing philosophy**

A national playing philosophy has numerous benefits for a footballing community: it synchronises the domestic footballing environment despite varying levels of ability, increases the utility of youth products for clubs and national teams, and contributes to a sense of national football identity.

**50% of member associations outside of the top 100 do not have a written playing philosophy for their national teams.**

Of the remaining 50% of MAs that do have a written playing philosophy, this is most likely to be implemented for their youth teams, coach education and senior national teams. MAs inside the top 100 are four to five times more likely to implement their playing style through their competitions.

Illustration 1.10



**Finding**

**Implementation of the national playing philosophy**

- The BFA uses a common language for its playing philosophy, ultimately aiming to play 4-3-3 or 4-2-3-1 with position profiles being developed. The athleticism of the playing cohort for both men's and women's squads allows them to focus on wide play and 1v1 duels to enter the final third.
- This playing philosophy is bled through the national age groups and the pillars of player development.



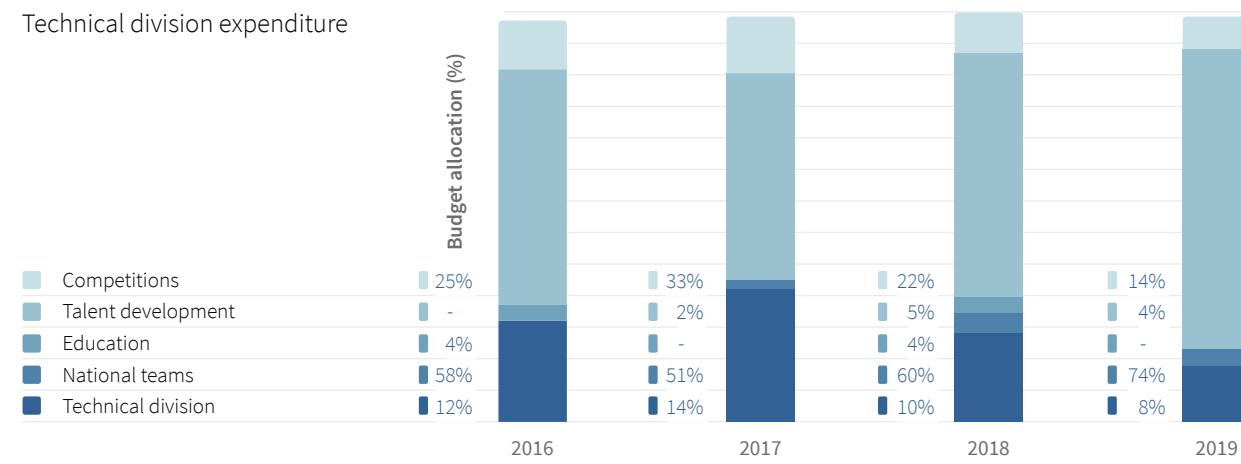
### 1.4 Resources

The section below illustrates the resources available to your MA's technical division. Sufficiently resourced technical divisions can carry out their specific role and disseminate their findings to other areas within the MA. Without sufficient resources, their ability to do this to a desirable standard will wane.

#### Financial resources

Chief among the resources required for the technical division are financial resources. Here, we look at the budget allocation for your technical division and how it has changed in comparison to other areas over recent years.

Illustration 1.11



**Finding**

#### The budget planning process for technical development

- Budgets are planned strategically around competition and player development requirements and the associated programming costs. This is developed in unison with the player development committee and presented to the executive committee for adjustment and confirmation.
- As shown in illustration 1.4, annual technical expenditure rose by 49.3% between 2016 and 2019. Further to this, in 2019, national teams were allocated 74% of the technical division spend, 16% up on 2016.
- Education only has an associated spend every two years, 2016 and 2018, in which this accounted for 4% of the overall technical budget.
- The BFA has one tenth of a top 20 MA budget, so there is a strong focus on monetising the game through sponsorship, TV rights, image rights, etc. The BFA has just appointed a marketing manager to support and develop this avenue in a corporate manner.

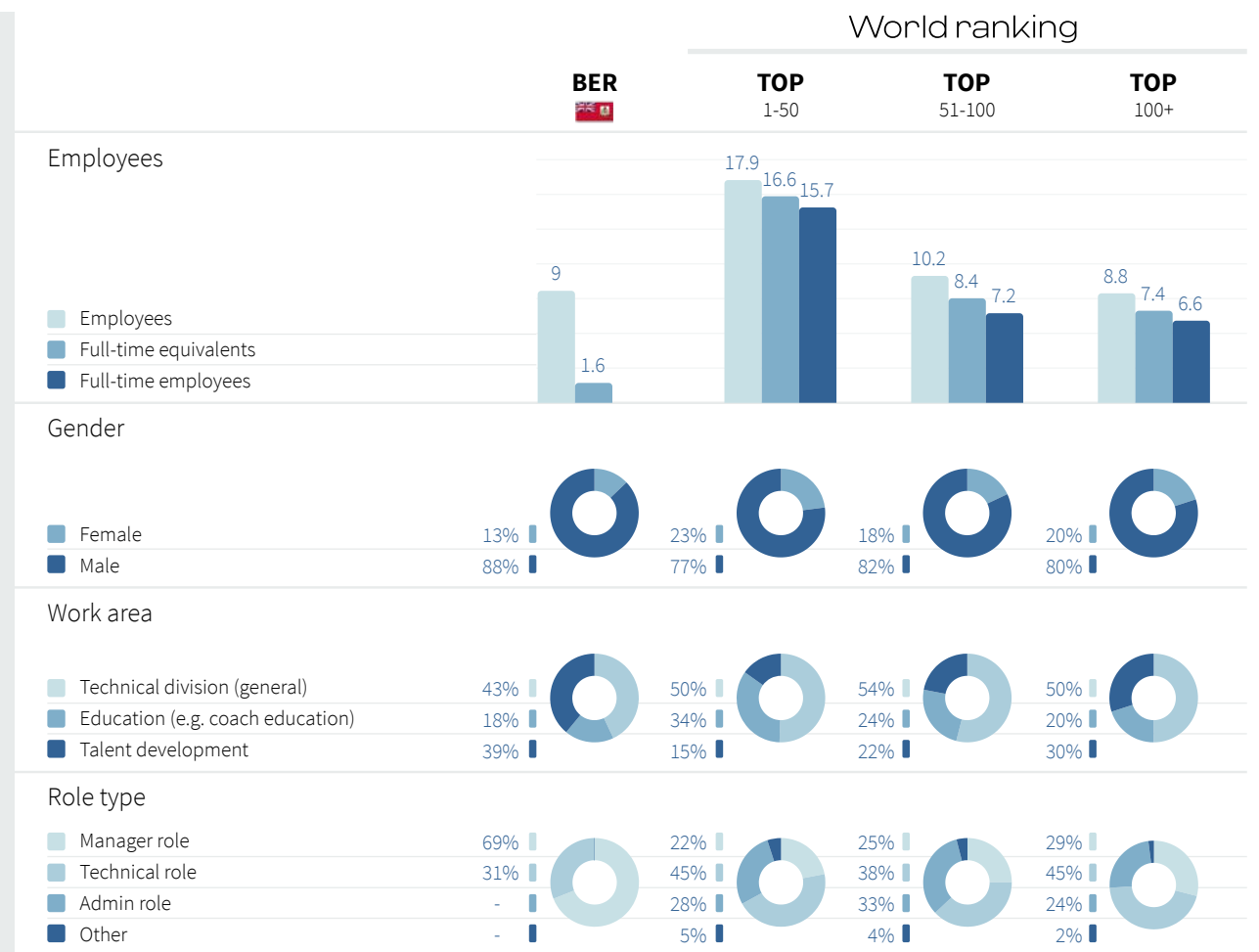
### Human resources

Sourcing the best-suited individuals for roles within the technical division will have a direct influence on the division's work and consequently the performance of the MA altogether. Thorough and effective staffing practices help guarantee that those hired will be useful additions to the division.

**Member associations ranked outside of the top 100 employ approximately ten fewer full-time employees than associations ranked inside the top 50.**

There is a similar level of staffing between associations ranked 51-100 and those ranked outside of the top 100. Top-50 ranked associations have a higher percentage of staff working within their coach education departments.

Illustration 1.12

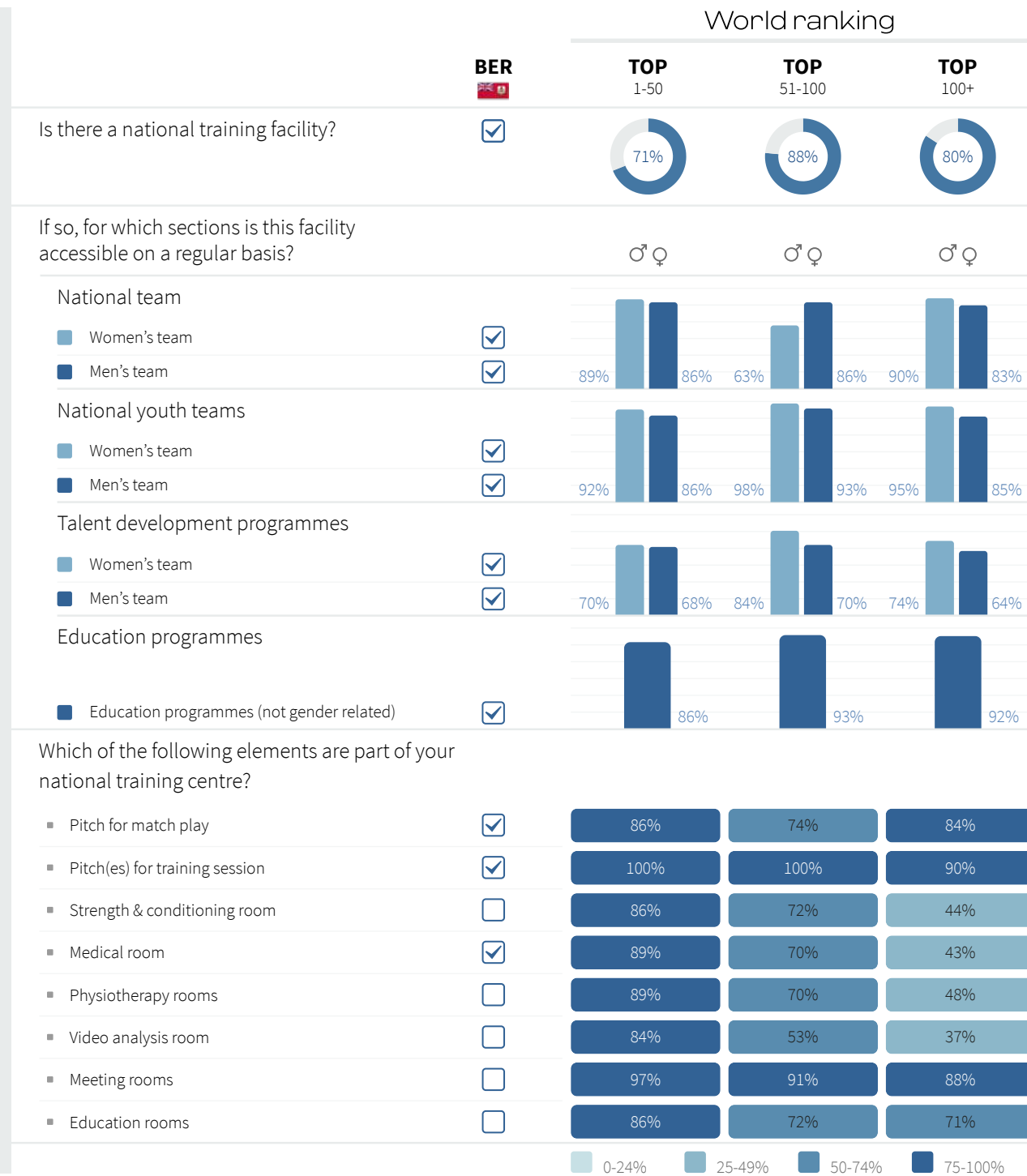


### Infrastructure

As well as serving as the pinnacle of football infrastructure in a given country, a modern national training facility provides a state-of-the-art platform for honing players' skills and fitness, and consequently influences performance on the pitch. An MA with a facility that caters for the multidisciplinary nature of modern football will reap the vast rewards of this approach.

**80% of MAs outside of the top 100 have a national training centre, but these facilities are less equipped than those belonging to MAs in the top 100.**

National training centres belonging to MAs outside of the top 100 are less likely to have a gym, medical and physiotherapy rooms and an analysis area. Furthermore, the training centres are predominantly used for training, matches and meetings for those lower-placed MAs.



**Finding**

**National training facilities**

- The BFA has a national training centre that consists of one pitch that is shared between all national teams within the national academy and senior teams.
- As a country, Bermuda has limited access to pitches, especially floodlit facilities, which can limit playing and development time, with many pitches becoming cricket grounds in the summer months.

**MANAGEMENT & RESOURCES**

**SUMMARISING NOTES**

- The BFA appears to have a structured approach to delivering a clear and aligned strategy to support football development across the country.
- With a population of approximately 65,000, the MA is fully aware of the challenge this brings and why a structured approach for long-term national-team planning is vitally important. With the men's pathway established from the national academy to the senior national team, the MA is now working hard to develop a framework for women's football on the island, with the aim of having a consistently active women's senior national team.
- The BFA is made up of predominantly part-time staff and volunteers, as there are only four full-time members of staff in the organisation. This small group works incredibly hard together to support the game in Bermuda. There is a clear passion and 'can-do' attitude to supporting the game and helping young players gain scholarships abroad.
- The BFA has a national training centre that consists of one pitch that is shared between all national teams. As a country, Bermuda has limited access to pitches, especially floodlit facilities, which can limit playing and development time, with many pitches becoming cricket grounds in the summer months.

**Recommendations**

1. Investigate the possibility of increasing the full-time capacity of a number of key positions within the association to enable the growth of the game and improve the delivery of player development across the country.
2. Explore the possibility of investing in facilities to enhance access to football on the island.
3. Further to the above, is there potential to invest in upgrading the national training centre to better support national teams from youth to senior level?
4. Explore collaboration opportunities with universities that can offer support to the MA's delivery framework in the areas of coaching, sports science and performance analysis.
5. Explore ways to fundraise or obtain a specific sponsor to support national teams traveling to Concacaf and/ or other international events.

## 2. NATIONAL TEAMS

“Exposure to the highest level of football in the world.”

National teams offer their players an unrivalled development experience. The elite-competition and tournament situations of international football provide an incredible learning process. National teams are important for the health of their domestic football environment as well. A team’s success on the global stage can inspire younger generations, generate interest in the game, and drive amateur engagement in their community.

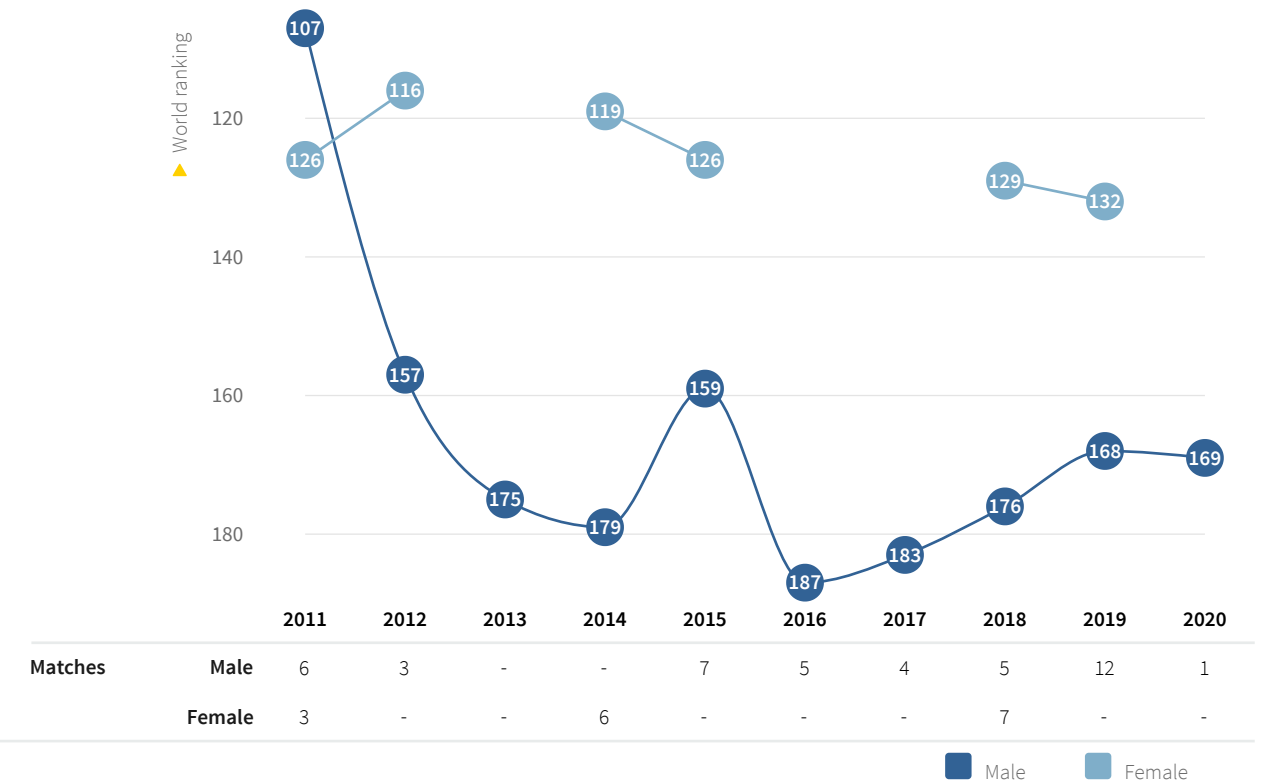
### 2.1 Strategic management

This section reviews the MA’s management structure and the alignment across the national teams from youth to senior. Having such alignment across the national teams is essential to maximise the individual development practices and to support the transition pathway for the best players in the country. This comes in the form of a national playing philosophy, a multi-disciplinary coaching and development methodology, national player profiling and KPIs, a performance support network and the communication and collaboration of staff across all squads.

#### Performance and playing opportunities at senior level

The participation and performance of a national team in qualification campaigns and international tournaments are two fundamental ways to assess a national team’s success. National teams first need to participate in qualifiers, and if they are successful, they can then participate in continental or global tournaments. Below is the ranking evolution of your senior national teams over a ten-year period along with the number of matches played.

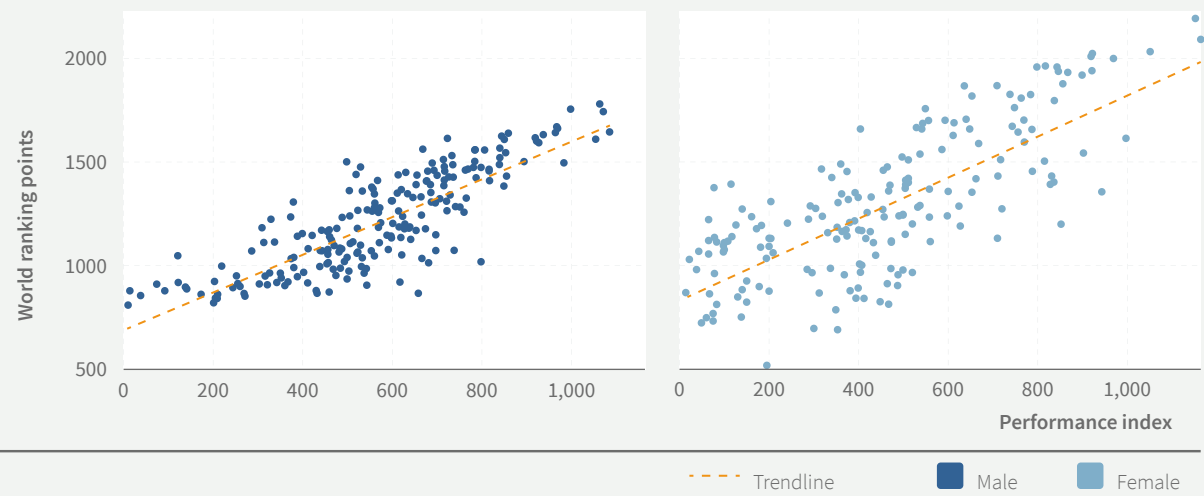
Illustration 2.1



### Introducing the performance index

The performance index is an average score created from the results of all matches played over a set period, with each match result weighted based upon the level of competition. In this instance, the time period is eight years broken down into two-year cycles. The match weighting takes into account the following levels of classification; friendly, continental qualification, World Cup qualification, continental final, and World Cup final, with each level receiving a progressively higher weighting. i.e. the more games played and won at a higher level, the higher the performance index score.

As shown in the graphs below, an MA's performance index score given its results over a two-year cycle correlate to the world ranking. Given that these two metrics correlate, youth and senior team performances can now be aligned and compared over a set period of time.



### Performance and playing opportunities at youth level

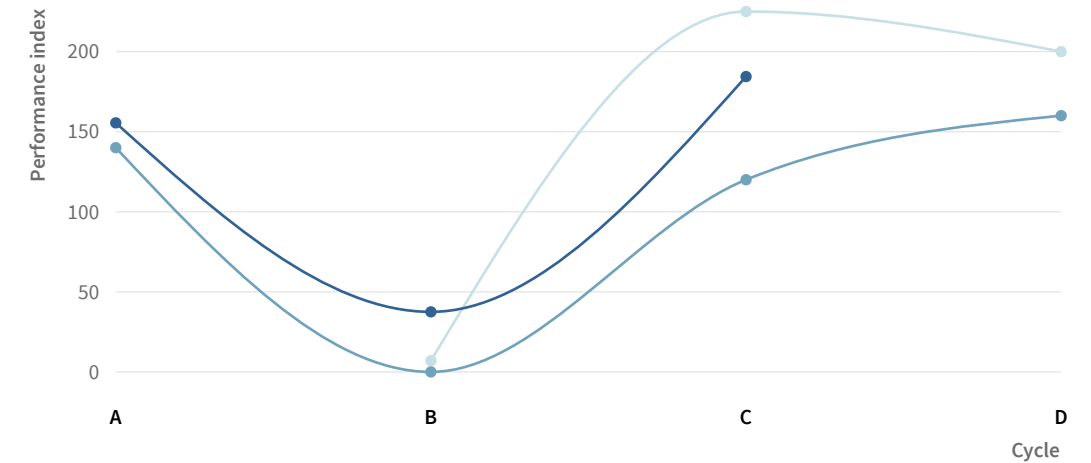
International matches provide unrivalled learning opportunities. High levels of participation and success at youth level are closely linked to future achievements.

### Success at youth level leads to a greater potential for senior team success.

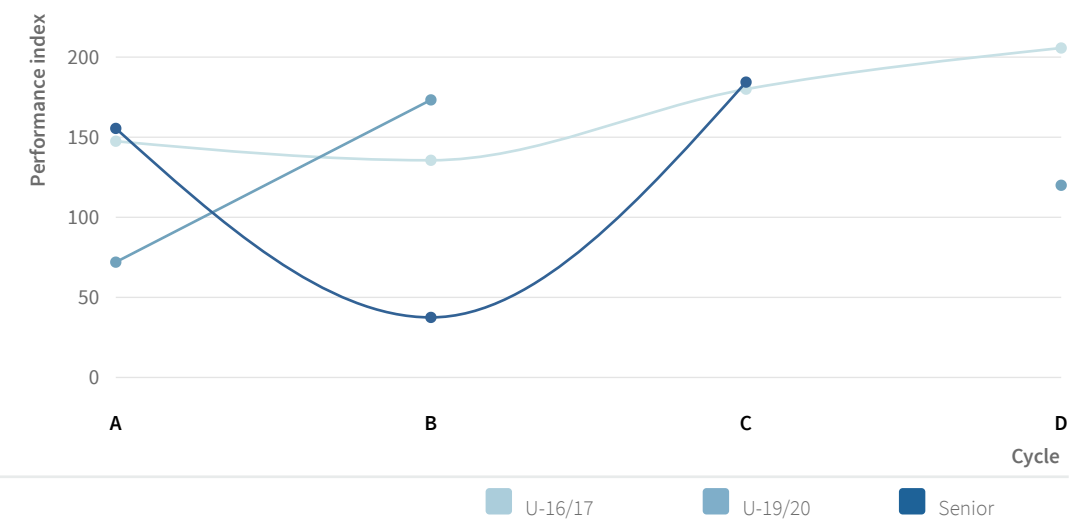
The illustrations below show your youth national team performance index for the U-16/U-17 and U-19/U-20 age groups in comparison to your senior national team performance index for both men and women over a period of four two-year cycles. The cycles are aligned to the World Cup cycles at both youth and senior levels (men's, senior: 2011-2018; men's, youth: 2012-2019; women's, senior: 2012-2019; and women's, youth: 2011-2018).

Illustration 2.2

♂ Male



♀ Female



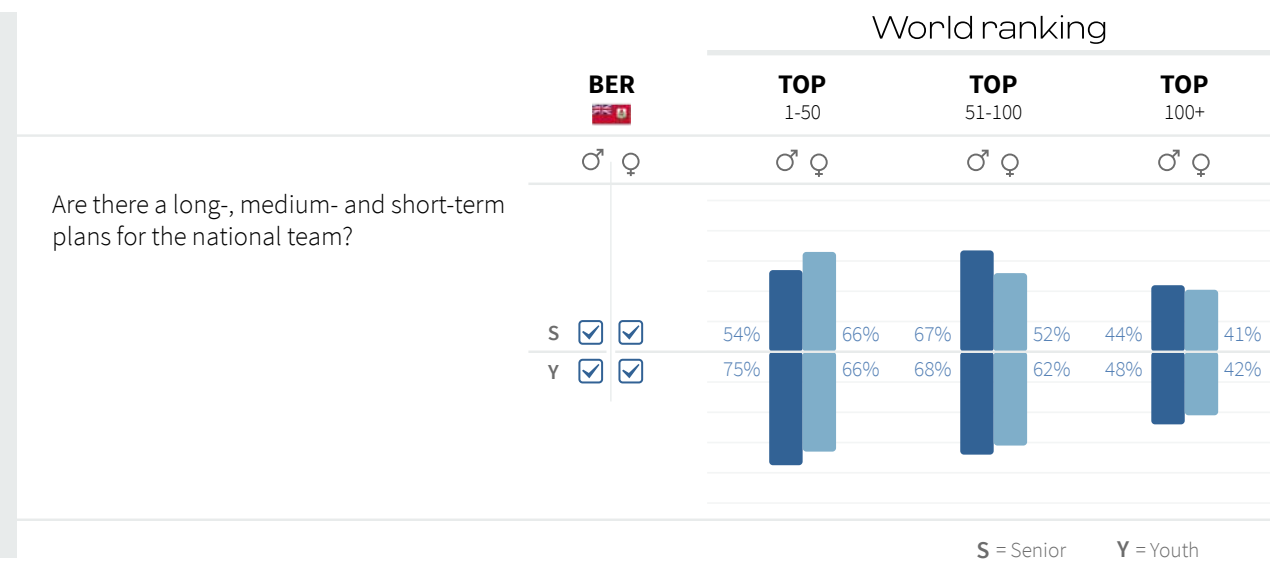
### Strategic planning

Having transparency within the member association by setting a clear direction for national teams to work towards is important. A unified vision, strategy and set of objectives is necessary for coaching staff and players to know what is collectively expected of them. The following table illustrates the different ways in which strategy and planning are evident amongst your national teams.

**Less than half of MAs ranked outside the top 100 have short-, medium- or long-term plans for their various national teams.**

Men's national teams, at both senior and youth level, are more likely to have a plan than their female counterparts, with the exception of associations ranked inside the top 50, where 66% of senior women's national teams have a plan.

Illustration 2.3



### National teams programme

To maximise all of the development opportunities provided by youth national teams while avoiding any gaps in the development process, a consistent pathway throughout the appropriate age groups is required. Each MA decides when to commence its own player pathway via the creation of youth national teams. The age at which a national teams programme commences varies from country to country due to local circumstances. It is clear that the most successful players at international level (based on those players reaching the latter stages of World Cups) predominantly begin their international careers in the youth teams before graduating to the senior national team.

Finding

#### Strategy and performance of the national teams' programme

- At the time the ecosystem analysis was performed, the men's senior national team was 169th in the FIFA/Coca-Cola World Ranking. The women's national team was not ranked due to a sustained period of inactivity, with no competitive games since 2018.
- The Bermuda Football Association (BFA) currently has national teams for men's football at U-17, U-20 and senior level. Similarly, the women's game is represented at U-17, U-20 and senior level, with the latter represented by the U-20 squad.
- With domestic football on the island being amateur and development structures being limited, the BFA has a national academy to support the best male and female talents on the island from the age of 13.
- There is clear unity across all age groups and squads in a bid to deliver an aligned programme to best support player development.

### 2.2 Resources

This section investigates the MA's investment in creating a high-performance environment. A high-performance culture is essential for maximising player development in youth teams as well as for gaining competitive advantages for the senior national team playing at the elite level. Whether it be specialist coaches, a national training centre, access to tactical analysis modalities, or the delivery of performance support services, all play a role in creating a high-performance environment.

#### Financial resources

National teams – especially senior national teams – account for a significant amount of an association's budget. However, a successful senior national team can in return provide a valuable source of income for the entire domestic football pyramid. Thus, providing financial support for national teams not only influences those specific teams, but also contributes to the overall health of the domestic football community.

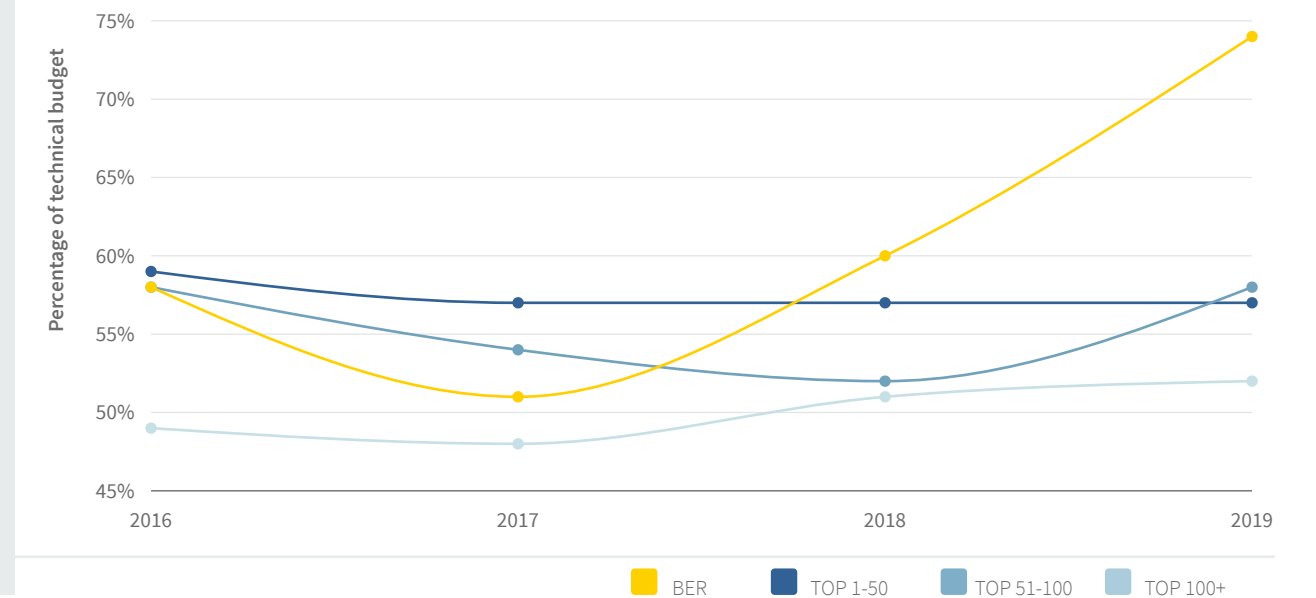
#### Technical expenditure on national teams

The following illustration displays the percentage of the total technical expenditure on all national teams as part of the overall budget and its development over the last four years. In addition, the distribution of budget amongst your association's various national teams between 2016 and 2019 is presented.

**Top 50 member associations spend a greater percentage of their technical budget on their national teams.**

Especially since 2017, top 50 MAs have spent the highest percentage of their technical budget on the national teams. However, associations outside the top 50 increased spend on their national teams in 2019.

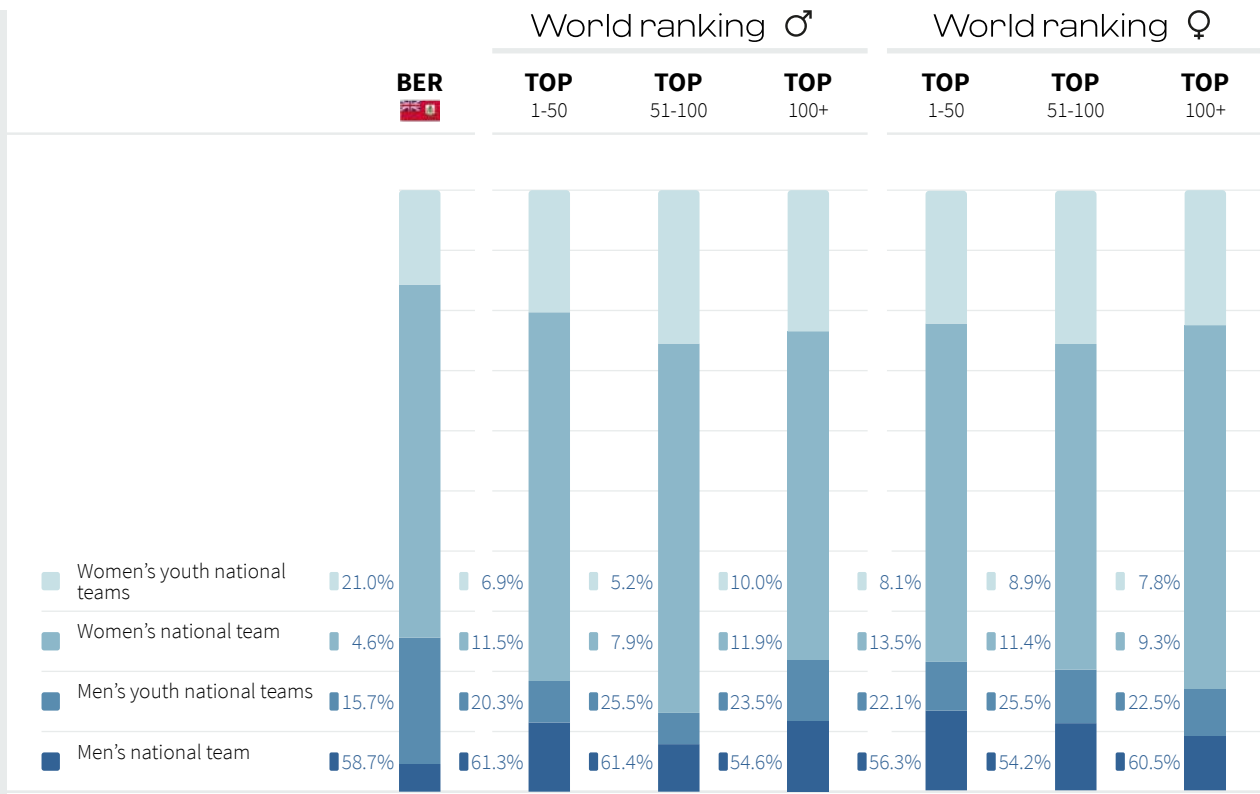
Illustration 2.4



**Member associations generally spend over 80% of their national team budget on men's youth and senior national teams.**

Approximately 60% of all money spent by the top 100 MAs on their national teams is allocated to the senior men's squad, with men's youth national teams representing the second largest spend with investments ranging from 20% to 25% of the overall spend.

Illustration 2.5



**Human resources**

Elite national teams require a variety of support staff working behind the scenes in order to function at a high standard. Employing the necessary specialists – and in correct numbers – is a crucial process for guaranteeing tangible results in international competitions. As international football is the highest level of the game, the backroom staff should match the calibre of the players with whom they work.

**National team staff overview**

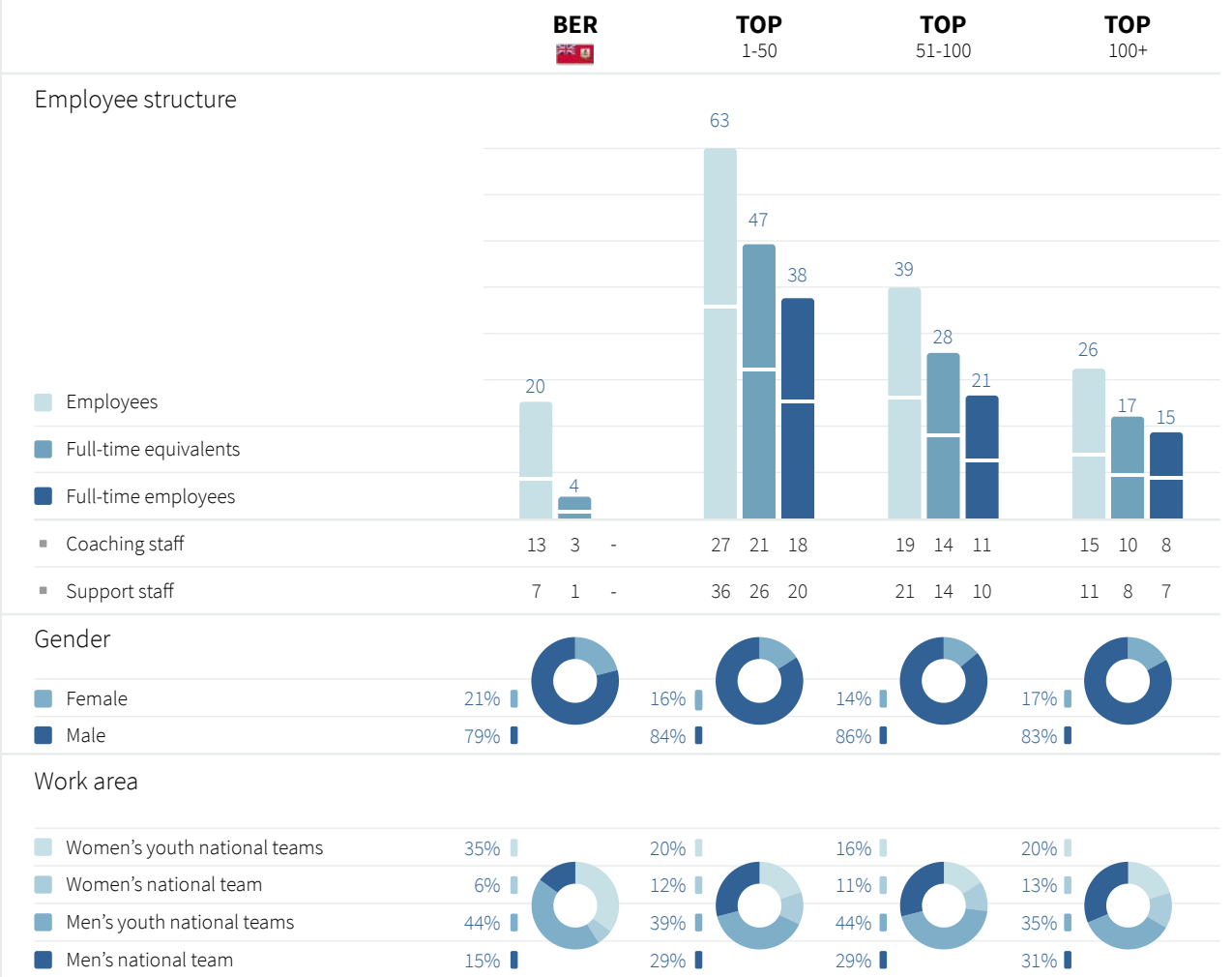
A balanced allocation of staff can optimise the processes and performances of an association's national teams. Included on the next page are the total numbers of employees for the men's national team, the women's national team, the men's youth national teams, and the women's youth national teams. We have also analysed how many of these employees are full-time as well as the full-time equivalent of all employees working for the national teams. One FTE is equivalent to one person working full-time. Note the data reflects the staffing situation in January 2020. Staff changes due to the COVID-19 pandemic are not taken into account.

**There are between three and ten more full-time coaching staff in associations ranked inside the top 100 in comparison to member associations ranked outside.**

Overall, there is a similar distribution of staff amongst the various national teams, with the men's youth and senior sides constituting approximately 70%. Over 80% of all employees are male, regardless of world ranking.

World ranking

Illustration 2.6



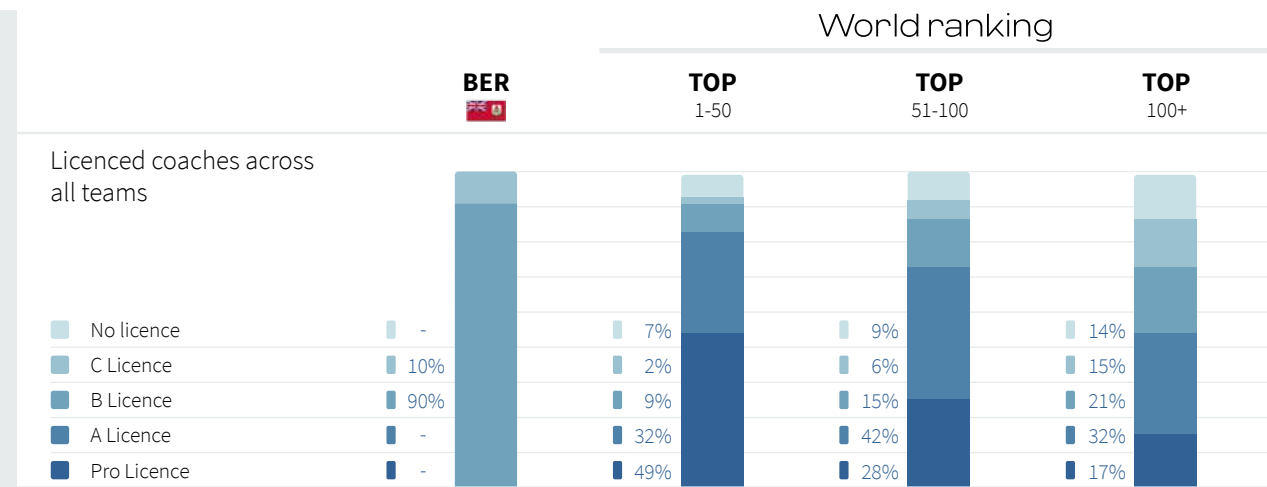
**Coaching staff qualification**

The level of qualifications obtained by the coaching staff is an important aspect of any national team's human resources. Below is a chart which displays the various types of coaching licences obtained by the head and assistant coaches of your national teams.

**More than half of the coaches working for member associations outside of the top 100 are qualified to B level or below.**

Inside the top 100, at least 70% of coaches hold an A Licence or above. 14% of coaches working for member associations outside of the top 100 hold no qualifications. Approximately half of the coaches working for top-50 ranked associations hold a Pro Licence qualification.

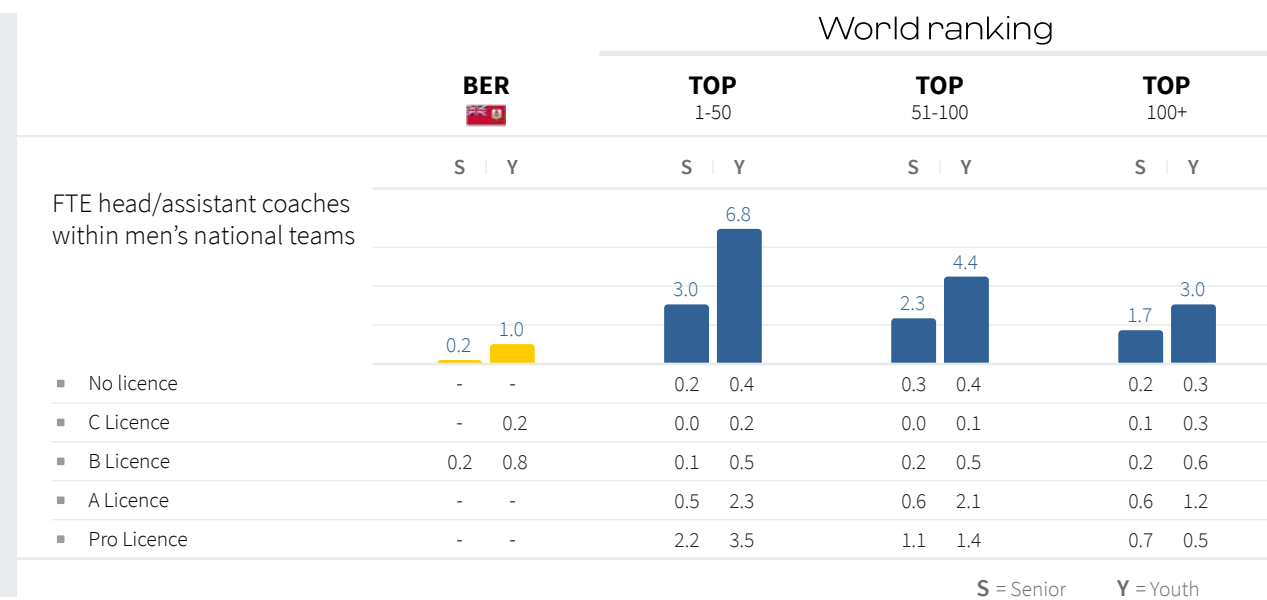
Illustration 2.7



**Associations outside of the top 100 have the lowest number of Pro Licence holders working across all men's squads.**

The total number of coaches working across all men's teams depends on the member association's ranking, with the highest number in the top 50 and the lowest for those outside of the top 100.

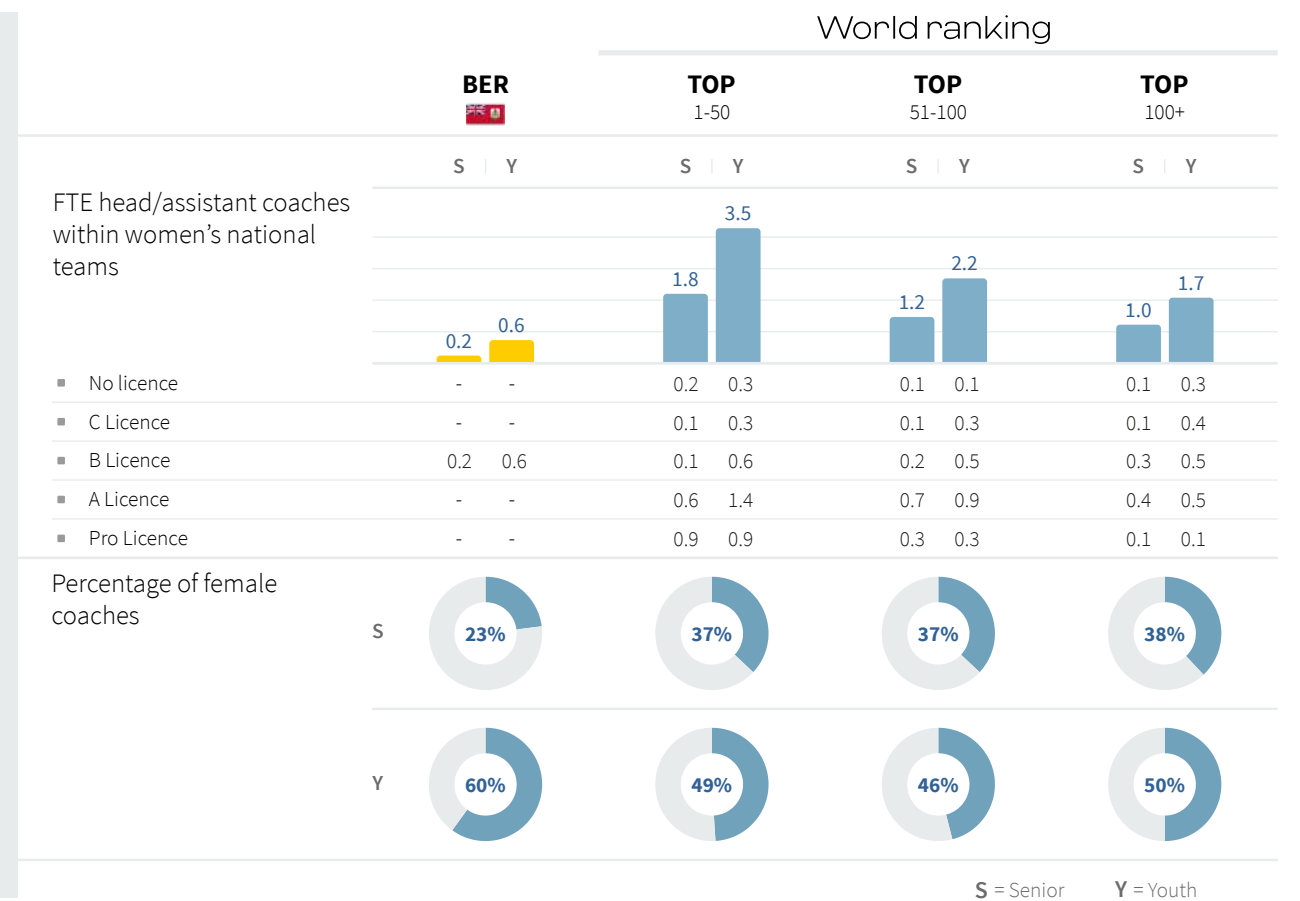
Illustration 2.8



**The highest percentage of female coaches working across female senior and youth national teams can be found in associations outside of the top 100.**

The overall trend is for coaches to be more qualified when working at youth level. The total number of coaches working across all women's teams depends on the member association's ranking, with the highest number in the top 50 and the lowest for those outside of the top 100.

Illustration 2.9

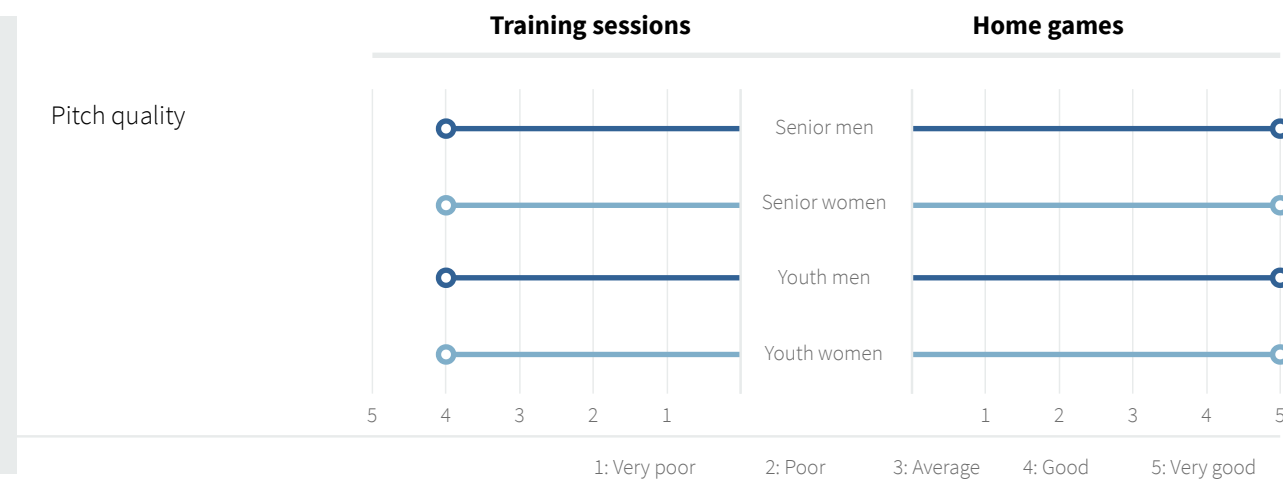




**Infrastructure**

The pitches that national teams train and play on are at the pinnacle of a country’s footballing infrastructure. Having a high standard of facilities that are readily accessible for the national teams is key to the development and competitive progression of the association across all squads, both youth and senior. Based upon the perceived ratings provided by your association, the illustration below presents the quality of both the training and home pitches used by your national teams.

Illustration 2.10



**Finding**

**Available resources to support the national teams**

- The national-team programme at the BFA is well structured, with clear alignment in processes and a true sense of togetherness across squads.
- From a resources perspective, national teams are led and supported primarily by part-time and voluntary staff. The national training centre has one pitch, which is shared. According to the BFA, it is of a very good standard, but additional training and playing facilities would be hugely beneficial to the national-team programme.
- Despite these potential hurdles, MA staff are extremely resourceful and always find a way to maximise every situation for the benefit of the national-team programme. The staff and their attitudes are a huge strength.

**2.3 Processes of the senior national teams**

This chapter analyses the mechanisms in place to support the work of the men’s and women’s senior national teams in their quest for international success. It is widely known that the relative success of these teams can have a substantial impact upon the growth of the game in the country, both through the financial facet of investments and endorsements into the sport and from a surge in participation across both male and female domains.

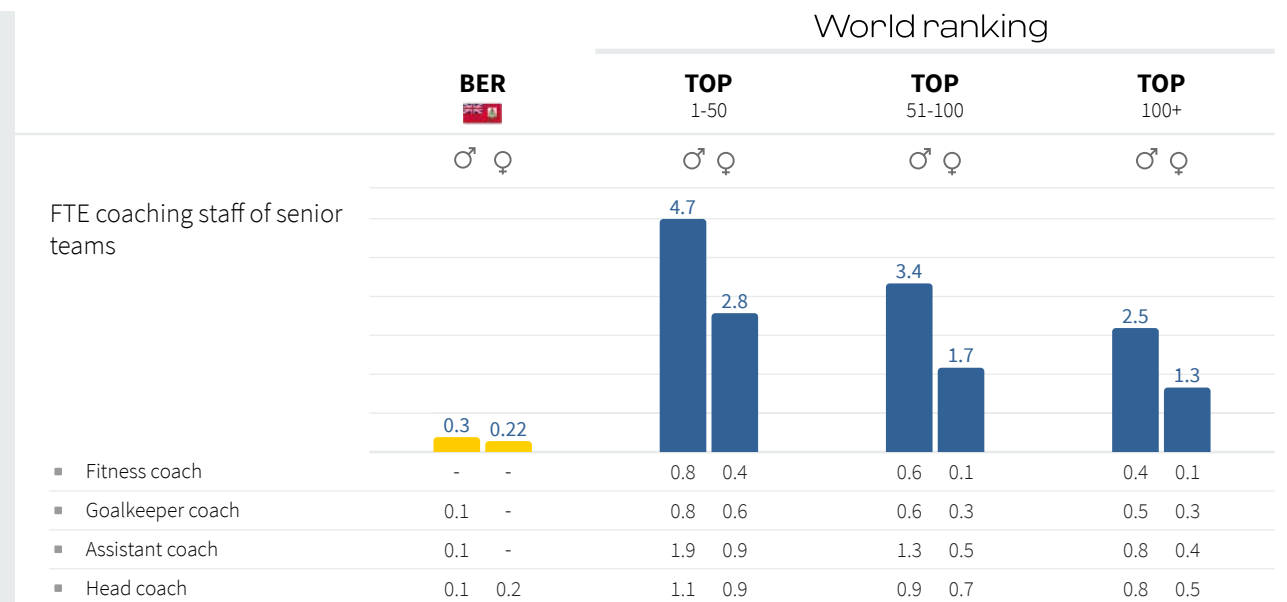
**Coaching staff**

Having the right number of necessary coaching staff is important for the overall functioning of a national team. The number of people employed by your national teams in these roles is displayed below in absolute numbers (full-time equivalents).

**Associations outside of the top 100 have the smallest coaching staff cohort.**

Member associations outside of the top 100 are unlikely to employ physical and goalkeeping coaches to work for their female national teams. The overall staffing is approximately half that of associations ranked inside the top 50.

Illustration 2.11



**Team schedule**

Like any football team, national teams need to guarantee their players playing time and training sessions to ensure that they develop. As national team players are primarily occupied by their club duties throughout the year, it is important that national teams allot enough time in their calendar so that players and coaching staff can gel as their own group.

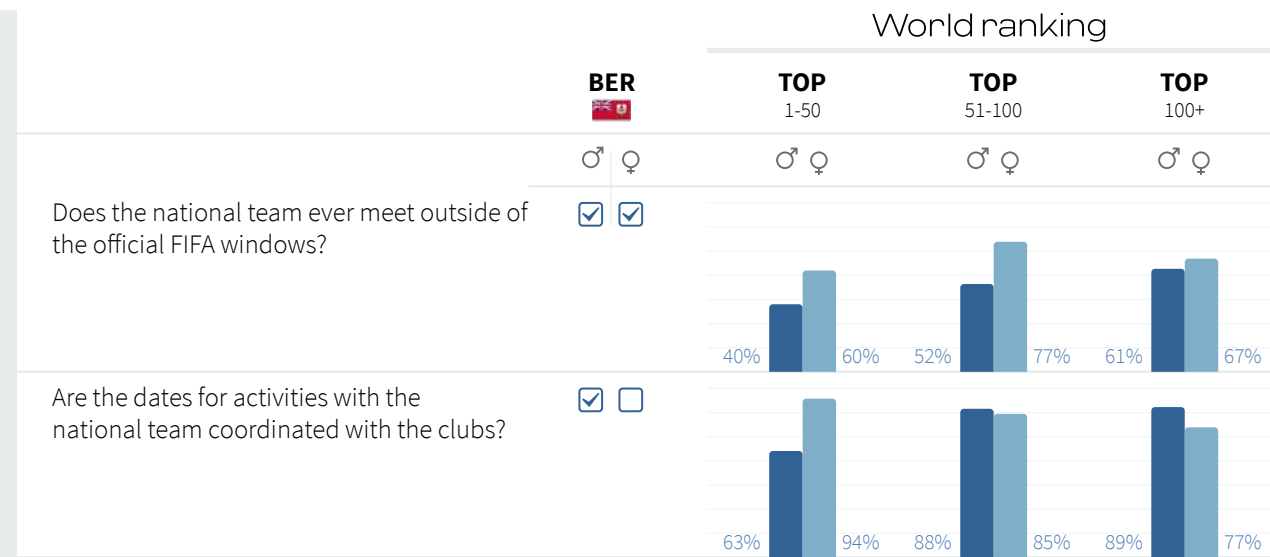
**Calendar and club coordination**

The windows for national teams to meet in a calendar year are limited. Meeting outside of these windows benefits national teams by creating more time for players and staff to be in each other's presence. Additionally, communication between national teams and domestic clubs is necessary to ensure the smooth transition of players to and from national teams. Whether your national teams meet outside of the official FIFA windows – and whether these teams coordinate national team activities with domestic clubs – can be seen in the following table.

**The men's national teams of associations ranked outside of the top 100 are more likely to meet outside of official FIFA international windows.**

The likelihood of meeting outside of FIFA international windows is inversely related to the association's world ranking, with the top 50-ranked member associations less likely to meet.

Illustration 2.12



Finding

**Cooperation with domestic clubs regarding the release of senior players**

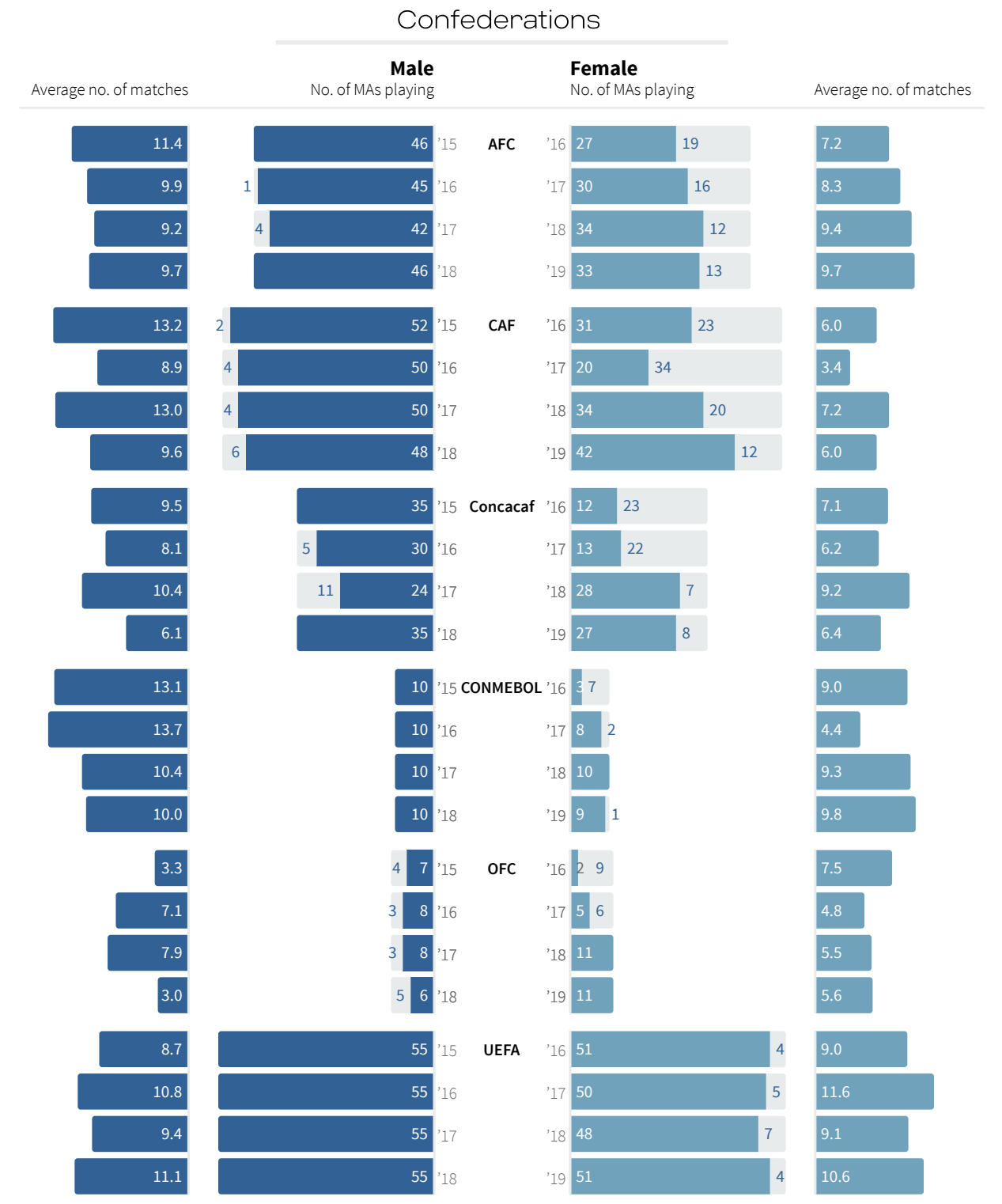
- The BFA works extremely hard to build relationships with domestic clubs in Bermuda. It is clear that with a population of only 65,000, the association must do everything it can to maximise the talent pool for the national-team programme.
- For the release of players, parent clubs are contacted formally following FIFA guidelines and this is followed up by informal communication to build a strong relationship for the future.
- With as many as 50% of the senior men's national team plying their trade outside of Bermuda, the MA must continue to work hard to build relationships with the parent clubs where the national talents reside. In addition, keeping abreast of emerging talents outside of Bermuda that have potential for dual nationality is also a key focus for the association.

**Competitive playing opportunities**

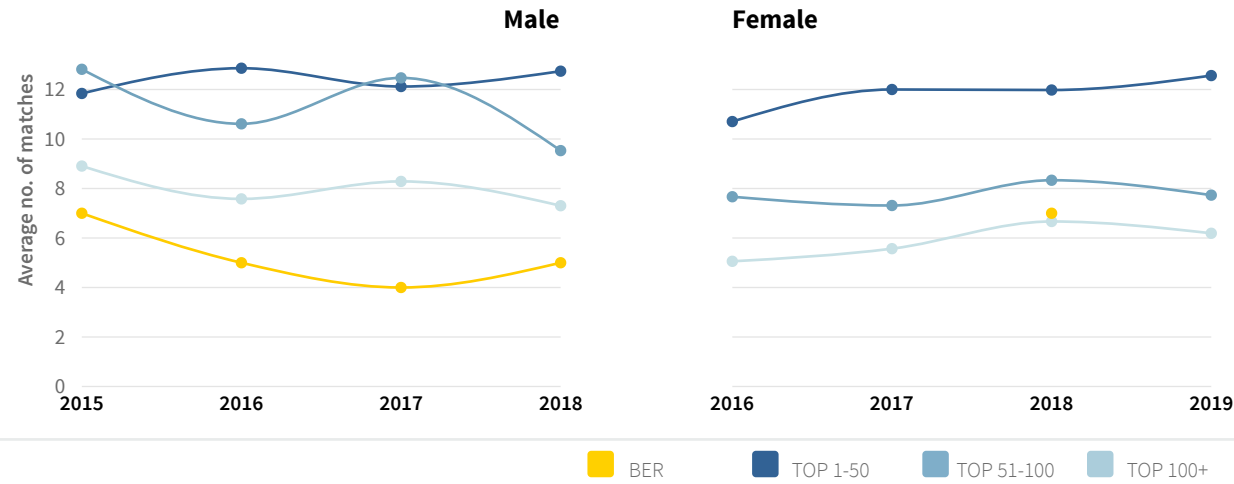
Playing competitive international games is crucial to the development of players and for the future success of the senior national team. The following illustration shows the total number of official and friendly matches played by your men's and women's senior national teams. The timeframes are based on their respective World Cup cycles (men's 2015-2018; women's 2016-2019).

Illustration 2.13 also shows the number of active senior national teams per confederation and the average number of games that each team played per year in their respective World Cup cycles.

Illustration 2.13



National Teams



Finding

Appropriate number of matches and training days for the senior national teams

- The men's senior national team is reaping the rewards of the Concacaf Nations League format. However, as many as 50% of players are developed outside of Bermuda, making it difficult to realign the squad during FIFA windows. Therefore, the focus is to support the senior players on the island to aid their development with weekly national-team training.
- Like the men's team, the women's squads train twice a week. However, with no senior domestic competition, coupled with limited international competitions, this severely limits the development and growth of women's football in Bermuda.
- As shown in illustration 2.14, the BFA understands the need to increase international competition across all squads, but as a small remote country, this is difficult both practically and financially.

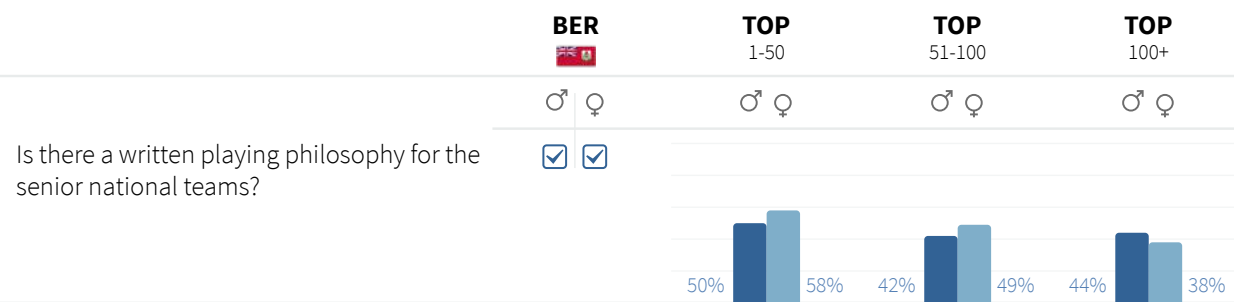
Playing philosophy

A playing philosophy can help to sustain certain performance standards in a national team over a prolonged period and provide a template for incoming coaches and players to follow. Subsequently, an overarching philosophy is invaluable to the long-term stability of any national team, giving it a solid foundation to achieve its performance goals.

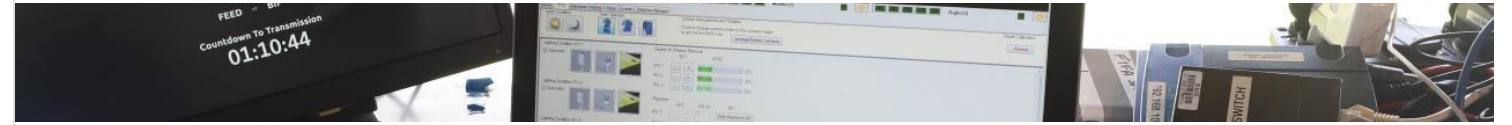
Less than half of MAs outside of the top 50 have a playing philosophy.

With the exception of the men's senior team in MAs ranked 100+, the likelihood of either national team having a playing philosophy decreases in line with their world ranking.

World ranking



National Teams



Scouting and team selection

The national team is meant to be made up of the best players available to that country. The scouting process is meant to reflect this. Scouting and selection should be based on proven practices so that a promising squad can be formed. The following table identifies the scouting and selection practices that your association and the top 100 associations undertake.

The women's national teams of member associations outside of the top 100 are unlikely to scout abroad (34%) or to receive match observations from additional scouts (34%).

The use of additional scouts is the greatest area of variation, with MAs ranked higher more likely to receive information from supplementary scouting. A player database is also less likely to exist the lower a member association is ranked and is less common for women's national teams.

	BER		TOP 1-50		TOP 51-100		TOP 100+	
	♂	♀	♂	♀	♂	♀	♂	♀
Which of the following processes do you adopt within your scouting system?								
▪ Scouting domestically	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	96%	100%	96%	94%	91%	92%
▪ Scouting abroad	<input type="checkbox"/>	<input type="checkbox"/>	94%	82%	79%	63%	75%	34%
▪ Match observations by coaching staff	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	100%	100%	96%	96%	97%	92%
▪ Match observations by scouts	<input type="checkbox"/>	<input type="checkbox"/>	69%	59%	52%	40%	38%	34%
▪ Data analysis	<input type="checkbox"/>	<input type="checkbox"/>	94%	80%	81%	46%	43%	24%
▪ Player database	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	94%	88%	88%	73%	67%	54%

Finding

The scouting and selection process for the senior national teams

- Players are scouting domestically through match observations and communications with club coaches. Players abroad are monitored remotely with any footage that is readily available. With the vast majority of the senior squad talents playing off-island football, this becomes a challenge.
- Following scouting reports, the lead coaches for both men's and women's senior squads are responsible for the selection of players, providing they have a valid Bermudian passport, BASBEC and BASADA criteria.

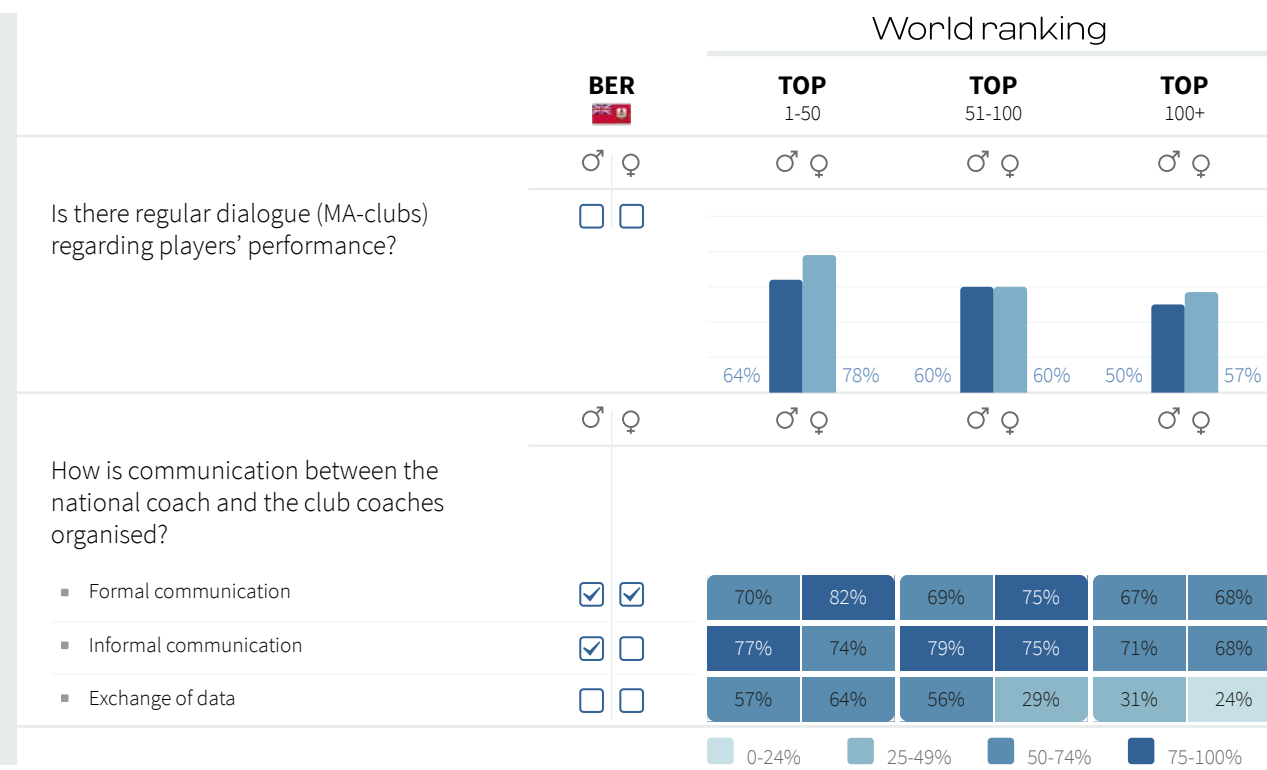
### Communication with club coaches

The way the football season is structured means that national team players (or players under consideration for national team selection) will play most minutes for their club teams, resulting in club coaches having more opportunity to assess them. Considering the informed opinions of club coaches can have great value for national teams when evaluating a player's form, development and potential. The ways in which the national teams of your association carry out communication with club coaches can be seen below.

**The likelihood of associations exchanging data decreases in line with their world ranking, as does the overall likelihood of detailed dialogue taking place between the MA and clubs.**

Communication is generally more formal across women's national teams, especially for MAs ranked inside the top 100. Members of staff working for the women's national teams are more likely to have regular dialogue with club coaches.

Illustration 2.17



**Finding**

#### Communication with domestic club coaches

- The BFA communicates formally and informally across all parent clubs, although due to limited resources, there is no exchange of data.
- As shown in illustration 2.17, the BFA currently does not have a process for regular communication regarding player performance. This is an opportunity for the association to build relationships and also learn and develop from the development methods implemented at club level.

### 2.4 Processes of the youth national teams

This section delves into the working practices of the youth national teams in discovering and nurturing the best talent in the country, with the aim of creating a senior national team for the future. The developmental initiatives that are performed within the youth national team set-up are vital in creating an elite learning environment, not only for players, but also for national team staff. These initiatives maximise the development opportunities that the players are exposed to and help to strengthen the national talent pool, sufficient playing opportunities being the most important measure.

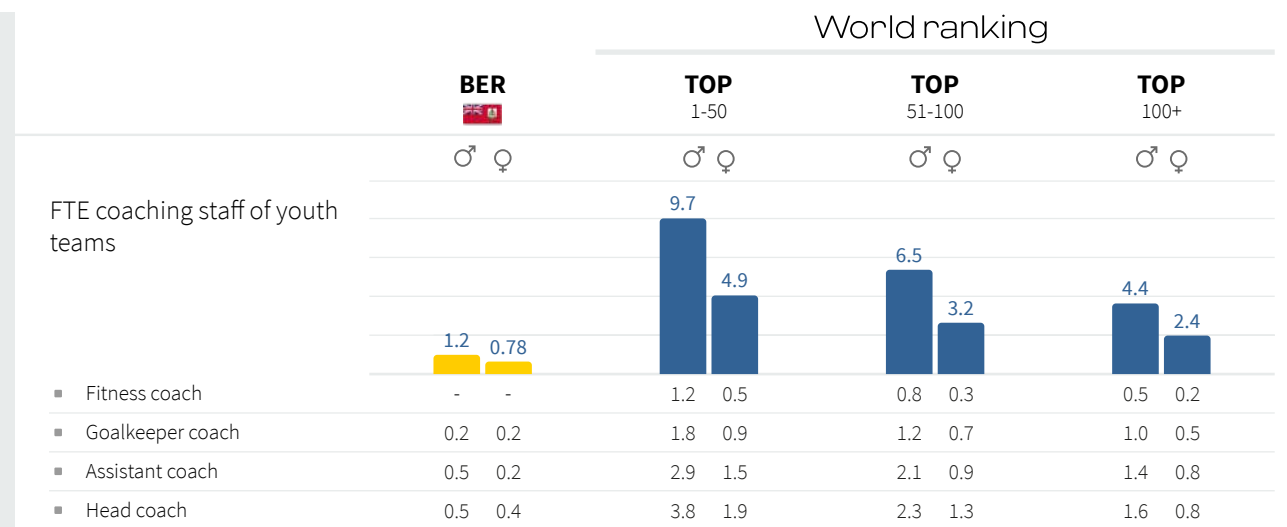
#### Coaching staff

Having a coaching set-up that consists of the right number of staff is just as important for youth national teams as it is for their senior equivalents. The number of people that your men's and women's youth national teams employ in these coaching roles is shown below in absolute numbers.

**Men's youth national teams have a more comprehensive coaching team than the women's youth teams.**

MAs outside of the top 100 have less than half the number of staff when compared to associations inside the top 50, regardless of gender. The number of coaches generally declines in line with the association's world ranking.

Illustration 2.18



**Team schedule**

Like senior national teams, youth national teams may find gathering outside of official international schedules necessary. Training camps, friendly matches, domestic tournaments and participation in various competition set-ups are essential to develop a deeper understanding of the best possible team structure. Such events guarantee the best possible preparation for official tournaments.

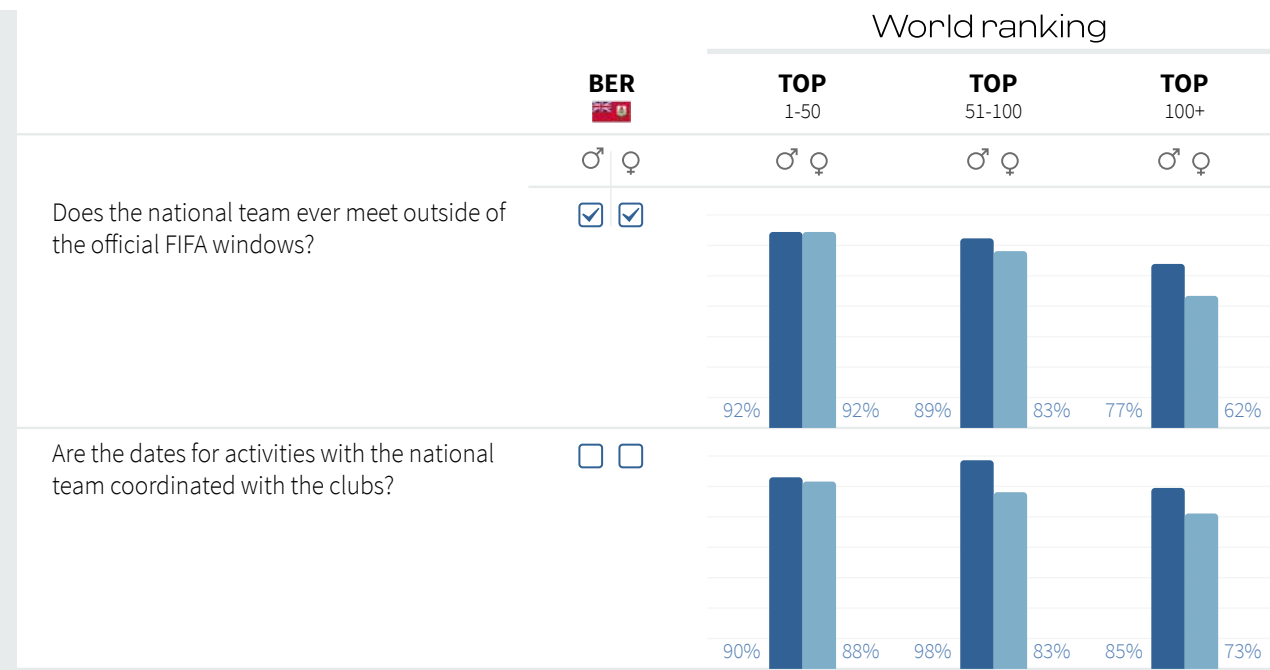
**Calendar and club coordination**

Whether your youth national teams meet outside of the official FIFA windows – and whether these teams coordinate national team activities with domestic clubs – is shown below.

**MAAs ranked 100+ are less likely to have their youth teams meet outside of official FIFA international windows.**

Women's youth national teams are generally less likely to meet outside of FIFA international windows, with a 20% to 30% decrease in likelihood for member associations ranked outside of the top 100.

Illustration 2.19



**Finding**

**Cooperation with domestic clubs regarding the release of youth players**

- The national academy is the lead in youth development in the country, and supports national-team activity at U-17 and U-20 level. Little coordination is therefore required with domestic clubs in Bermuda. However, for players residing outside of Bermuda, the association communicates formally with the parent clubs in line with FIFA guidelines.
- Youth national teams maximise all opportunities to train and develop outside of FIFA windows. This includes training camps in summer and winter months to have the opportunity for talents residing outside of the country to meet with their respective age groups around scholarship or pro-club responsibilities.

**Competitive playing opportunities**

Playing both friendly and competitive international matches is essential for giving youth players more experience. Illustrations 2.20a and 2.20b present the number of official matches and active teams during the last youth World Cup cycle (men's 2018-2019; women's 2017-2018) per confederation for the U-16/U-17 and U-19/U-20 age groups respectively. Furthermore, Illustration 2.22 presents the official number of matches (FIFA or confederation competitions) played by your U-16/U-17 and U-19/U-20 men's and women's youth national teams in comparison to their counterparts over the same youth World Cup cycle.

Illustration 2.20a

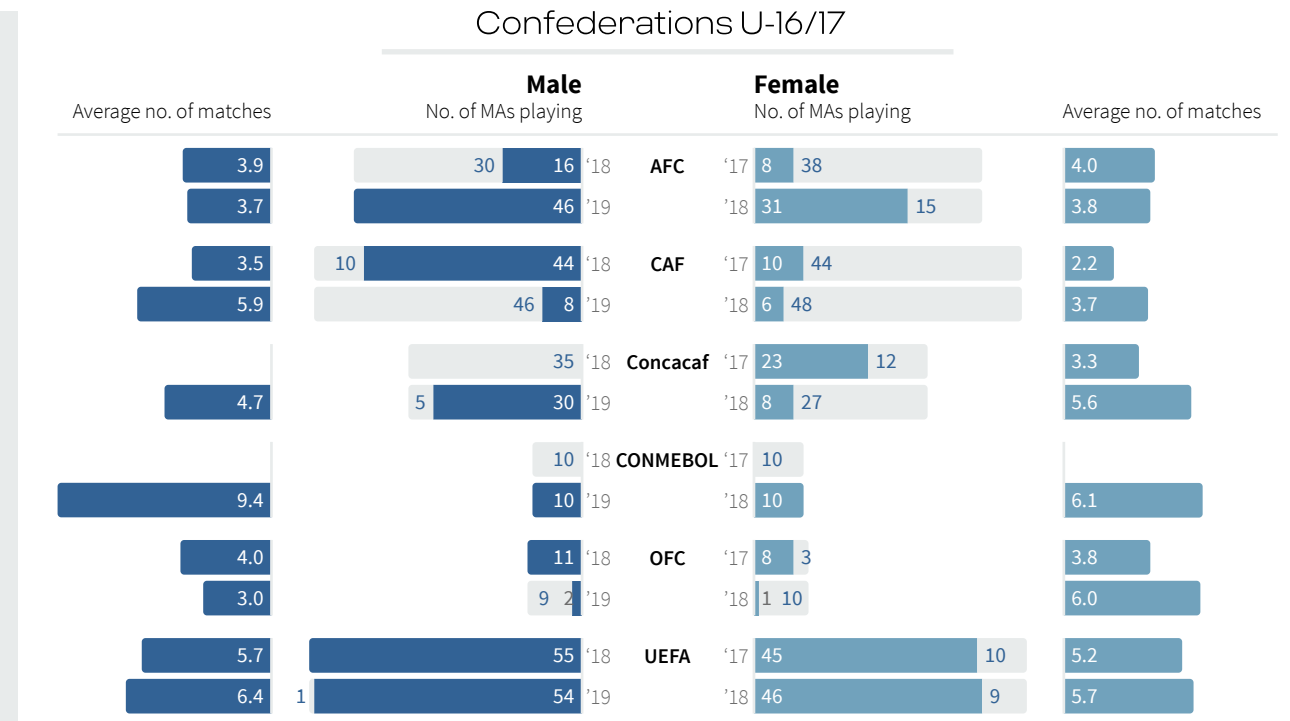
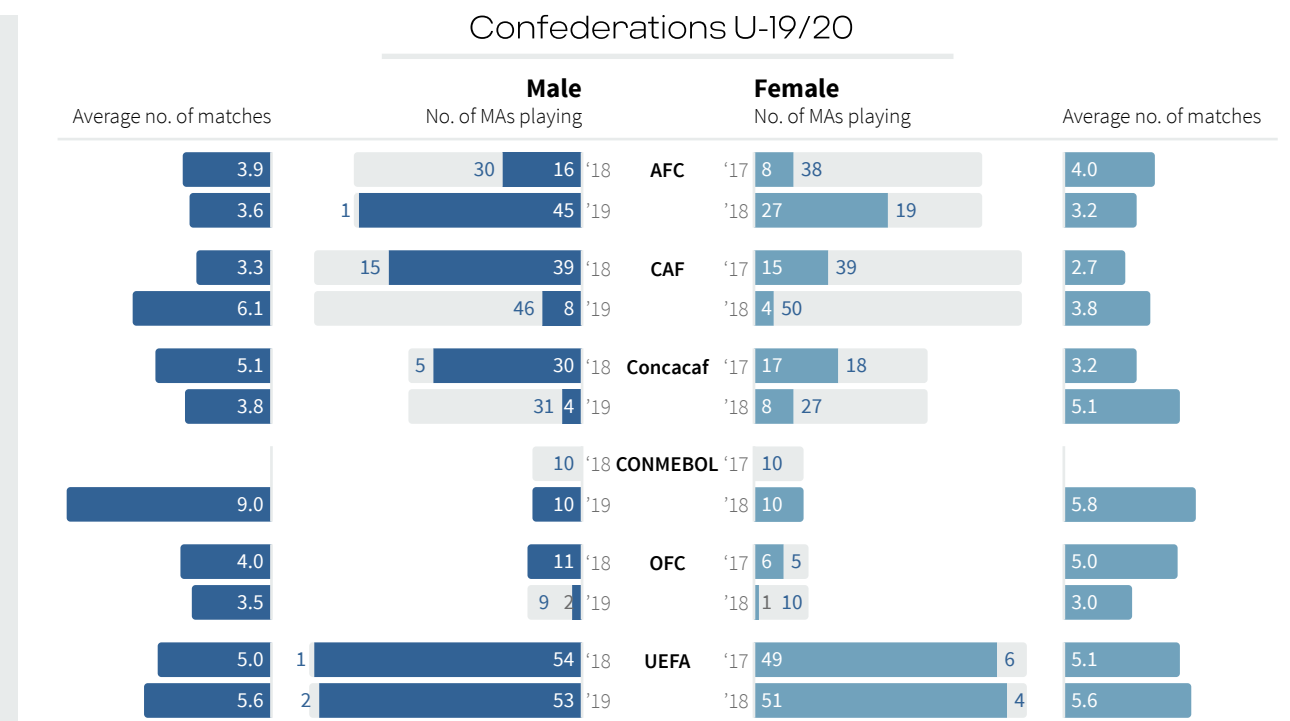
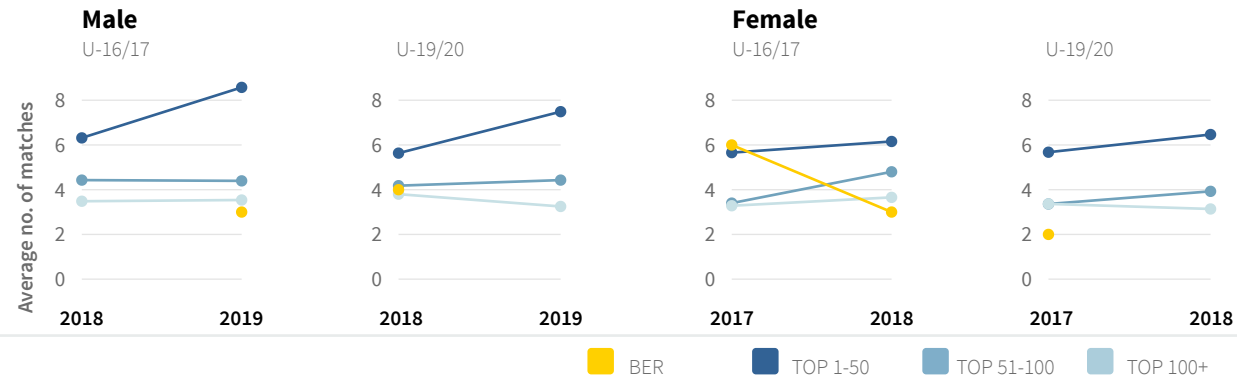


Illustration 2.20b



National Teams



Finding

Appropriate number of matches and training days for the youth national teams

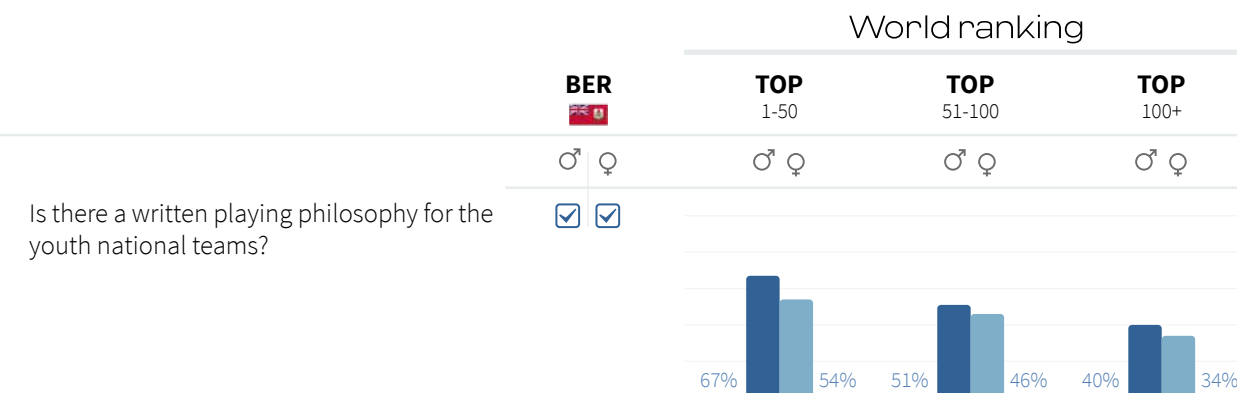
- The BFA's national academy facilitates training and development at U-15, U-17 and U-20 level, with each squad training twice per week with an aligned methodology. To support playing opportunities, the talents within the national academy system then play for their parent club at the end of the week.
- As shown in illustration 2.21, outside of men's senior national-team competitions, games are limited across all age groups. It is highlighted by the association that there is a need for such exposure to countries on a similar level and in close proximity to enable the budget to cover such competitive experiences.
- The focus of the team is to do well in FIFA qualification tournaments, particularly U-17 women's and U-20 men's.

Playing philosophy

Having youth national teams adhere to an overarching playing philosophy can assist in developing players in a way that will make them valuable assets to the senior national team in the years to come. The table below shows whether your national teams have a written playing philosophy.

40% or less of youth national teams (men's or women's) ranked outside of the top 100 have a written playing philosophy.

The percentage of member associations with a written playing philosophy decreases by world ranking, with the higher-ranked countries more likely to have a defined style of play. Men's teams are also more likely to have one.



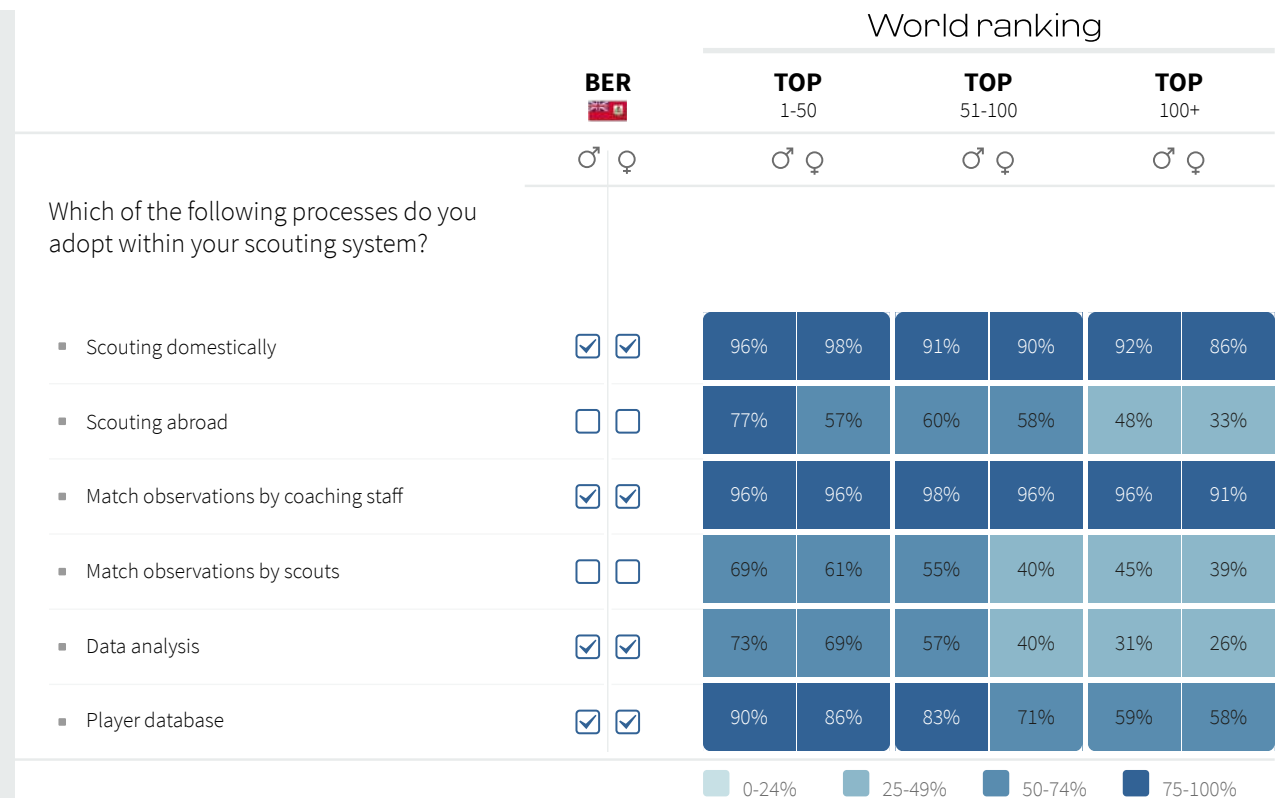
National Teams

Scouting and team selection

An effective scouting and team selection system is a rewarding practice in youth football. Identifying players with a natural aptitude for the game early on, and on an ongoing basis, allows youth national teams to optimise these young players' potential. The graph below shows the processes related to effective scouting that your youth national teams undertake.

Member associations outside of the top 100 are less likely to store their scouting information in a player database.

The likelihood of the practices of scouting abroad and receiving match observations from additional scouts being adopted corresponds to the association's world ranking, with the higher-ranked MAs more likely to adopt both.



Finding

The scouting and selection process for the youth national teams

- Similar to the process at senior level, players are scouted domestically through match observations and communications with club coaches. Players abroad are monitored remotely with any footage that is readily available.
- Following scouting reports, the lead coaches for both men's and women's youth squads are responsible for the selection of players, providing they have a valid Bermudian passport, BASBEC and BASADA criteria.

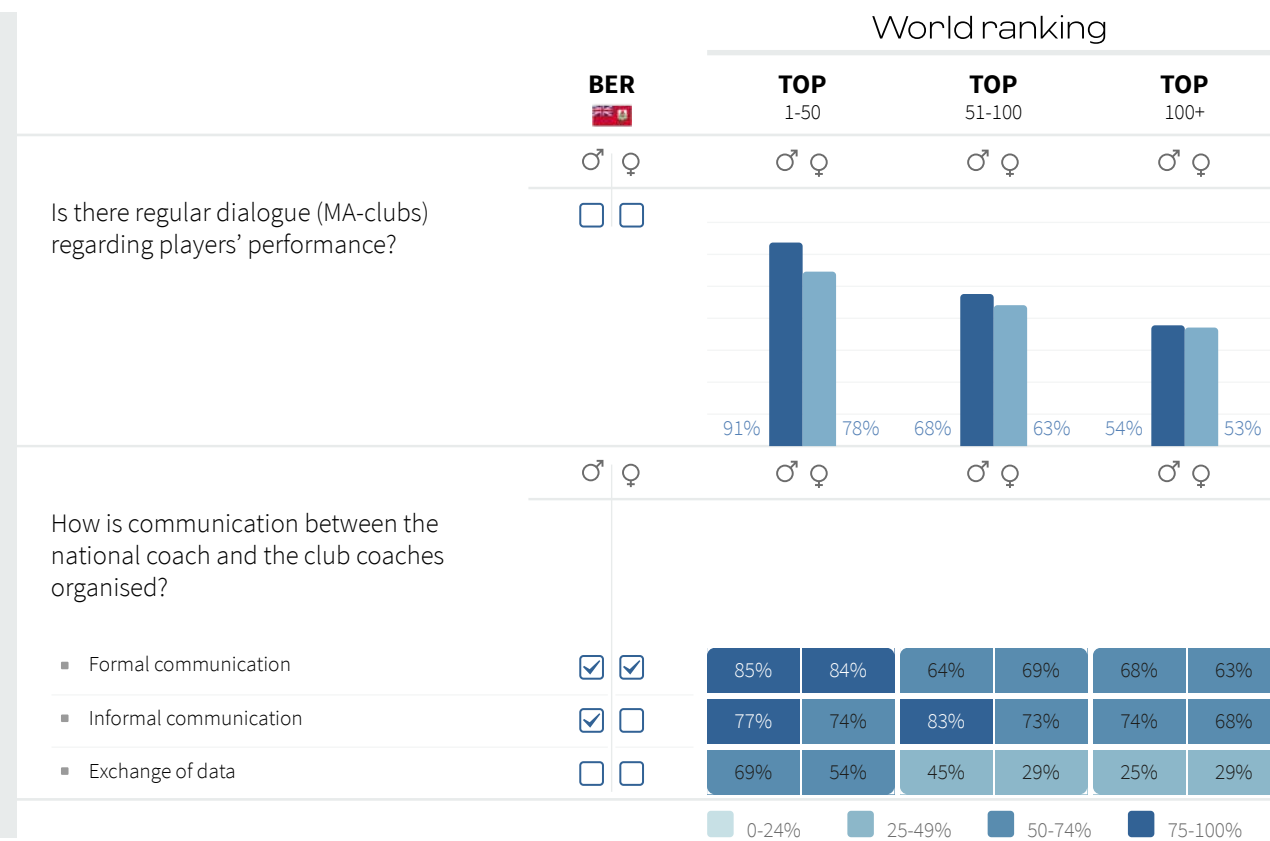
### Communication with club coaches

As stated previously, transparent communication with the club coaches of national team players is both a necessary and beneficial exercise. The ways in which the staff working with your association's youth national teams facilitate communication with club coaches are displayed below.

**A greater percentage of the Top-50 member associations communicate regularly with clubs on player performance than lower-ranked nations.**

The chance of detailed dialogue taking place between the MA and clubs is linked to the association's world ranking, with those ranked higher more likely to provide feedback. Data exchange is less likely to happen when a member association has a lower world ranking.

Illustration 2.24



**Finding**

#### Communication with domestic club coaches

- Similar to the senior national teams, the BFA communicates formally and informally across all parent clubs, although due to limited resources, there is no exchange of data.
- As shown in illustration 2.24, the BFA currently does not have a process for regular communication regarding player performance. This is an opportunity for the association to build relationships and develop an approach that is aligned with the player's individual learning plan.

### 2.5 Performance support services

This section investigates the access to high-performance expertise and the support frameworks available to the senior men's and women's national teams. This service is vital in terms of making informed decisions to maximise the performance output of both the team and the individual whilst minimising the risk of injury and championing an elite learning environment.

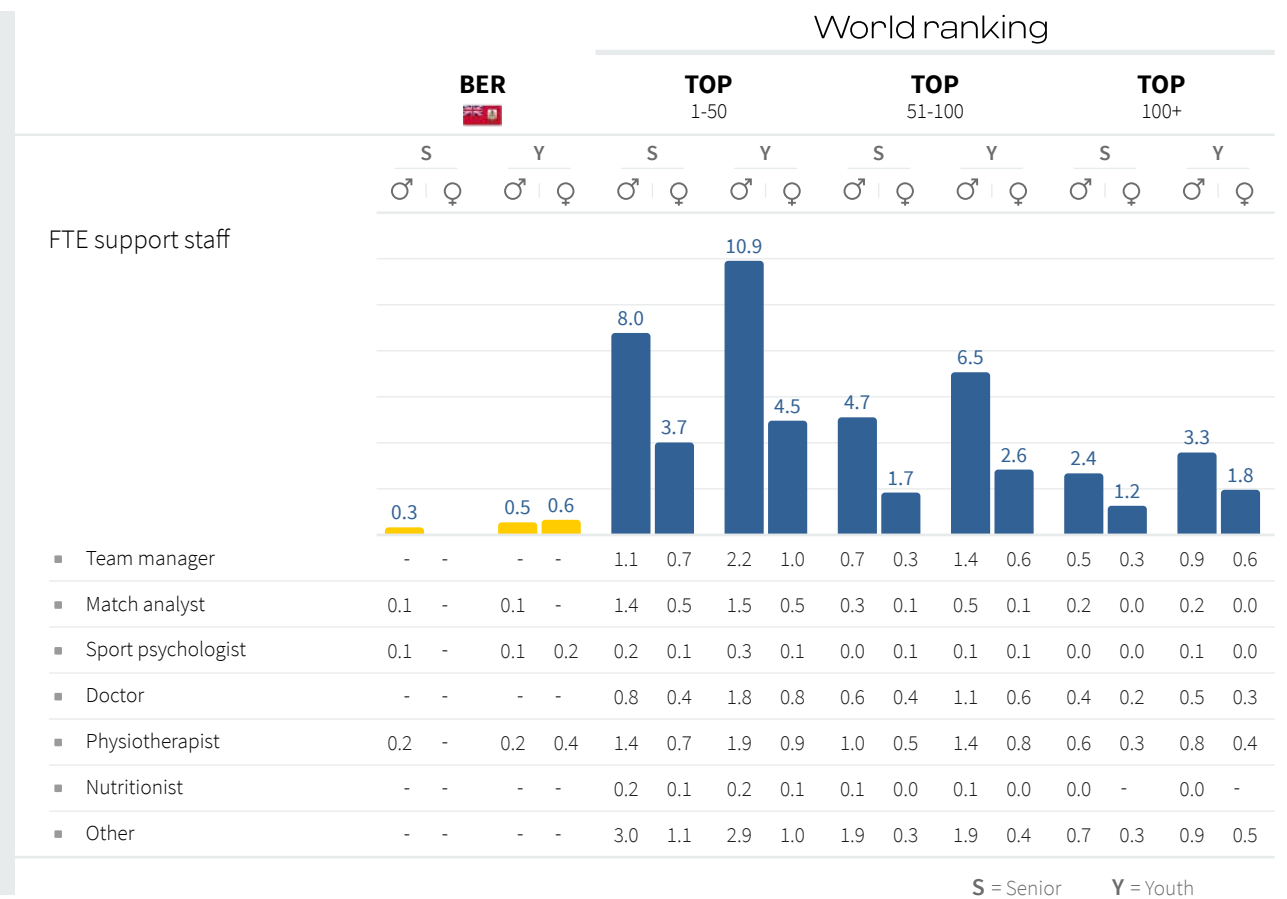
#### Support staff breakdown

A healthy distribution of the necessary support staff is needed to sustain the high-level performance standards of national teams. Below is a table that indicates this distribution across your national teams.

**The provision of performance support across all squads declines dramatically outside of the top 50 MAs.**

Member associations outside of the top 100 employ half as many support staff for male teams as associations inside the top 100 and less than one third as many as those inside the top 50.

Illustration 2.25



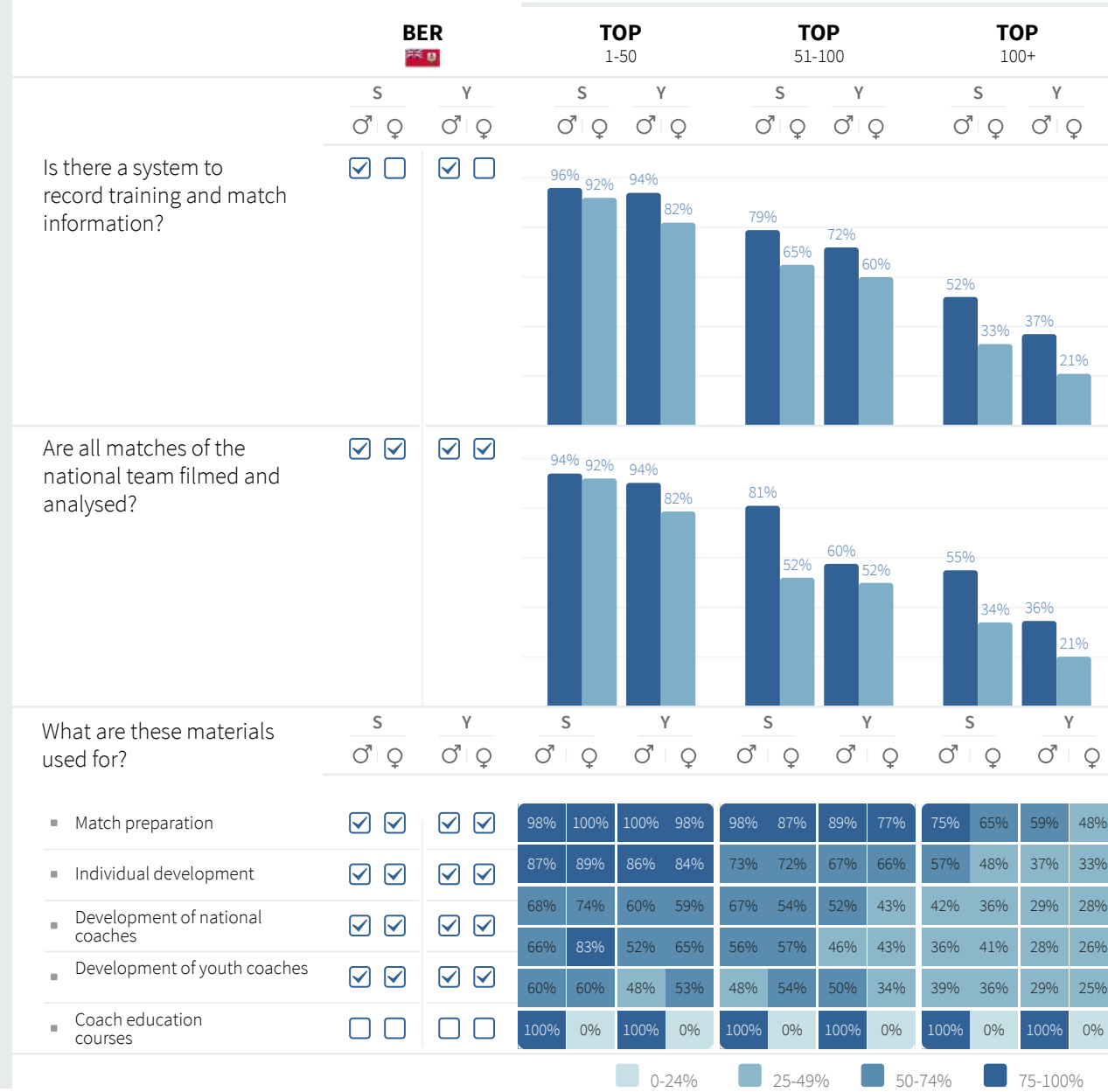
#### Performance analysis

The following section displays how your national teams implement match analysis. The ability to look at previous matches and to highlight the strengths and weaknesses of a team's performance is a critical process for both team and individual player development. On the next page is a table that shows the availability of match analysis for the men's and women's national teams at both youth and senior levels.

**52% of men's senior national team matches and training sessions are filmed by associations outside of the top 100.**

Women's national teams are less likely to film their matches and training sessions compared to their male counterparts, especially in lower-ranked MAs, with video footage being mostly used for match preparation.

World ranking



Performance analysis and its implementation across the national teams

- Performance analysis provision is offered across national teams. This support network is delivered by one person at the MA.
- Due to limited resources, the coaches help the process of data collection by leading live tagging to gain insights into data, such as pass success using a local software system. There is, however, a challenge as this service provision is limited outside of the senior men's team due to both hardware and software access, as well as staffing expertise to deliver the coding and game footage.
- The BFA is continuing to find solutions so that more coverage can be delivered across all national teams, both youth and senior, and used as an effective tool throughout the national academy.

Sport science and medicine

Incorporating sports science and medicine into national teams is part of the wider multidisciplinary approach that modern football requires. In this way, national teams can discover innovative ways to boost a player's physical and mental performance. Furthermore, maximising player availability during tournament football is a critical success factor, and as such it is essential to have a fully qualified medical team in place to not only deal with acute injuries, but to also promote injury prevention strategies based upon sound medical advice. The extent to which sports science and medicine strategies are implemented across your national teams can be seen in the following illustration.

**There is minimal sports science support for MAs ranked outside of the top 100, especially for women's national teams.**

Between 20% (men's senior side) and 30% (female youth teams) of member association teams outside of the top 100 do not have access to an appropriate, fully qualified medical team on matchdays.



Finding

The provision of sports science and medicine across the national teams

- All sessions and games are supported by physiotherapy staff, although senior medical practitioners and doctors are limited on the island, with many players having to go to the USA for access to specialist consultants.
- There is also no specific sports science and performance support across all teams. The head physiotherapist does a great job of facilitating multiple areas of support, but with additional support and expertise, this could give the national academy and the senior national teams a huge boost and enhance the programme delivery.

Academic education and support

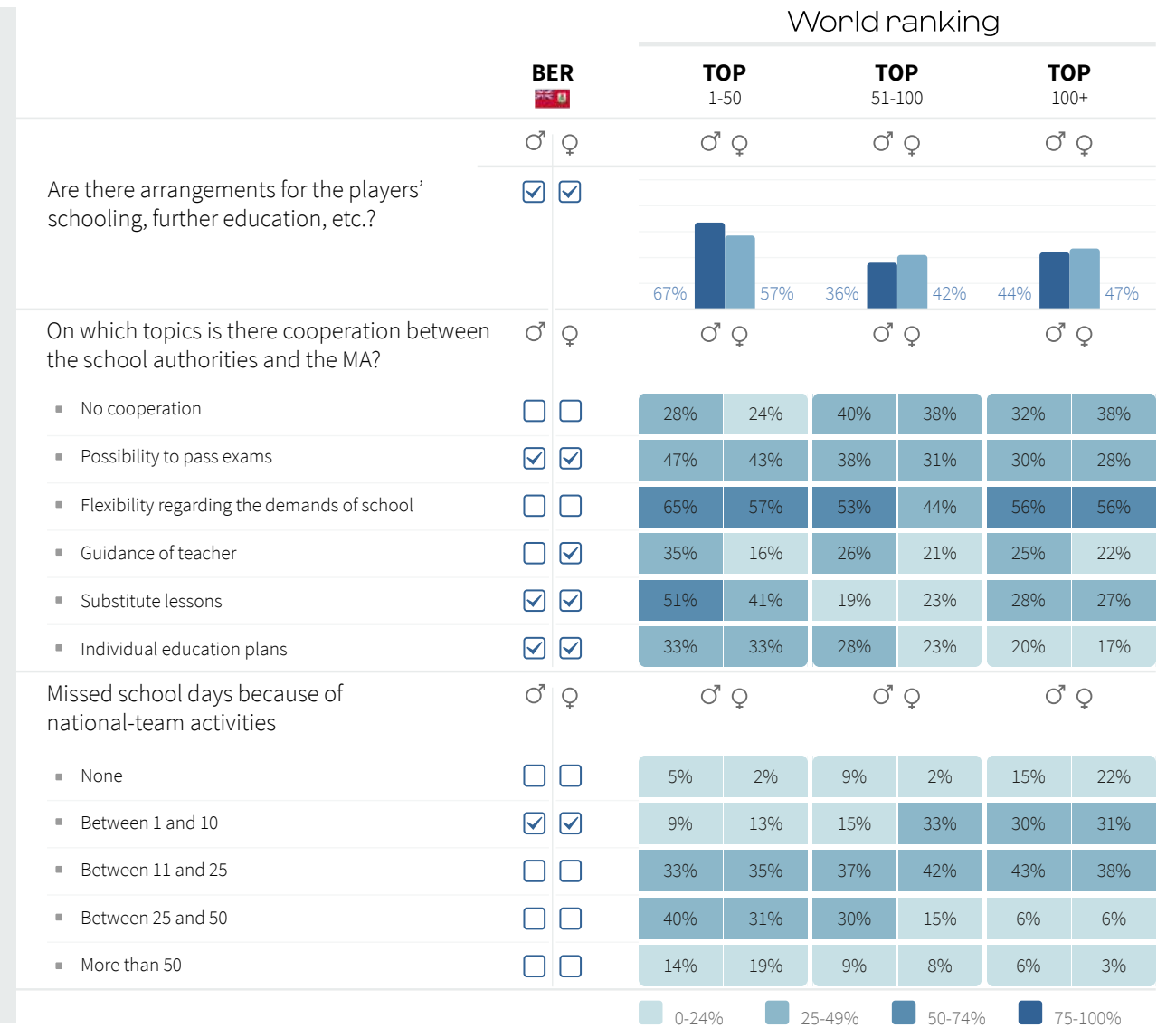
National teams should provide academic guarantees to their young players and their respective institutions in return for the large amounts of time that players dedicate to fulfilling their national team duties. National teams need to be in constant communication with each youth player's school to guarantee that the player maintains the necessary academic standards expected of them. The areas in which your national teams communicate with the schools of their players, as well as the number of school days missed by players due to playing duties, is shown in the table on the next page.

MA's ranked 100+ are more likely to make arrangements for players' schooling than those ranked 51-100.

Players representing associations outside of the top 100 generally miss between 11 and 25 days of school per year. Players (especially male) who play for higher-ranked associations can miss up to 50 days a year.



Illustration 2.28



There are many examples of support for the education of children playing for national teams. Whilst there are some examples of good practice, overall support for the education of international youth players is under-resourced.

Youth players can miss up to five weeks of school per year whilst attending national team activities.

Very few MAs map and track the educational development of their youth team players, even though a substantial number of players in the top 50 MAs miss up to ten weeks of school each academic year. If a player enters the national team system at U-15 level and remains in the set-up until U-18, it is possible that the player could miss a whole year of education over those years without compensatory support. In light of this, MAs ought to research their own provision of support in this area and track the educational development of their players to give them the best opportunity to gain academic qualifications.

## NATIONAL TEAMS

# SUMMARISING NOTES

### SENIOR

- At the time the ecosystem analysis was performed, the men's senior national team was 169th in the FIFA/Coca-Cola World Ranking. The women's national team was not ranked due to a sustained period of inactivity, with no competitive games since 2018.
- Supported predominantly by part-time or voluntary staff, the BFA currently has active men's national teams at U-17, U-20 and senior level. The women's national teams follow suit, with the latter being represented by the U-20 squad.
- The MA staff are extremely resourceful and always find a way to maximise every situation for the benefit of the national-team programme. The staff and their attitudes are a huge strength.
- Both men's and women's senior national teams train twice a week. However, with no female senior domestic competition, coupled with limited international competitions, this severely limits the development and growth of women's football in Bermuda. The BFA understands the need to increase international competition across all squads, but as a small remote country, this is difficult both practically and financially.
- Although limited, performance support is offered across national teams. Additional support could give the national academy and the senior national teams a huge boost.

#### Recommendations

1. Continue to seek innovative solutions to securing more games for the national teams around those organised by Concacaf and FIFA.
2. Investigate the costings and potential solutions to incorporating the equipment and expertise required to further develop access to sports science support. This could be undertaken in conjunction with a university partner.
3. Alongside the funds from Forward, potentially work with the government to develop a facilities strategy partnership that outlines the requirements of both the domestic and international game. This could represent the starting point to alleviating some of the pitch quality issues.
4. Continue to focus on devising a structured female competition framework as this would greatly assist the development of senior national-team players

## NATIONAL TEAMS

# SUMMARISING NOTES

### YOUTH

- With domestic football on the island being amateur and development structures being limited, the BFA has a national academy to support the best male and female talents on the island from the age of 13.
- The national academy is the lead in youth development in the country, and supports national-team activity at U-17 and U-20 level. The focus of the team is to do well in FIFA qualification tournaments, particularly U-17 women's and U-20 men's.
- The BFA's national academy facilitates training and development at U-15, U-17 and U-20 level, with each squad train twice per week with an aligned methodology. To support playing opportunities, the talents within the national academy system then play for their parent club at the end of the week.
- International games are limited across all age groups. It is highlighted by the association that there is a need for such exposure to countries on a similar level and in close proximity to enable the budget to cover such competitive experiences.
- As with the senior national teams, there is potential to further support performance throughout the national academy. This would have a huge impact on player development players moving towards senior competition.

#### Recommendations

1. Investigate scope for more game and tournament opportunities for all squads across youth national teams.
2. Investigate the costings and potential solutions to incorporating the equipment and expertise required to further develop access to sports science within the national academy. This could be undertaken in conjunction with a university partner.
3. Investigate the possibility of developing formalised working methods with foreign clubs with regard to knowledge sharing and supporting national team structures. Once these are established, the clubs could potentially offer support to help develop the infrastructure available to the national teams - creating potential partnerships to support emerging talent.

# 3. DOMESTIC COMPETITIONS

"Domestic competition is vital to the growth of the game and the development of national talent."

The structure of domestic competition underpins the development of young players and their opportunity to reach their full potential. Having a competitive games programme throughout each stage of the player pathway is essential to support a progressive and challenging development environment to maximise the learning experience for all players. Such a games programme will not only grow the game, but will also optimise development.

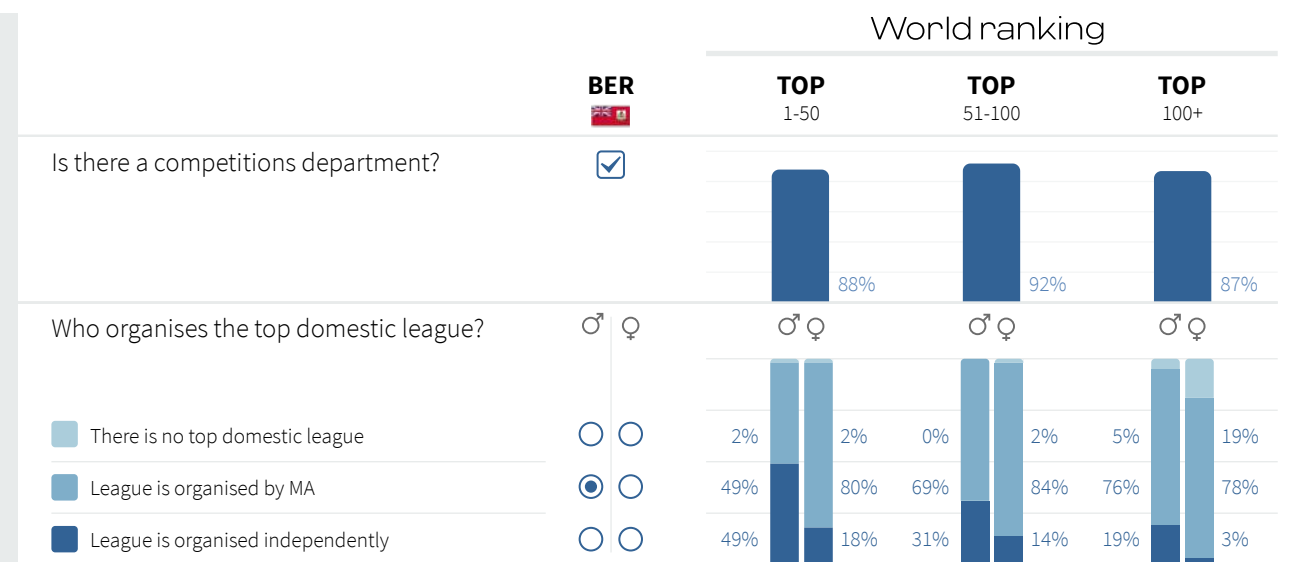
## 3.1 Management and resources

This subsection illustrates the structure and organisation of the member association's (MA) strategy in the development of domestic competitions. Development of – and adherence to – a long-term strategy is critical in the growth of the game in the country and to the future success of national teams. Also, since competition structures and regulations can directly affect talent development, thoughtful management of these structures and regulations is necessary to establish an environment where young players can fulfil their potential. The following illustration displays the situation of the organisation of the top tier competition in your country.

**The member association organises the league in over 75% of MAs outside of the top 100.**

In 19% of associations outside of the top 100, there is no top women's domestic league. A competitions department is in place in the vast majority of member associations.

Illustration 3.1





### 3.2 Senior competitions

This section illustrates the senior competition structure in your country. It is widely known that the level of domestic competition and its structure can define the opportunities for players, coaches and support staff. Whether it be facilities, development infrastructure and support networks, income generation, or playing opportunities, all aspects of the game expand with the level of competition in the country.

#### Competition structure

The table below shows, according to the information provided by the member association, how many teams and leagues are part of the competition structure in the first three tiers of your football pyramid.

**Associations outside of the top 100 have approximately 30 fewer women's teams in tier 2 and tier 3 competitions in comparison with member associations ranked inside the top 50.**

Member associations outside of the top 100 generally have one male tier 1 league, two male tier 2 leagues and three male tier 3 leagues.

Illustration 3.2

Tier	Number of	World ranking							
		BER		TOP 1-50		TOP 51-100		TOP 100+	
		♂	♀	♂	♀	♂	♀	♂	♀
1	Leagues	1	-	1.1	1.1	1.1	1.7	1.3	1.3
	Teams	10	-	17.0	12.5	14.8	14.0	13.8	10.6
2	Leagues	1	-	1.3	1.9	1.3	2.6	2.1	1.3
	Teams	10	-	23.2	21.6	21.3	23.7	24.2	10.9
3	Leagues	1	-	2.4	2.5	3.5	1.3	2.9	0.8
	Teams	10	-	51.1	30.0	62.5	7.6	42.7	11.0

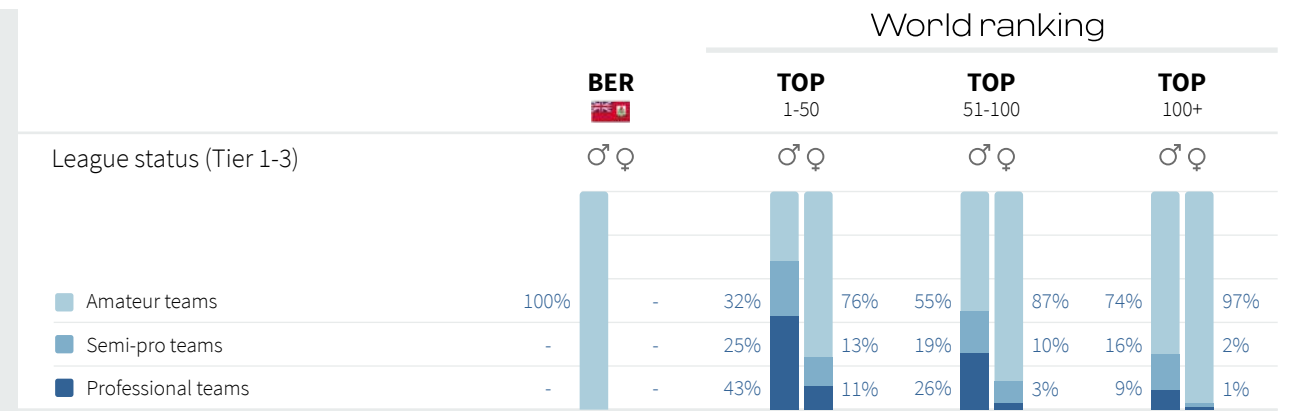
#### League status

The number of professional, semi-professional and amateur teams participating in an association's top three tiers provides insight into the health of the overall football environment. Having enough professional playing opportunities contributes to good health. A breakdown of the top three tiers can be found on the next page.

**9% of male leagues are professional in MAs ranked outside of the top 100, with this number reducing to 1% for female leagues.**

Over 75% of female leagues are amateur, regardless of world ranking. Generally, the world ranking is linked to the league status, with higher-ranked teams more likely to run professional or semi-professional leagues.

Illustration 3.3



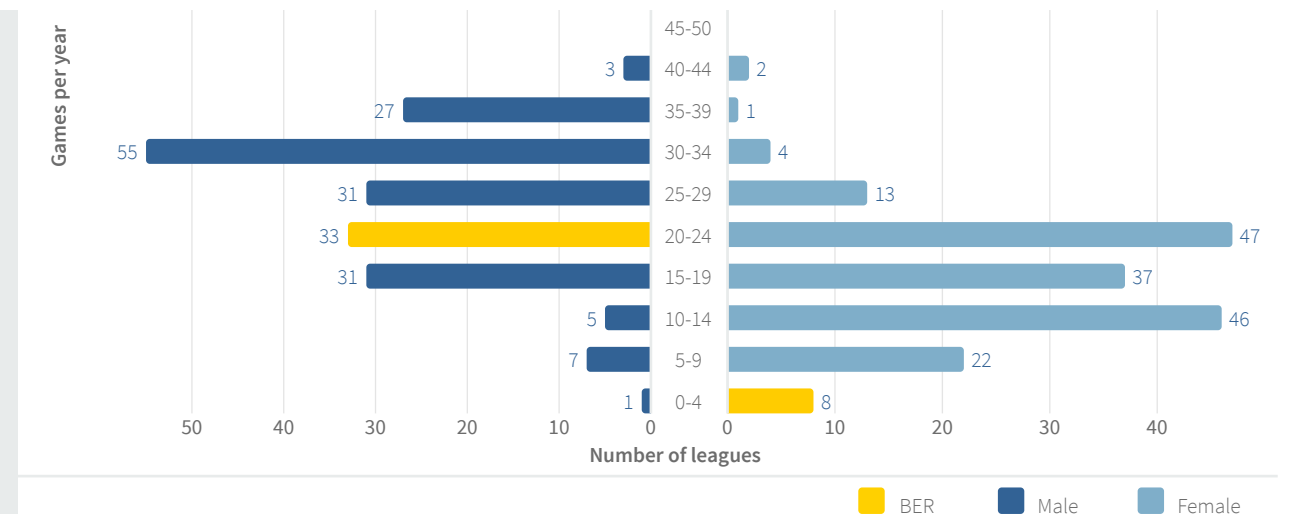
#### Number of matches played per year

Playing competitive matches is a fundamental aspect of player development. With too little playing time, players cannot acquire the experience needed to compete at the highest level. The table below shows the guaranteed minimum number of games per year that your top leagues provide.

**The number of matches offered at tier 1 level differs greatly by member association.**

For male players, the most common number of matches per year is between 30 and 34 whilst, for females, this number is between ten and 14 or 20 and 24.

Illustration 3.4



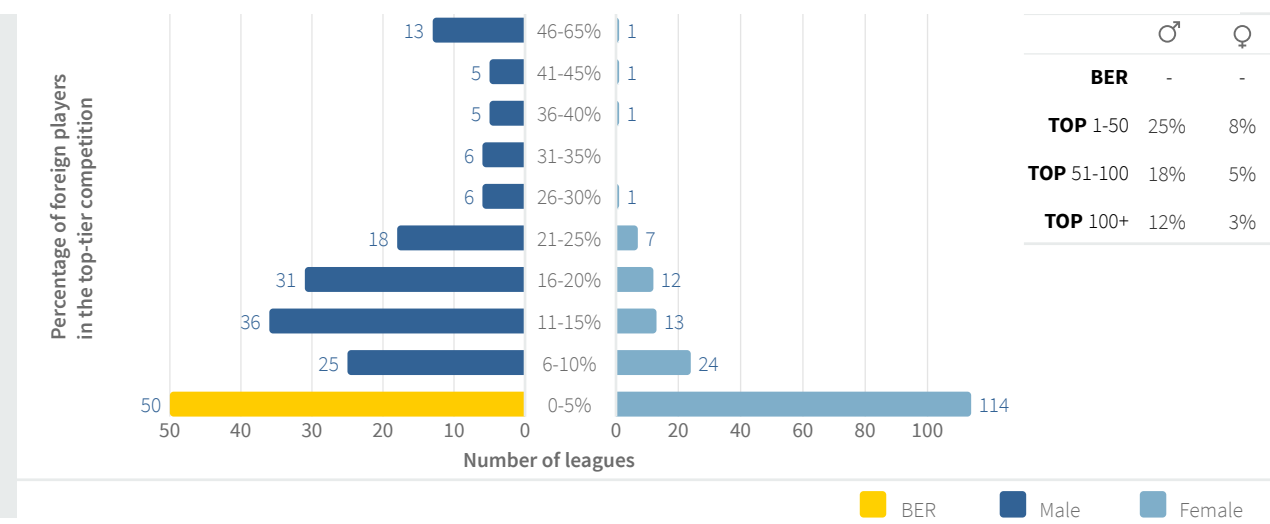
### Foreign players in top-level competitions

Striking the right balance between home-grown (a player who, regardless of their nationality, has been trained by their club or by another club in the same national association), domestic (a player who is eligible to represent the national association in which their club resides) and foreign players (players who are not eligible to represent the national association in which their club resides) is a significant topic for top-level competitions. Having too many foreign players can restrict opportunities for domestic talent. The percentage of foreign players playing in your top leagues is displayed below.

**A greater percentage of foreign players are seen in the top-tier men's and women's leagues in the Top-50 MAs.**

Only a small percentage of foreign female players play in the top-tier leagues in associations outside of the top 100. It is rare for more than 25% of players in a male league to be foreign.

Illustration 3.5



### Infrastructure

The infrastructure of a football community can influence its competitions. Infrastructure of a good standard can provide solid foundations to develop promising players, whereas below-par facilities can hinder this process.

Finding

#### Set-up of the senior competition structure & infrastructure

- All domestic competitions, from grassroots to the senior domestic league and cup, are led and organised by the Bermuda Football Association (BFA).
- There is currently no senior league for women's football, although there are plans to create such a competition.
- From a men's football perspective, there are currently two leagues of ten teams, each playing 18 games with two teams from the top division being relegated and two from the second division being promoted. Currently, the season runs from September to April as most football pitches become cricket grounds from May to August.
- The BFA faces challenges with the limited number and quality of pitches impacting the quality of the domestic league. The BFA is currently working with FIFA Forward funds to create a project solely focused on pitch investment and floodlight facilities. Such facilities will transform the game in Bermuda by supporting evening match programmes and training on the island.

### 3.3 Youth football competitions

An effective talent pathway is reliant upon a progressive and competitive games programme. Such a competition structure should first and foremost have the capacity to maximise participation across the country to grow the game and its talent pool. Youth football, in particular, must be progressive across the phases of development and deliver high-performance learning experiences. It should also be age-appropriate – based on an awareness of growth and maturation – and aligned with the development methodology of the association.

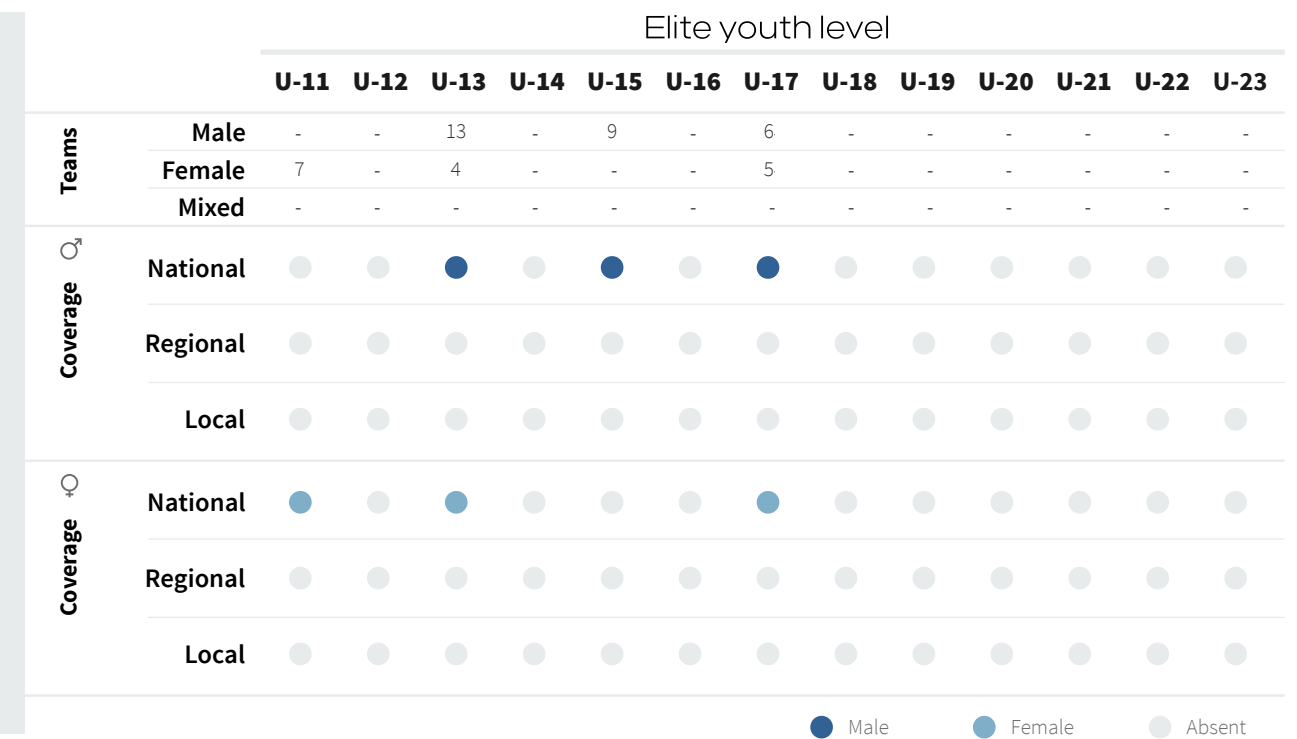
#### Elite youth competitions

Competitions at elite youth level play an important role in player development as they concentrate on the MA's biggest talents. Adequate and diverse competitive formats at this level can have a major impact on player development.

#### Competition structure

Separated by age bracket, the following illustration displays the number of male, female and mixed teams in your elite youth competitions. It also indicates whether these competitions are organised at national, regional or local level.

Illustration 3.6



Finding

#### Quality and quantity of playing opportunities for registered youth players

- Organised by the association, boys are provided with competition opportunities at U-7, U-9, U-11, U-13, U-15 and U-17 level. Game formats progress from 7v7 at U-7 to U-11, to 11v11 for teams competing at U-13 level upwards.
- It must be noted that drop-outs do occur, and this is seen in the number of active youth teams on the island. At U-11 level, there are currently 22 active youth teams and only six in the U-17 age group.
- In 2017, the BFA implemented the Women's Football 3.0 strategy to spark the growth of women's football in Bermuda. Prior to 2017, there was no organised competition for women's football on the island. This has now been improved to deliver opportunities from U-7 to U-17 level in a small-sided game format to facilitate the current interest. As numbers increase, the plan is for the competition to develop to a larger format size in older age groups.



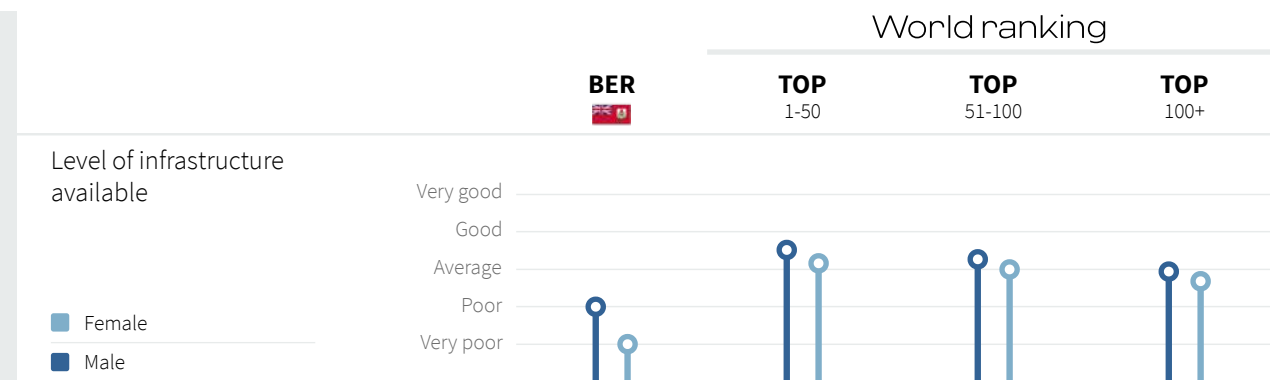
### Youth football infrastructure

A diverse youth football infrastructure is crucial for the development of the game. To help players reach their potential, your football ecosystem needs to offer adequate facilities to host competition and training. The graph below illustrates the level of infrastructure available for both boys' and girls' competitions in your country compared to the MAs in each of the world ranking bands. Note that this is a subjective evaluation provided by the people in the relevant MAs.

#### The level of infrastructure decreases in line with an association's ranking.

Across all ranking bands, it is perceived that female players are less likely to experience a good level of infrastructure than their male counterparts. Male players playing in associations ranked inside the top 50 experience a good level of infrastructure.

Illustration 3.7



Finding

#### Standard of the infrastructure available to stage youth competitions

- The island has limited access to pitches, especially floodlit facilities, which can limit playing and development time, with many pitches becoming cricket grounds in the summer months.
- As shown in illustration 3.7, the association feels the infrastructure available to youth players is between poor and very poor. In light of this, and in line with the objectives in the MA's football strategy 2020+, the BFA is currently working with FIFA Forward to create an investment project to increase the number and quality of pitches available to all on the island.

### 3.4 Grassroots competitions

Grassroots football is the foundation of the pyramid and the development pathway. Between U-5 and U-12 levels, there must be a focus on participation and growing the game across the country in a bid to develop and expand the pool of young male and female footballers. Grassroots football plays a key role in shaping football culture. Better access to grassroots football creates more opportunities for young players to get involved.

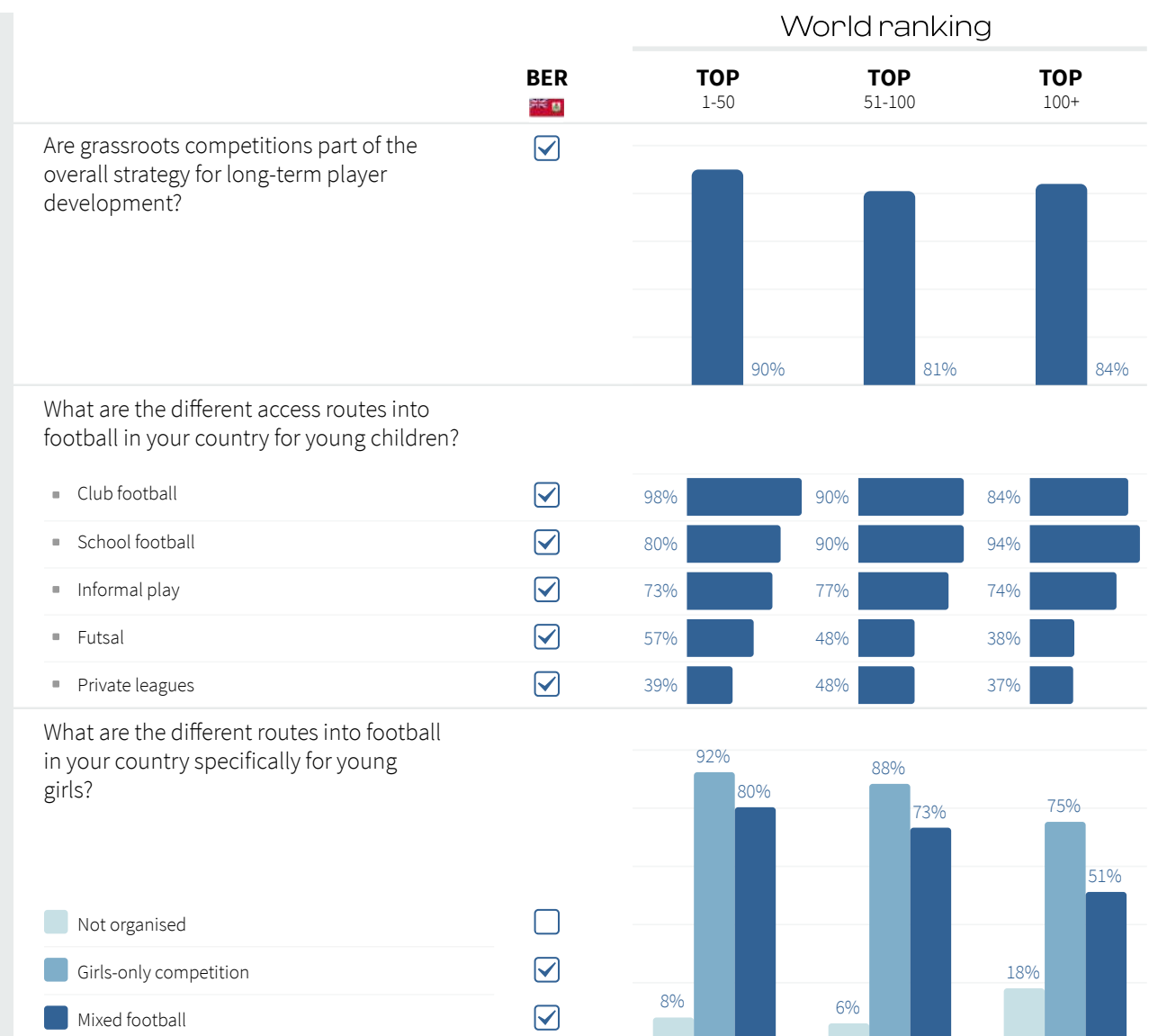
#### Organisation and strategy

Organising different routes into football helps to generate interest in the game. Furthermore, having a strategy for the grassroots sustains interest over the long term. The level of organisation and the presence of a strategy in your association's management of grassroots football can be seen in the illustration below.

#### Member associations outside the top 100 are less likely to offer organised football for girls in their country.

18% of member associations ranked 100 and above do not provide organised football for girls, this being the highest value across all benchmark groups. Furthermore, school football is the most popular access route to football in member associations outside the top 100.

Illustration 3.8



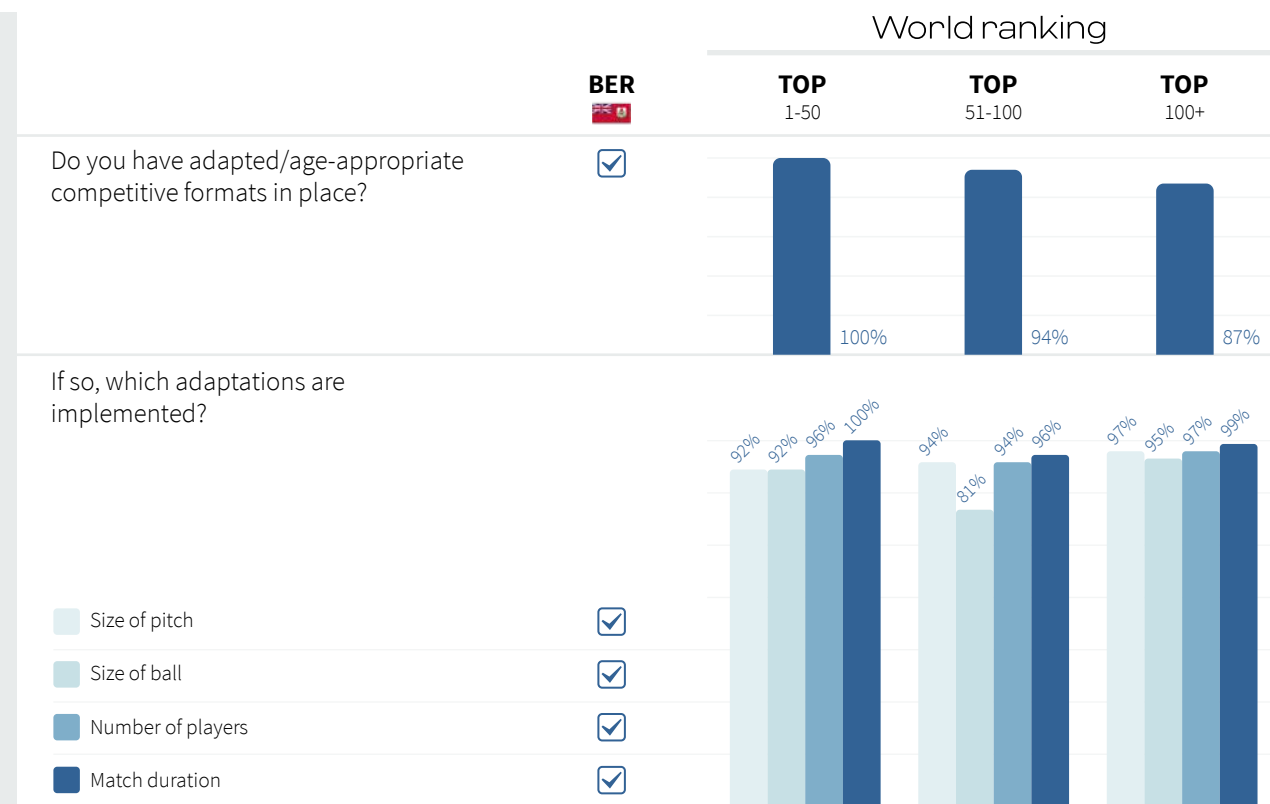
### Age-appropriate competitive formats

Tailoring the football experience for different ages by adapting pitch size and player numbers can increase the retention of young footballers playing the game. Member associations need to have strong national football development plans in place and a clear strategy for the transition from small-sided games to 11v11, which usually happens between of U-12 and U-14. How your association adapts the game according to the age of young players can be seen below.

**87% of associations outside the top 100 have age-appropriate competitive formats.**

Member associations ranked outside of the top 100 are less likely to have age-appropriate competitive game formats than those ranked in the top 50 or 51-100.

Illustration 3.9



Finding

### Use of age-appropriate competitive formats to aid player development

- As shown in the 2020+ strategy, the BFA has a clear focus on supporting the growth of the game with the use of age-appropriate game formats.
- As seen in the youth competition format, the BFA has devised a game programme for both boys and girls that not only supports development, but also facilitates the current level of participation, particularly the girls' programme, where it is predominantly 7v7 from U-11 to U-17, due to the low numbers taking part in the game.

# DOMESTIC COMPETITIONS

# SUMMARISING NOTES

- All domestic competitions, from grassroots to the senior domestic league and cup, are led and organised by the BFA.
- Currently, there is no senior league for women's football, although there are plans to create such a competition.
- From a men's football perspective, there are currently two leagues of ten teams, each playing 18 games a season. Currently, the season runs from September to April.
- Organised by the association, boys are provided with competition opportunities at U-7 to U-17 level, with game formats progressing from 7v7 to 11v11 for teams competing at U-13 level upwards.
- Prior to 2017, there was no organised competition for women's football on the island. Implemented in 2017, the BFA's Women's Football 3.0 strategy has ignited the growth of women's football in Bermuda. This programme now delivers playing opportunities from U-7 to U-17 level.
- The BFA faces challenges with the limited number and quality of pitches impacting the quality of the domestic senior and youth leagues. The BFA is currently working with FIFA Forward funds to create a project solely focused on pitch investment and floodlight facilities. Such facilities will transform the game in Bermuda by supporting evening match programmes and training on the island.

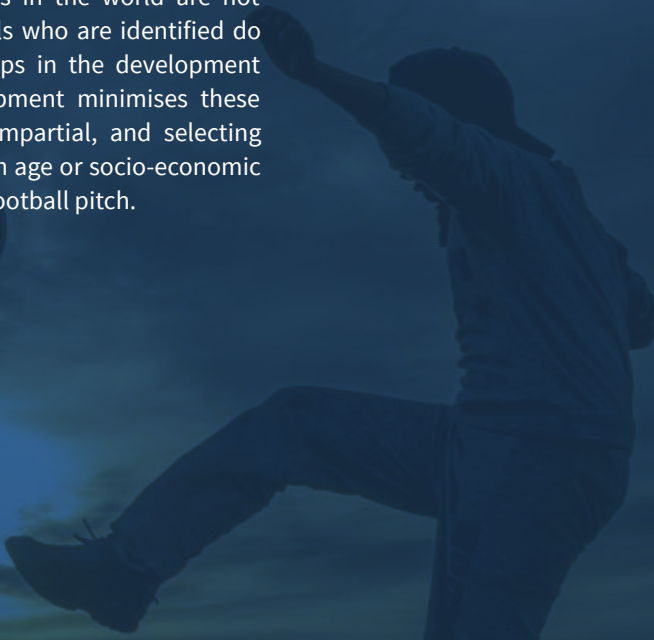
### Recommendations

- Continue to grow the game for men and women at senior and youth level in terms of participation level and also commercially.
- Continue to push towards creating a senior women's league.
- Explore potential initiatives to minimise drop-outs from the game at U-15 and U-17 level and ignite interest in the game.
- Continue to explore the scope to enhance the playing and training facilities for all levels across Bermuda.
- With senior clubs being driven by volunteer staff, can the BFA support initiatives to reward such people with free education opportunities in club management, coaching courses, etc.?

# 4. TALENT DEVELOPMENT AND IDENTIFICATION

“Every talent deserves a chance.”

It is an unfortunate fact that many talented players in the world are not spotted – and also that many of the gifted individuals who are identified do not ultimately fulfil their potential, often due to gaps in the development process. Thorough talent identification and development minimises these inefficiencies. Talent development should also be impartial, and selecting which youngsters to develop ought to be based not on age or socio-economic factors, but on the value that the player brings to the football pitch.



## 4.1 Talent development strategy

The following section illustrates how talent development is managed in your football community. Managing talent development properly guarantees that players with a natural aptitude for the game are identified and nurtured, which is vital for the growth of the football environment to be sustained.

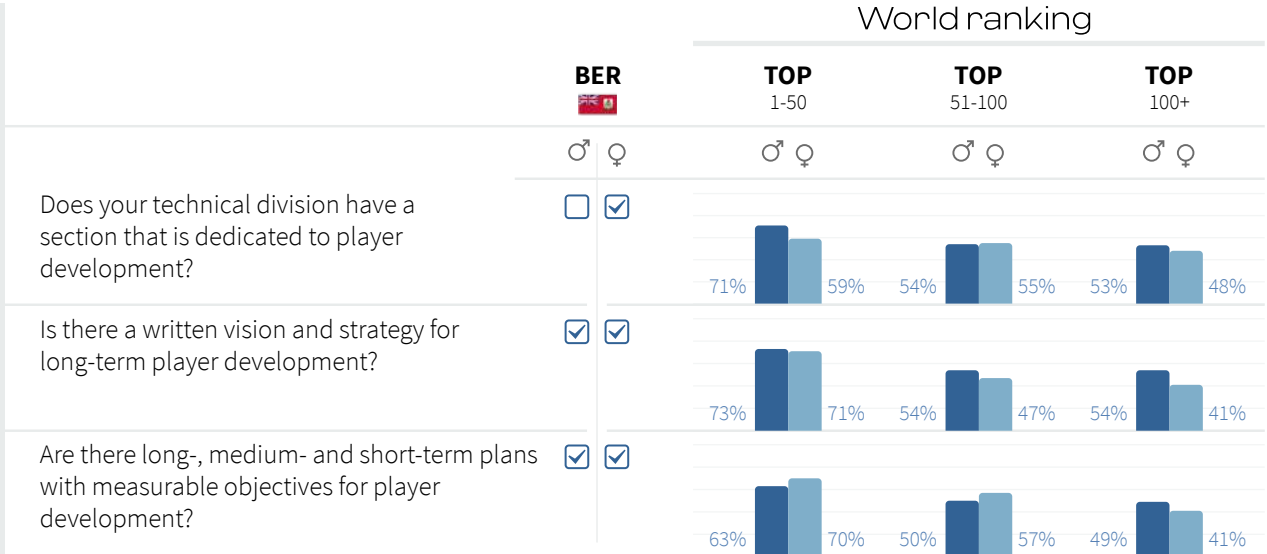
### Strategy and planning

Setting a clear direction for talent development helps ensure transparency between the parties involved in the process. Having a unified vision and strategy creates tangible goals for staff to work towards when developing talented individuals.

**Less than half of MAs outside of the top 100 have a strategy for the development of female players.**

Furthermore, member associations ranked outside of the top 100 are less likely to have a vision, strategy and measurable objectives for the development of male and female talent when compared to their higher-ranked counterparts.

Illustration 4.1



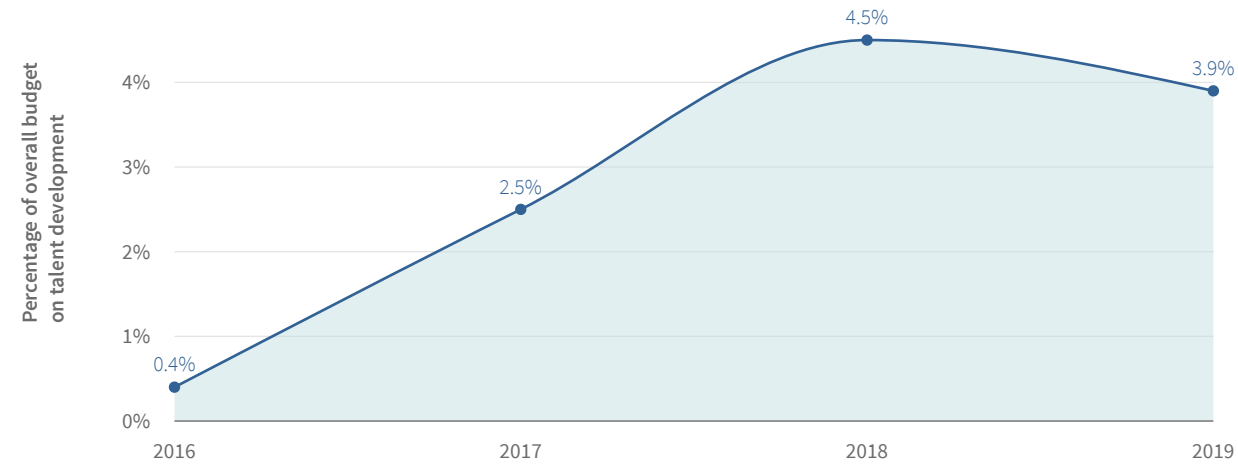
**Finding**

- Player development as a part of the technical division**
- The technical division is solely responsible for long-term player development, with the Technical Director taking the lead.
  - As illustrated in the 2020+ strategy, the association has a clear set of objectives for boosting youth development structures in Bermuda.
  - The main focus of player development comes through the national academy, which offers training at U-15, U-17 and U-20 level for both boys and girls, with talent joining the academy system at U-13.
  - It is clear that the most talented players move abroad on scholarships and so it becomes difficult to manage and increase the standard of the domestic league. However, the BFA acknowledges the situation and its aim is to give as many talents as possible the chance to gain scholarships in the USA or in the UK.

### Financial resources

With the right amount of financial resources, talent development can be organised in a way that guarantees a steady supply of suitable players for elite and national teams. Below is the percentage of your association's budget allocated to talent development.

Illustration 4.2



### Institutions

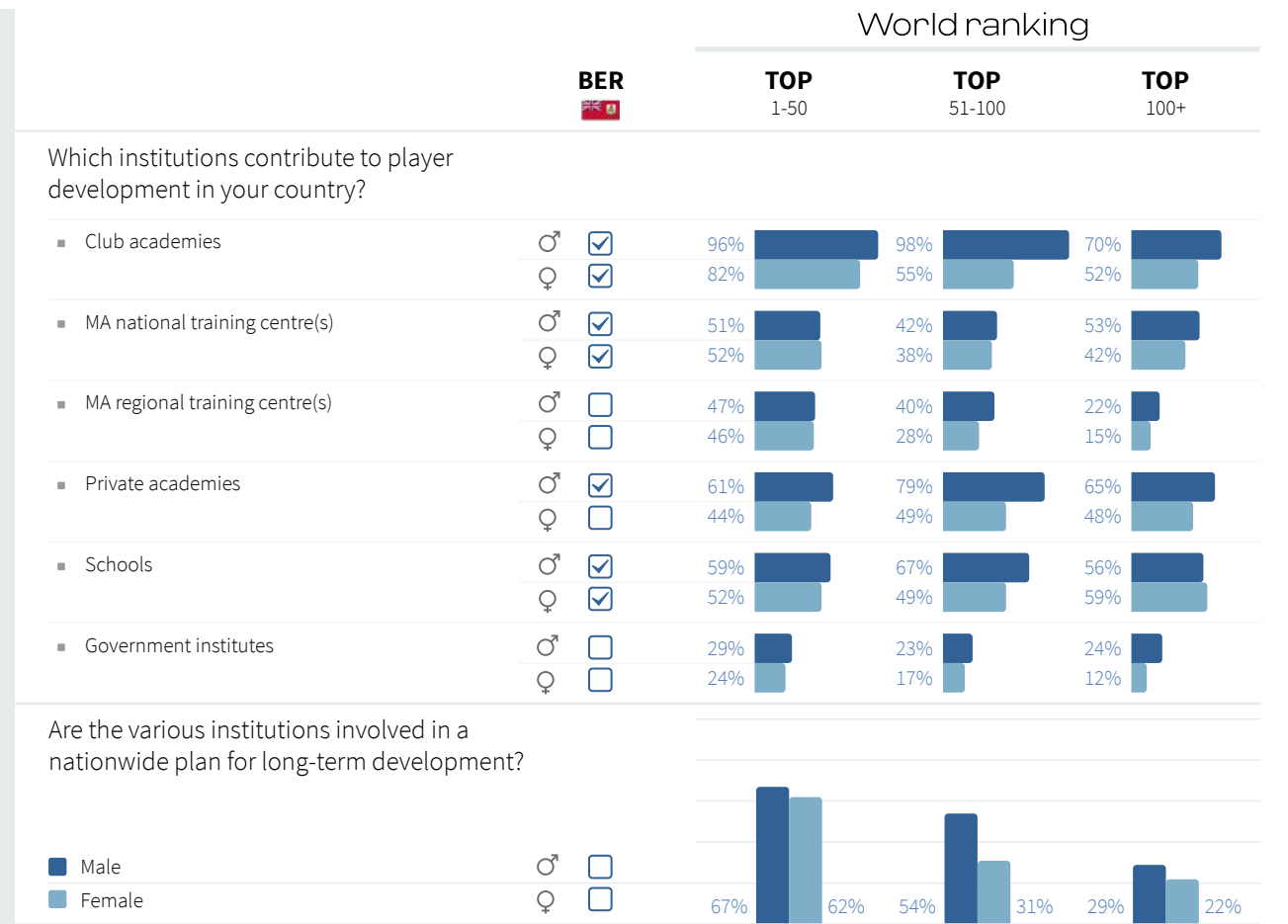
Football institutions play a key role in developing prospects. Working with a broad range of such organisations – from schools to elite-club academies – and having them adhere to an overarching development plan helps to create an environment where talent is properly nurtured. The following table illustrates which institutions partake in the player development process, both in your country and in other MAs.

**Less than 30% of MAs ranked 100+ have youth development institutions involved in a nationwide plan for long-term player development.**

Club academies, private academies, schools and member association national training centres/academies are the most common places for players to develop in associations ranked outside of the top 100. Regional academies are less likely to exist in these MAs compared to those inside the top 100.



Illustration 4.3



### Finding

#### Involvement of academies in a nationwide plan for long-term player development

- With a population of approximately 65,000, the BFA leads talent development, with the national academy taking centre stage for nurturing young talents.
- The BFA has close relationships with the government and schools to support the growth of the game and to offer appropriate development opportunities for all.
- Outside of the national academy, the development network is limited with no other club level academies in place. However, there are foreign club development structures set up on the island during the football season. Maintaining relationships with such entities is crucial, but problematic.

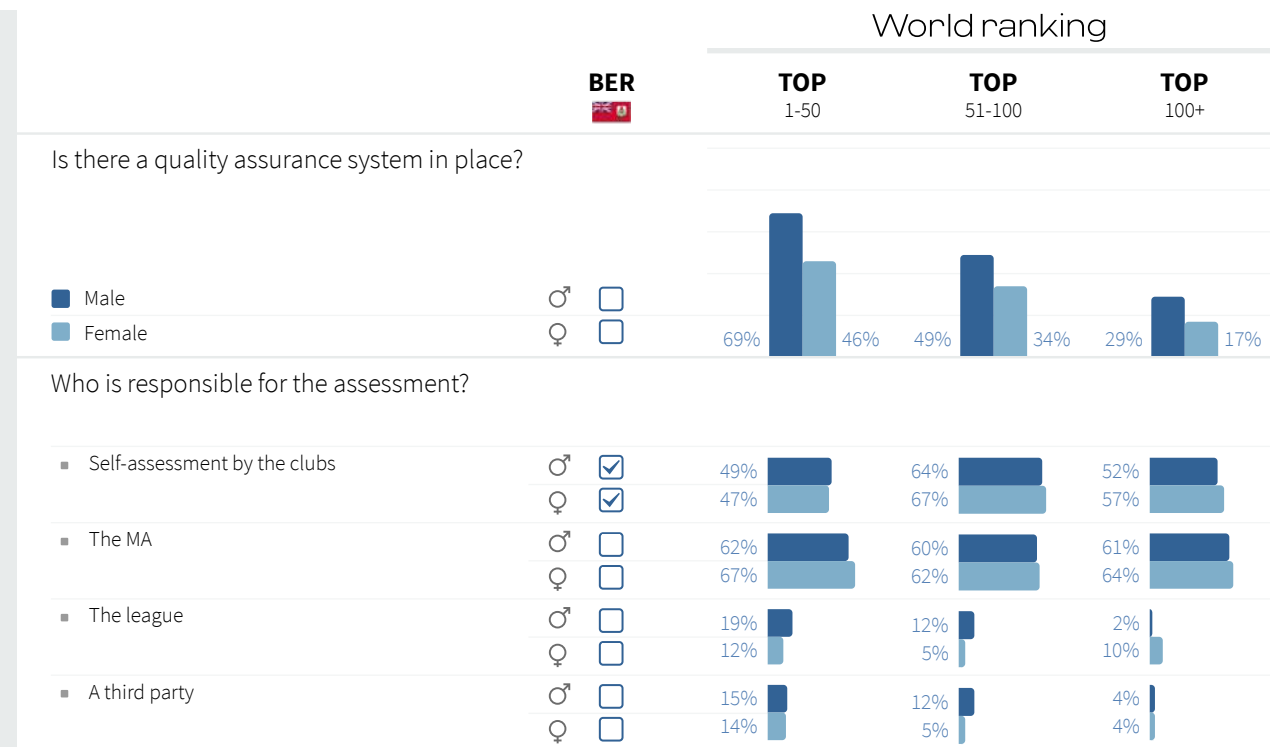
### Quality assurance

The aim of quality assurance is to adhere to a defined standard for talented young players throughout their development. By focusing on maintaining the quality of the various stages involved in a player's development (and that of the institutions), quality assurance can help guarantee that when youth players are called up by the senior team, they have attained the necessary level.

**It is less likely that a quality assurance system will be in place for academies in associations ranked outside of the top 100.**

When quality assessments do take place, they are generally carried out by the member association (over 60% of the time) or by the club/academy themselves (between 47% and 67% of the time).

Illustration 4.4



## 4.2 Talent identification and promotion

This section highlights the talent identification practices apparent in your MA's footballing community. A prerequisite for talent development is identifying and recruiting – through the introduction of processes and programmes – players who have the foundations to play at the elite level.

### Talent identification strategy

Determining what constitutes a player with the necessary talent to perform at elite level is a step that all MAs should include in their identification practices. Outlining an identification strategy for scouts and other relevant parties to follow helps shape the characteristics of the talent pool of an MA's football community in a way that ties in with its wider footballing goals.

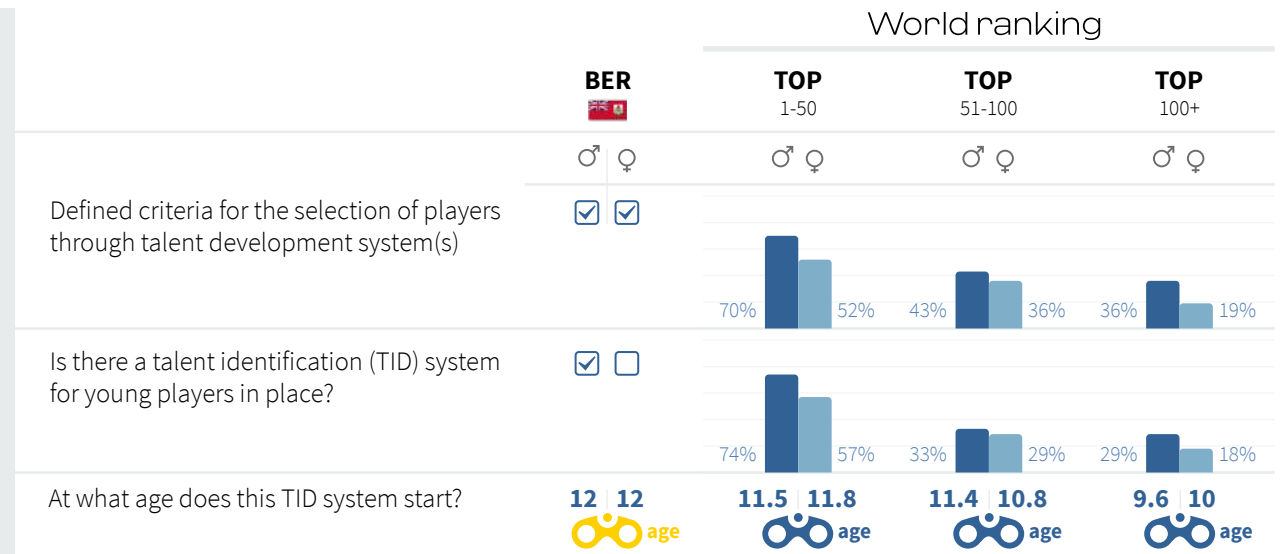
### Talent identification system

The following illustrations highlight your MA's system for identifying players with potential. The types of process in place influence the amount of talent that is identified. The more effective the process, the greater the number of players with strong natural ability who are identified.

**Talent identification generally starts at ten years of age in associations ranked outside of the top 100. This is one year earlier than in higher-ranked MAs.**

The likelihood of there being a talent identification system in place, using defined criteria to select the players, increases in line with the world ranking, with 70% of member associations ranked in the top 50 having such a system in place for the identification of male talent.

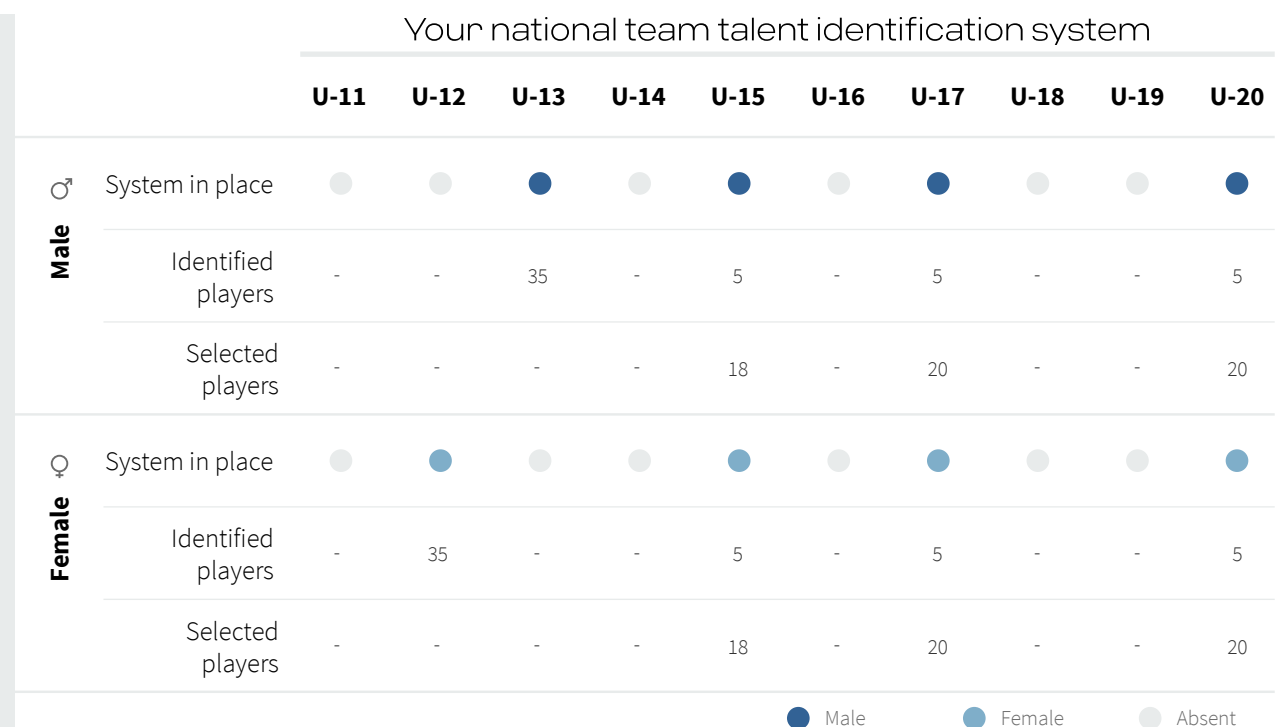
Illustration 4.5



### System set-up

The two tables below show which of your male and female youth brackets have a talent identification system, the number of players who enter these systems on an annual basis, and the number of players who are ultimately selected for further activities after being identified.

Illustration 4.6



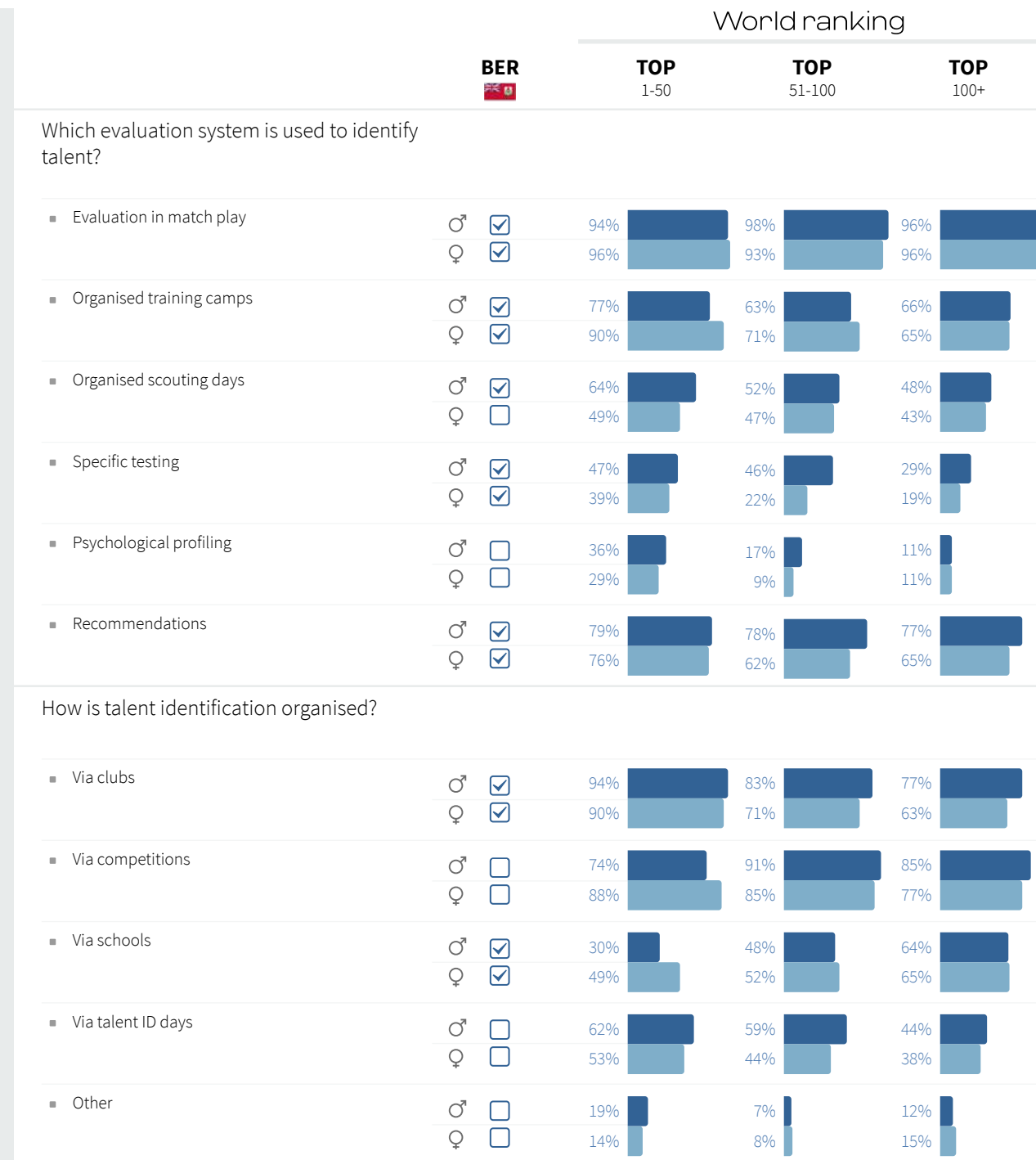
### Talent identification organisation

An effectively organised talent identification system creates a large pool of promising players from which elite teams can choose. The way talent identification is organised in your country, and the methods used for evaluating the talent, can be seen in the table below.

#### MA's ranked 100+ use match play evaluations and recommendations as the main system to identify talent.

96% of MA's ranked outside of the top 100 use match play to evaluate talented players. Furthermore, talent identification in the vast majority of MA's ranked outside of the top 50 is organised via competitions and through clubs. Across all MA, schools have the biggest impact in identifying talent in MA's outside of the top 100.

Illustration 4.7



Finding

### The organisation and structure of the national talent ID system

- The BFA appears to have a structured process to support the identification and monitoring of the national male and female talent pool.
- Due to the small population, there is a close network and relationship between staff at the BFA and at local clubs and schools. This relationship aids player identification.
- All players are scouted and enter a talent identification process at U-12 level with the potential to enter the national academy at U-13 level. This process consists of an initial scouting recommendation from national coaches. Once selected, players undergo technical, physical and match-related assessments.

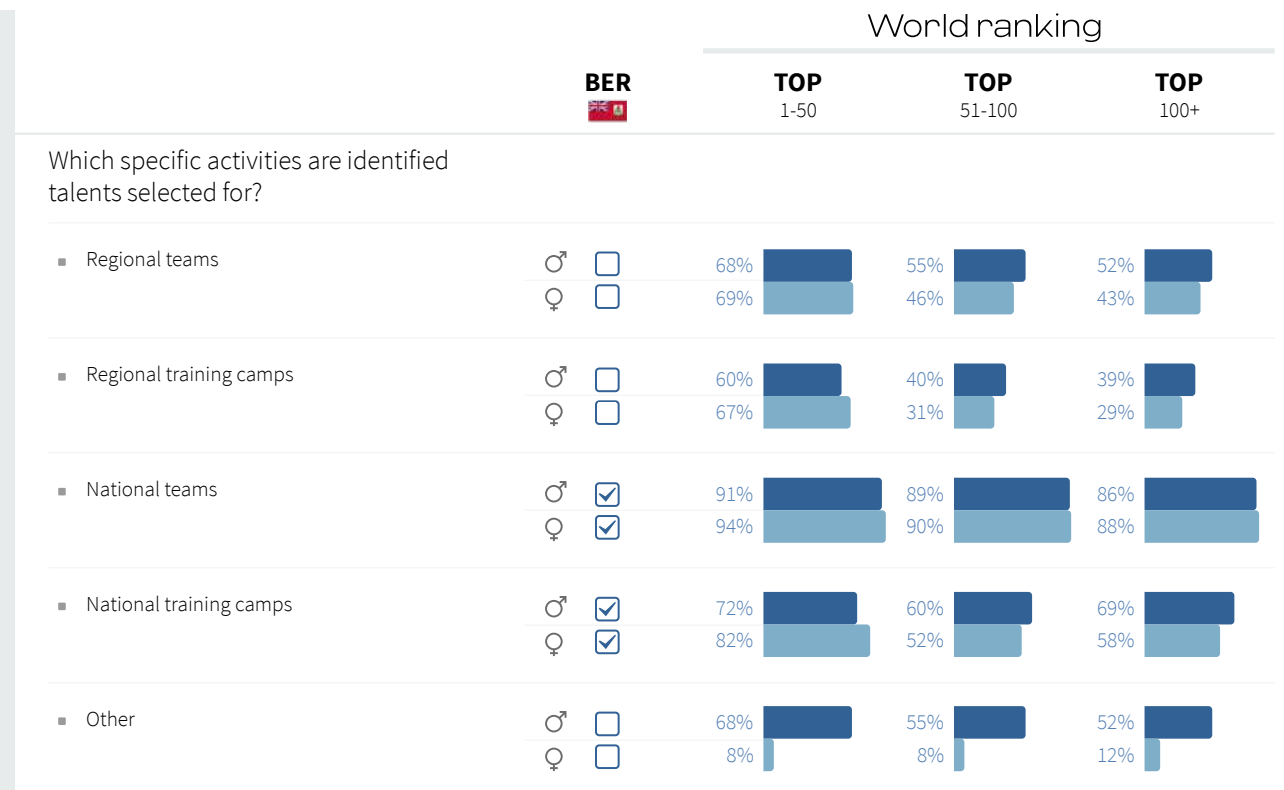
### Post-identification activities

Once talented individuals have been identified, they are then enlisted in further activities or programmes that develop their talent. The various activities and programmes undertaken by your country's promising players are displayed below.

#### Players based in associations outside of the top 100 are generally selected for national teams or national training camps.

The opportunities for more regionalised football decrease in line with the world ranking, with lower-ranked associations less likely to offer these activities.

Illustration 4.8



The following two tables display the various categories selected for your country's promising youth players after talent identification, broken down into the U-11 to U-20 age groups .

Illustration 4.9

Selection for male youth players ♂										
	U-11	U-12	U-13	U-14	U-15	U-16	U-17	U-18	U-19	U-20
Training camps	●	●	●	●	●	●	●	●	●	●
Matches outside club structure	●	●	●	●	●	●	●	●	●	●
National youth teams	●	●	●	●	●	●	●	●	●	●
Regional training centre	●	●	●	●	●	●	●	●	●	●
National training centre	●	●	●	●	●	●	●	●	●	●

● Male   ● Absent

Illustration 4.10

Selection for female youth players ♀										
	U-11	U-12	U-13	U-14	U-15	U-16	U-17	U-18	U-19	U-20
Training camps	●	●	●	●	●	●	●	●	●	●
Matches outside club structure	●	●	●	●	●	●	●	●	●	●
National youth teams	●	●	●	●	●	●	●	●	●	●
Regional training centre	●	●	●	●	●	●	●	●	●	●
National training centre	●	●	●	●	●	●	●	●	●	●

● Female   ● Absent



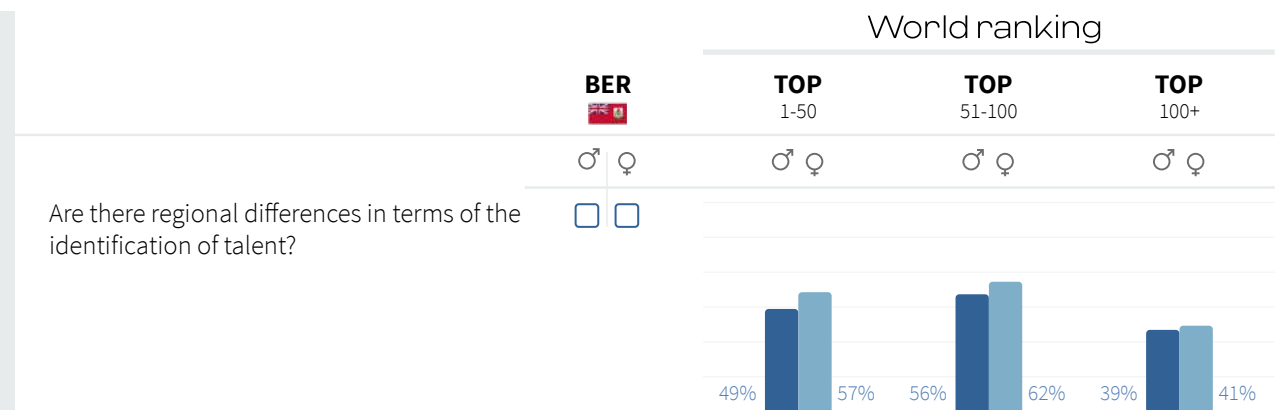
### Regional differences

There may be regional differences in talent identification across a given country. Identifying and acknowledging these differences can be useful steps towards mitigating any negative consequences they may have on maximising a country's pool of talented players. Whether there are regional differences across your football community can be seen below.

**There are fewer regional differences in talent identification in associations ranked outside of the top 100.**

It is, however, more likely that differences will occur when identifying female players, regardless of a country's world ranking.

Illustration 4.11



### Finding

#### Regional differences in terms of talent identification

- With the country being so small and with a small population, all football structures are nationwide and so are not at risk of regional differences. This is a huge positive for the association in terms of promoting access for all.

### 4.3 Transition from junior to senior

Moving youth players up to senior level has an incredibly positive effect on their development and can determine the heights they will reach in their prime. Specific strategies should be created to guarantee a transition, whereby young prospects receive the early senior exposure needed to give them the best possible chance of becoming high-quality senior players.

The transition from junior to senior football is one of the most challenging phases of the development pathway. During this time, a young player's commitments are spread across different teams with differing interests, in a way that can be disorientating. Providing clear guidance and a plan for the next two to three years is necessary to ensure this crucial period is a beneficial learning experience for players and is not detrimental to their development.

Moreover, the pressure of results-driven senior football, the need for an appropriate number of competitive experiences in this phase, individual long-term development and broader education are all in the balance. Young players need a mentor, an individual who cares about their personal and sporting development, in this phase.

**Across the top 100, fewer than 50% of MAs in men's and women's football have a strategy in place for the transition of players from youth to senior level.**

The clubs, the domestic league and the member association are all key stakeholders in enabling the transition of talented young players. Implementing domestic regulations and incentives to field home-grown players encourages clubs to drive the development of young players – are you supporting the transition of talented young boys and girls?



## TALENT DEVELOPMENT & IDENTIFICATION

# SUMMARISING NOTES

- The technical division is solely responsible for long-term player development, with the Technical Director taking the lead.
- The main focus of player development comes through the national academy, which offers training at U-15, U-17 and U-20 level for both boys and girls, with talent joining the academy system at U-13.
- It is clear that the most talented players move abroad on scholarships and so it becomes difficult to manage and increase the standard of the domestic league. However, the BFA acknowledges the situation and its aim is to give as many talents as possible the chance to gain scholarships in the USA or in the UK.
- Outside of the national academy, the development network is limited with no other club level academies in place. However, there are foreign club development structures set up on the island during the football season. Maintaining relationships with such entities is crucial.
- The BFA appears to have a structured process to support the identification and monitoring of the national male and female talent pool. Due to the small population, there is a close network and relationship between staff at the BFA and at local clubs and schools. This relationship aids player identification.

### Recommendations

1. Continue to create more football development opportunities across the country to increase participation, particularly in the girls' programmes.
2. Continue to increase the number of coaches across the country.
3. Further develop the talent identification framework and evolve the system by creating benchmarks and player profiles linked to maturation.
4. Introduce performance support frameworks with an understanding of growth and maturation to maximise all talent on the island.
5. Continue to maintain relationships outside the country to monitor the progress of home-grown talent taking on scholarships in the USA or further afield.

# 5. ACADEMIES

The collaboration between the member association and their club academies is crucial to the future success of the country.

Academies play an important role as they are the location where talented youth players develop and, as such they act as the main hub of the player pathway. The environment to which talented players are exposed is crucial as it gives them the opportunity to flourish in all aspects, not just as a player but also as a human being. Football can offer so many opportunities to talented young players, and it is this environment, with the collaboration of the member association, that can help to give each talent the chance to live their dream of becoming a professional footballer. This chapter dives deeper into the academies in your football ecosystem.

## 5.1 Strategic planning

Strategic oversight over the academies within a football ecosystem is needed to steer the development of a country's talented players in the right direction. Outlining short-term, medium-term and long-term objectives for academies helps to establish these bearings. This oversight aligns academies with their MA and senior level football, which can help to create a smoother transition from youth to senior football. The following section reveals which aspects of strategic planning can be found at the academies in your country.

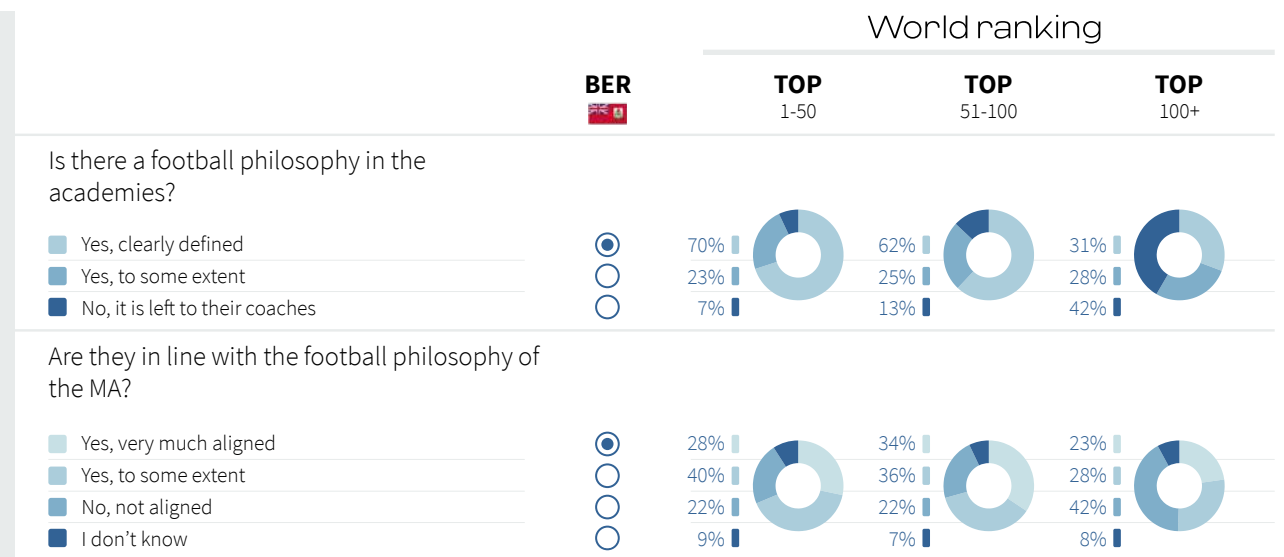
### The existence of a football philosophy

Having a football philosophy for coaches and players within academies to work with allows the MA to communicate its preferred approach to training and playing style, shaping the future appearance of its football ecosystem. The prevalence of a football philosophy within your academies can be seen below.

#### Academies in higher-ranked MAs are more likely to have a clearly defined football philosophy.

A large percentage (42%) of member associations ranked 100+ have academies in which the decision on a football philosophy is left to the coaches.

Illustration 5.1



### Finding

#### The football philosophy of the academies

- The football philosophy in academies across the country is clearly defined and is supported and led by the Bermuda Football Association (BFA) through coach education and the organisation's competition frameworks.
- The national academy follows an aligned development philosophy led by the technical division. This philosophy runs through the BFA from U-13 up to senior level. The U-20 squad is now seeing the benefits of the national academy running for over five years.

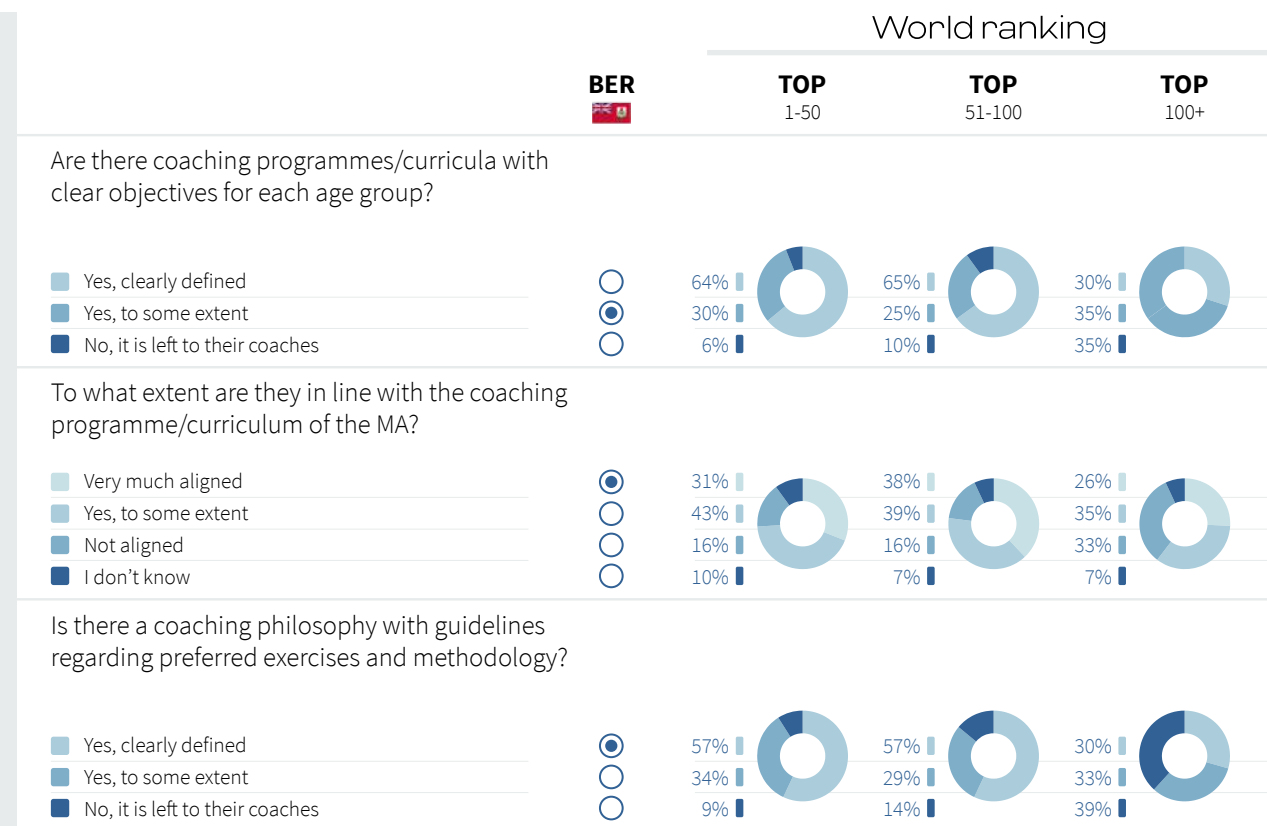
### Coaching programme and philosophy

A coaching programme and philosophy specifically target the development of coaches in a way that aligns with the MA's preferred style and is holistic in its nature. The following illustrations highlight whether a coaching programme and philosophy are present in your academies.

**Academies in MAs ranked 100+ are more likely to leave the design of the coaching curricula to the individual coaches.**

Academies residing in MAs ranked within the top 100 are more likely to be aligned to their MA's coaching curriculum and have a coaching philosophy with guided exercises and a development methodology.

Illustration 5.2



**Finding**

#### The coaching programme of the academies

- In 2017, the BFA created a curriculum and playing style to align the national academy and the senior national team for both men's and women's squads.
- The curriculum is broken down into cycles across age groups, which is delivered in an age-appropriate way.



### 5.2 Player development

Even the most gifted youngsters arrive at academies as incomplete players. All footballers need to undergo a long-term developmental process, consisting of multiple phases, to have the chance to become world-class players during their prime. An academy is where a player will journey through the most crucial phases. Therefore, it is essential that academies possess the necessary evaluative, physical and medical processes to ensure that players are cultivated in the best way possible.

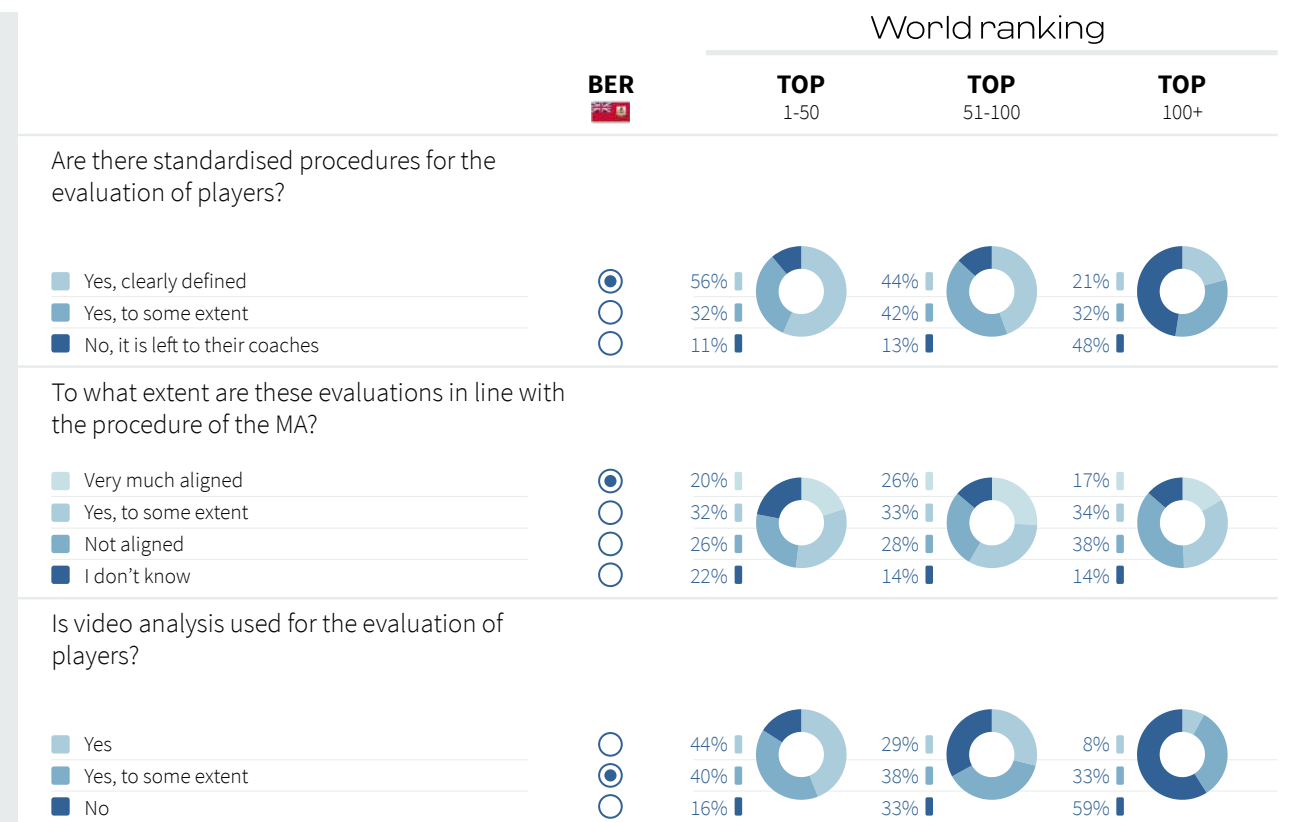
#### Evaluation methods

Objective evaluation methods are needed to understand the nuanced nature of a player's development. Video analysis is one way to impartially assess the development and performance of players and their teams. The current evaluation methods at your academies can be found below.

**Player evaluation protocols are more commonplace in academies that reside in the top 50 MAs.**

Only 21% of MAs ranked 100+ have academies that perform standardised player evaluations compared to 56% of MAs ranked in the top 50. Furthermore, 44% of MAs in the top 50 have academies that use video analysis to evaluate player performance, compared to 8% of MAs ranked 100+.

Illustration 5.3





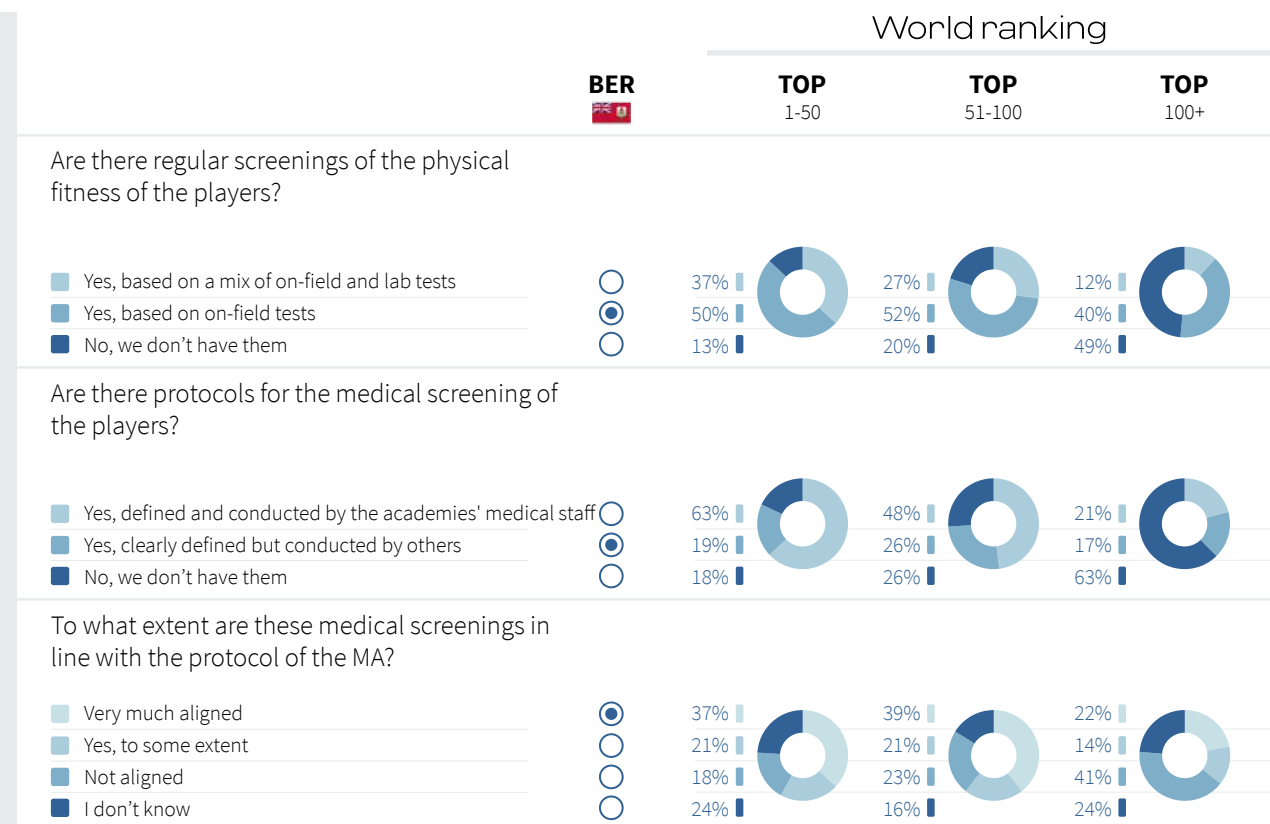
### Physical and medical processes

Maintaining the optimal physical condition of a player in an academy is crucial to their performance, development and general well-being. Modern physical and medical processes need to be in place at academies to ensure that this condition is maintained for all young prospects.

### Academies based in higher-ranked MAs are more likely to conduct medical screenings on their players.

63% of MAs ranked 100+ reported that academies in their country do not perform regular medical screenings on their players. Furthermore, only 52% of these MAs reported that their academies perform fitness tests on their players.

Illustration 5.4



### 5.3 Human resources

The following section looks into the human resources of the academies in your football ecosystem. Having the right people in the right positions within a country's academy network is crucial, meaning that they should have the necessary expertise for the role they possess. Additionally, having a sufficient number of these people is also important. Thorough identification and development processes need to be established in order to accomplish these aspects of staffing.

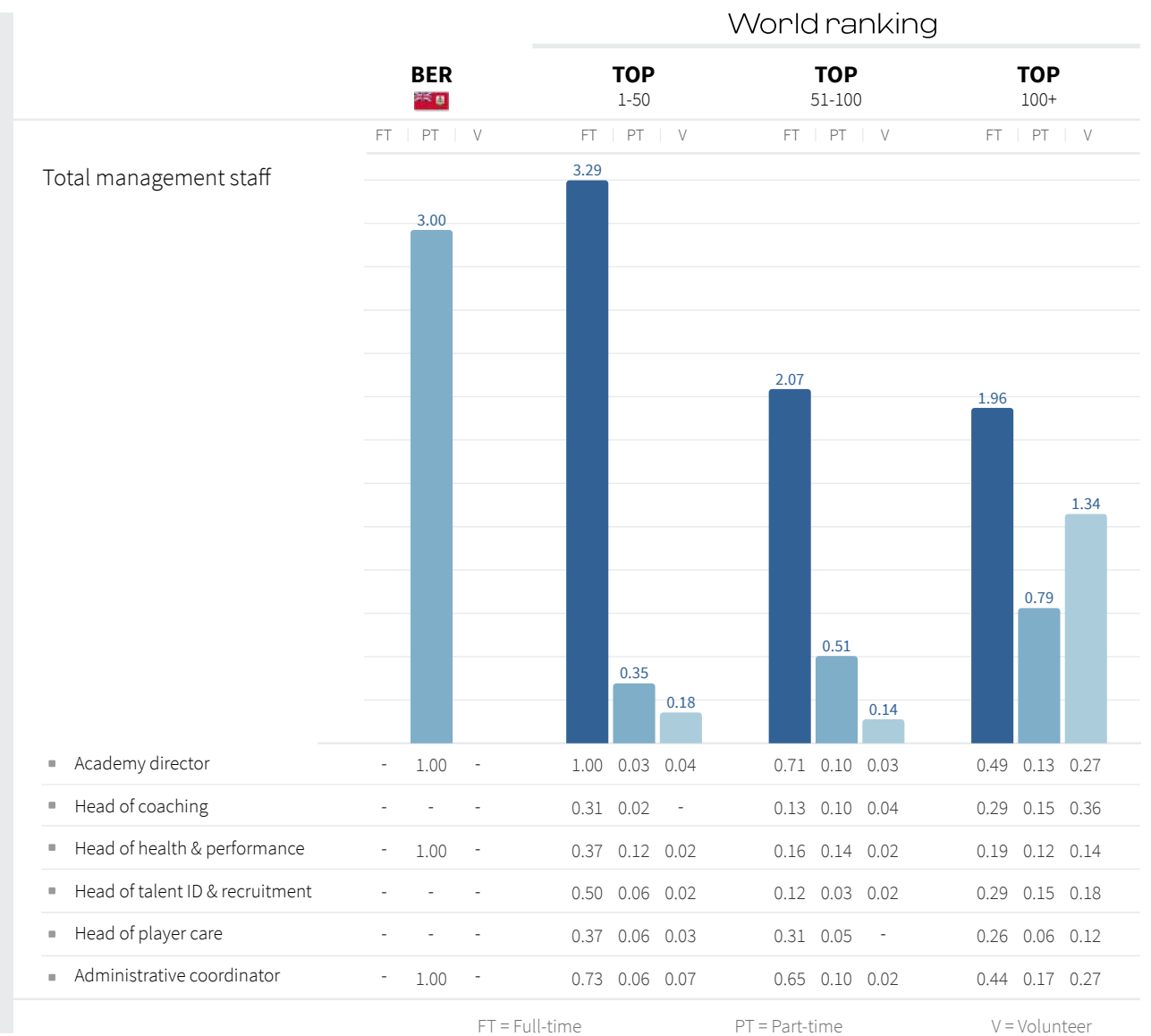
#### Management staff

The management staff are paramount in terms of guiding the direction of the academy in a way which is beneficial to achieving its goals and those of the MA. The number of full-time, part-time and volunteer staff in this area can shed some light on the executive capabilities within an academy.

### Member associations ranked outside of the top 100 have fewer full-time staff, but more part-time and voluntary management staff within academies.

On average, academies within member associations outside of the top 100 function with one to two members of full-time management staff, usually no or only one part-time member of staff and one volunteer. As a result of such limited human resources, staff tend to perform more than one management role.

Illustration 5.5



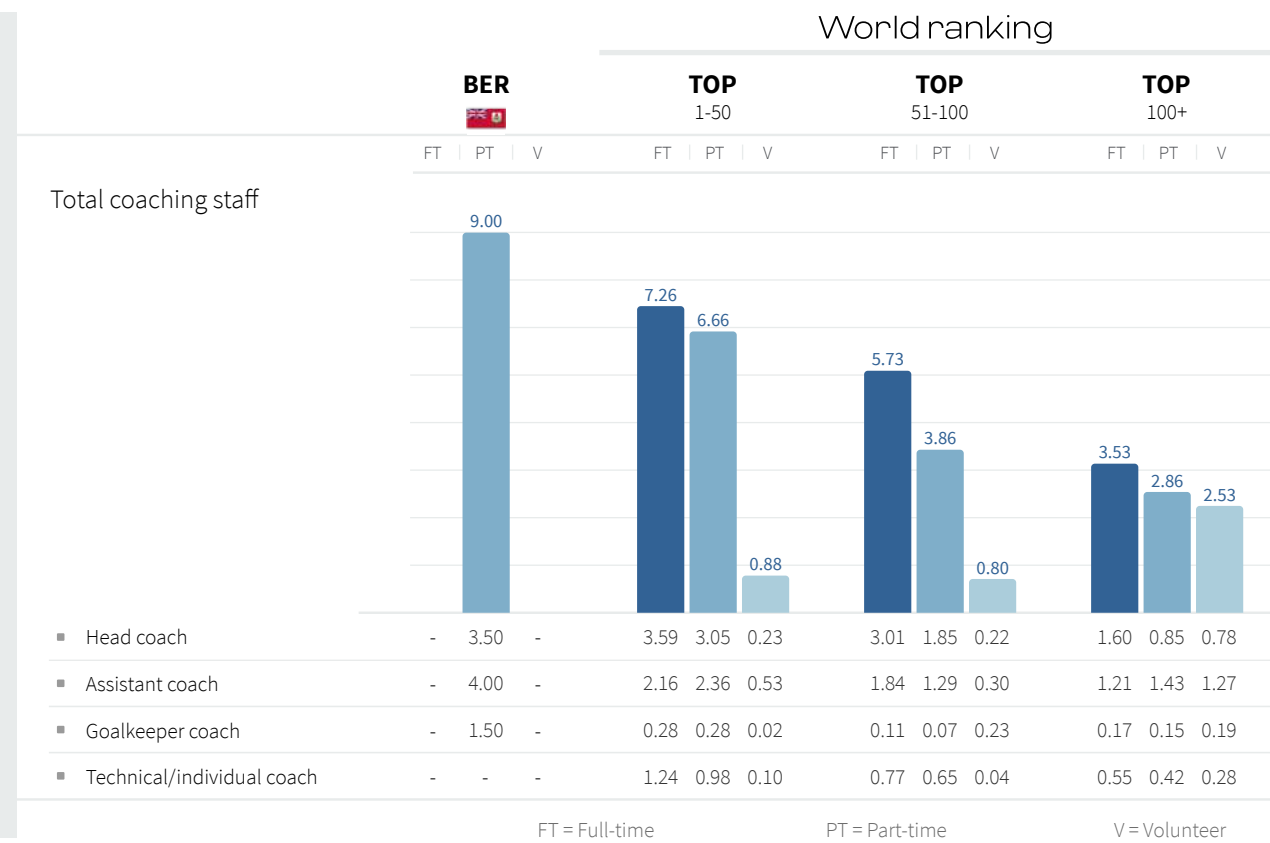
### Coaching staff

Having the right number of coaching staff within an academy is crucial for developing players and for the academy's ability to function at elite level more generally. The number of full-time, part-time and volunteer coaching staff is displayed below.

**A greater percentage of coaches are volunteers at academies within MAs ranked 100+.**

Of the member associations ranked 100+, the average number of volunteers forming part of the academy coaching staff is considerably higher than in the top 100. On the other hand, the average number of full-time and part-time coaches is considerably lower than the averages of the top-100 ranked member associations.

Illustration 5.6



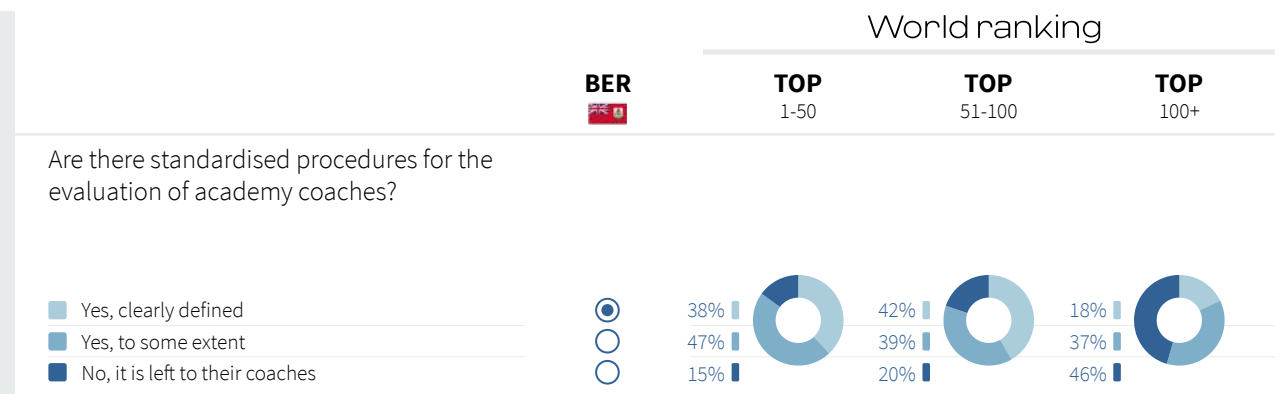
### Coach development

Recognising the importance of developing coaches holistically, over the long term, helps these coaches and the players they guide reach higher levels of development. Implementing standardised procedures to evaluate academy coaches contributes in part to this holistic development.

**Standardised procedures for the evaluation of coaches in academies are clearly defined in less than one fifth of member associations ranked 100+.**

Systematic evaluations of coaches do not occur in 46% of these academies, meaning the onus is on coaches to reflect and self-assess. 37% of academies have some sort of evaluation procedures but they are not standardised, whereas 18% of academies have clearly defined evaluation procedures aiming to help coaches to develop.

Illustration 5.7



### Finding

#### The process of coach evaluation in the academies

- Within the national academy, all coaches are evaluated by a standardised process across all age groups. This allows the development of individual learning plans for all coaches as part of a mentoring and development programme.

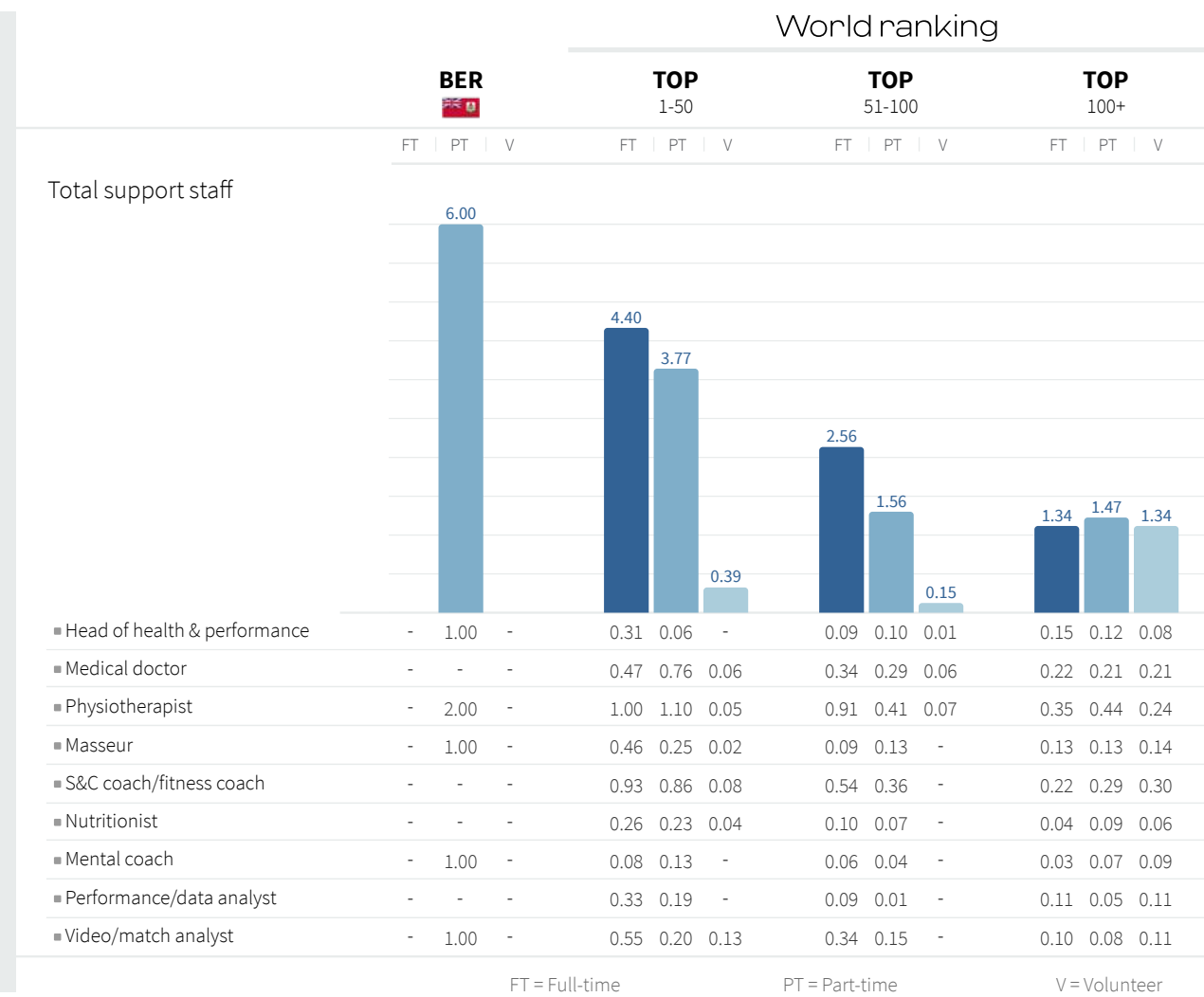
### Support staff

The multidisciplinary nature of modern football demands a wide variety of support staff. The number of these staff, and their employment status, at the academies in your country can be found below.

#### Support staff levels within academies of the member associations ranked 100+ are less than half of those in the top 100.

The average number of full-time support staff at academies in member associations ranked 100+ is 1.34 as opposed to 3.48 for those in the top 100. The same trend is visible for part-time staff, with an average of 1.47 for those outside the top 100 and 2.67 for the top 100. The opposite trend is visible for volunteer support staff: 1.34 in those ranked 100+, but 0.27 for those in the top 100.

Illustration 5.8



### 5.4 Communication between academies and national teams

This section focuses on the communication between your academies and national teams. Transparent communication in this area is mutually beneficial for both parties as well as for player development. The national team experience is unique, and communication approaches should be established to allow each player to get the most out of playing international football. Some important topics of communication are schedules, performance evaluation, and the exchange of player information.

#### Exchange of player information

In order to create environments for effective development in both a player's academy and national team environment, both parties should exchange the player's medical and performance data to ensure that both parties are informed. The following illustrations reveal whether player information is exchanged between the academies and national teams in your country.

#### In half of the MAs ranked outside of the top 100 there is an exchange of information on the performance evaluation of players between the national teams and the academies.

In 25% of cases, the exchange of information occurs in both directions, although academies share more information with national teams (17%) than national teams do with academies (12%). These figures drop when they relate to player individual development plans and the sharing of medical information.

Illustration 5.9





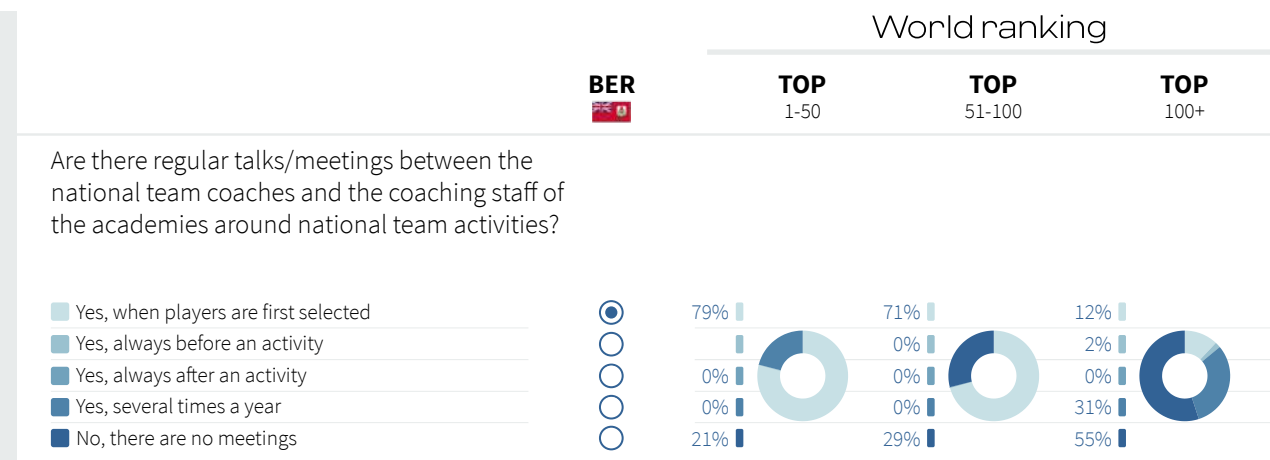
### Meeting routine

Scheduling regular meetings between the coaching staff of the academy and the national team coaches can achieve transparency and alignment between the two parties. Below, you can see whether such meetings are evident in your football ecosystem.

**Just over half of the member associations ranked outside of the top 100 hold regular talks/meetings between academy and national-team coaches.**

In 45% of cases, academy coaches hold meetings and regularly talk with their counterparts in the youth national teams. Conversely, 55% of coaches in academies within member associations ranked 100+ do not hold regular meetings or talks with youth national-team coaches.

Illustration 5.10



Finding

### Player development and the collaboration between academies and youth national team coaches

- All players within the national academy train twice per week with the BFA and then play for their parent club at the weekend.
- All coaches liaise closely with parent clubs to share development programmes and progress to enhance this development during games, but also to support the development of club coaches.

## ACADEMIES

# SUMMARISING NOTES

- The football philosophy in academies across the country is clearly defined and is supported and led by the BFA through coach education and the organisation's competition frameworks.
- The national academy follows an aligned development philosophy led by the technical division. This philosophy runs through the BFA from U-13 up to senior level. The U-20 squad is now seeing the benefits of the national academy running for over five years.
- In 2017, the BFA created a curriculum and playing style to align the national academy and the senior national team for both men's and women's squads. The curriculum is broken down into cycles across the age groups, which is delivered in an age-appropriate way.
- Within the national academy, all coaches are evaluated by a standardised process across all age groups. This allows the development of individual learning plans for all coaches as part of a mentoring and development programme.
- All players within the national academy train twice per week with the BFA and then play for their parent club at the weekend.

Recommendations

1. Continue to grow the game by enhancing the competition structures and infrastructure available throughout the talent pathway from U-7 to senior level.
2. Explore ways to implement a club licensing and quality assurance programme for boys' or girls' football.
3. Continue to enhance coach development programmes on the island.
4. Investigate the possibility of upgrading the national training centre facilities.
5. Explore the possibility of expanding the performance support frameworks available to national academy players.

# 6. EDUCATION

The quality of the coaching determines the quality of the talent.

A focus on education and the creation of a lifelong learning culture within a member association (MA) are both critical to the development of the game. Such a comprehensive strategy will determine the development of coaches, support practitioners and players and, in turn, will ultimately lead to future international success. The talent development workforce across the country must be regularly upskilled to have an impact on creating an elite learning environment where young players can develop and thrive. This impact can be felt across all levels, genders and age groups. To this effect, it is important that the education across all technical domains is up to date, challenging and in line with the demands of the modern game.

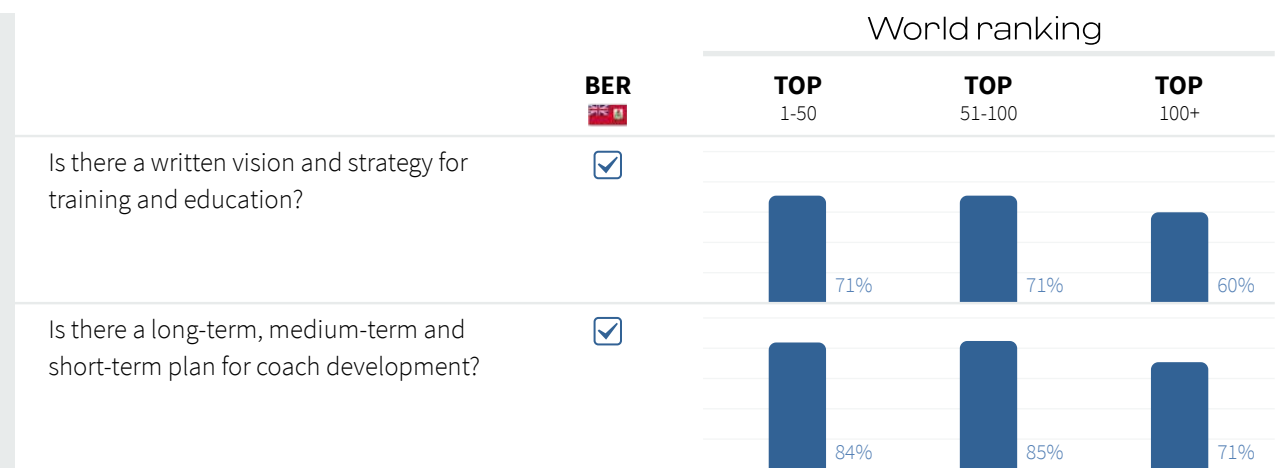
## 6.1 Management and strategy

The implementation of a nationwide coach education strategy and its associated framework is paramount for the development of a workforce that is aligned with the MA's long-term objectives. A well-structured and executed education strategy will ultimately impact the game's growth by enhancing participation, with increased levels of player development leading to better home-grown players and to a more attractive domestic league. To achieve such success, appropriate finances and resources must be assigned to meet the educational demands to enhance both the men's and women's game.

Approximately one in every three MAs does not have a strategy for training and education.

The majority (71%) of the member associations ranked 100+ work with short-term, medium-term and some long-term planning for coach development. The effectiveness and success of such plans appear to be positively linked to the existence of a strategy, yet the percentage of associations with a written vision and strategy is no higher than 60%.

Illustration 6.1





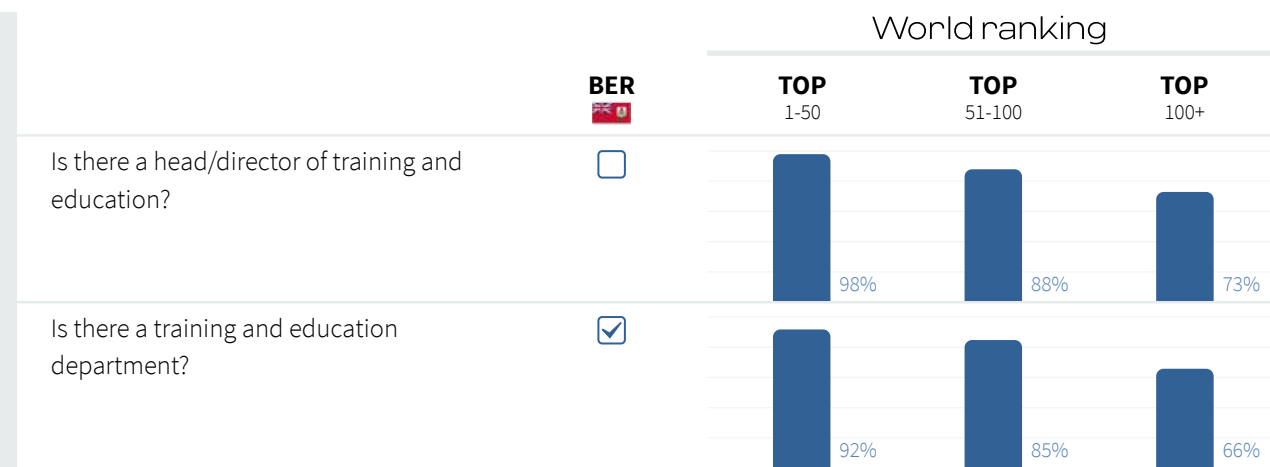
**Structure**

Where is education given emphasis within the structure of the association? A structure that acknowledges the importance of education by creating leaders and departments that prioritise the implementation of education in football will reap rewards, both domestically and internationally.

**Two thirds of member associations outside the top 100 possess a training and education department of some sort.**

Of the 66% of member associations that have a training and education department, a little less than three quarters (73%) actually function with a designated head/director of education. This shows that, in some cases, member associations appear to have underdeveloped or understaffed training and education departments.

Illustration 6.2



**Finding**

**The national education strategy**

- The Bermuda Football Association (BFA) has coach education on the agenda within its 2020+ strategy. This is intertwined around player development and developing women's football.
- At present, there is no head of coach education. Currently, coach education is led by the BFA President. The BFA President is also the chairman of player development. Consequently, the position encompasses coach education, which is conducted in a volunteer capacity.
- The Bermuda Football Coaches Association (BCA) is part of the BFA and works closely with Concacaf to align the education strategy and implement it ahead of the new coaching convention starting in 2021/22.
- There is close collaboration between the BFA and the BCA to ensure education on the island is appropriately resourced via an MOU providing funding, facility use and PDC membership.

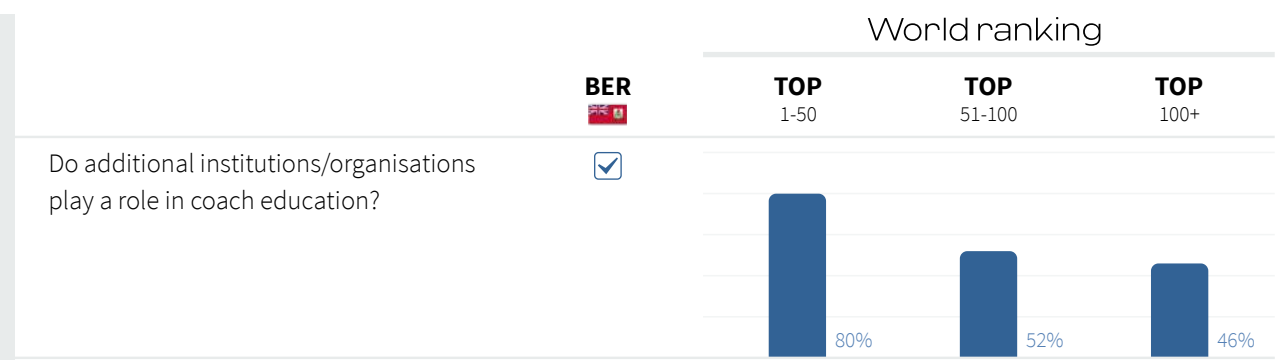
**Collaboration**

A significant amount of knowledge learnt through coach education is research-based. With so many methods and specialists available to conduct such high-quality research, no single institution can possess all the resources required for a state-of-the-art football education framework. As a result, for an MA to create the best education practices, it must collaborate with multiple institutions and adopt a growth mindset throughout the association.

**External institutions or organisations are involved in training and education of coaches in less than half of member associations ranked 100+.**

For coaches in the member associations ranked 100+, access to training and education via organisations or institutions external to the member association occurs in just 46% of cases. Therefore, over half of these member associations do not seem to partake in knowledge-sharing activities, collaborations or external partnerships that may benefit coaches' training and education.

Illustration 6.3



**6.2 Coach education**

The development of the coaching workforce is one of the cornerstones in the production of elite players within a country. The MA's coach education strategy should be clearly defined and aligned with the coaching convention of the confederation, and it should be reflective of the MA's long-term player development strategy. Developing a coaching workforce that is attuned to the modern game and understands the demands and challenges of elite environments will have a direct impact on the development of young players across the country.

**Coaching licence pathway and curriculum**

An appealing and easily accessible route into the world of coaching, as well as a progressive pathway through the coaching licence framework, are two significant contributors to a country's emphasis on football education. In addition, a curriculum that trickles down from elite teams to the grassroots elicits effective coach and player development throughout.

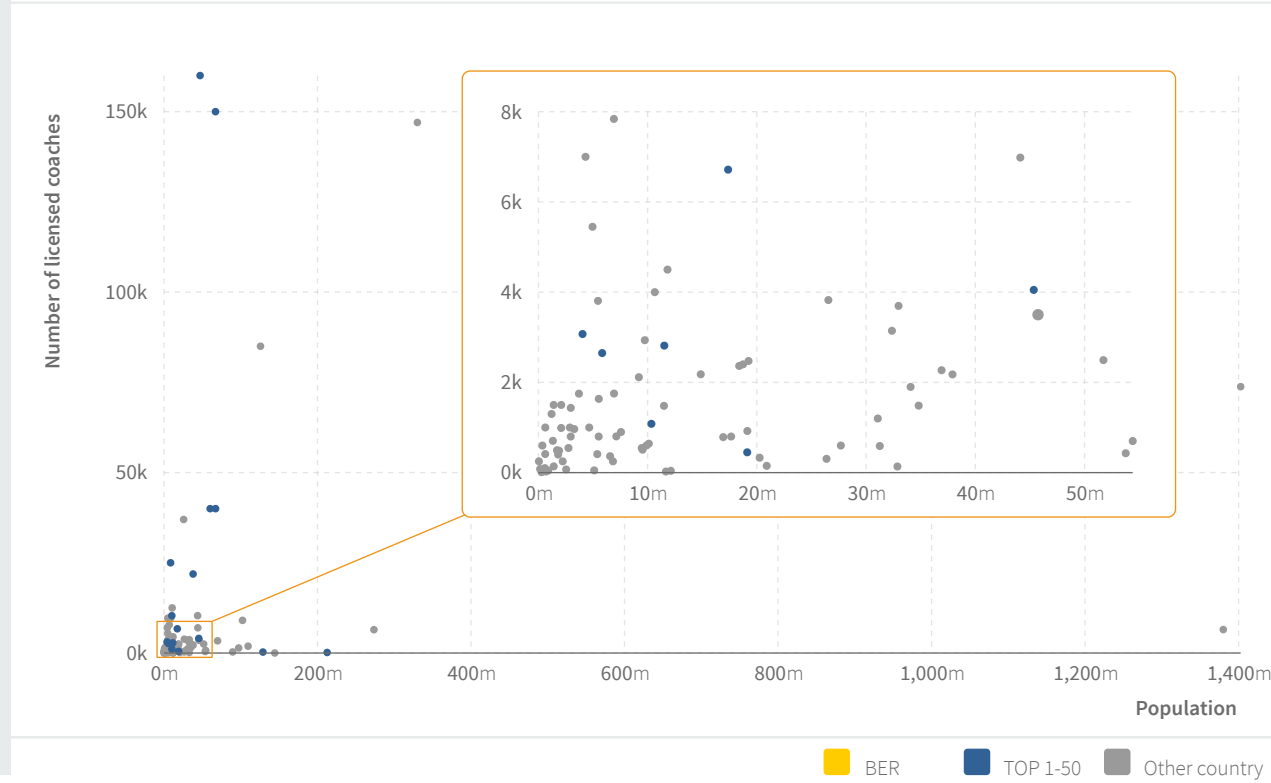
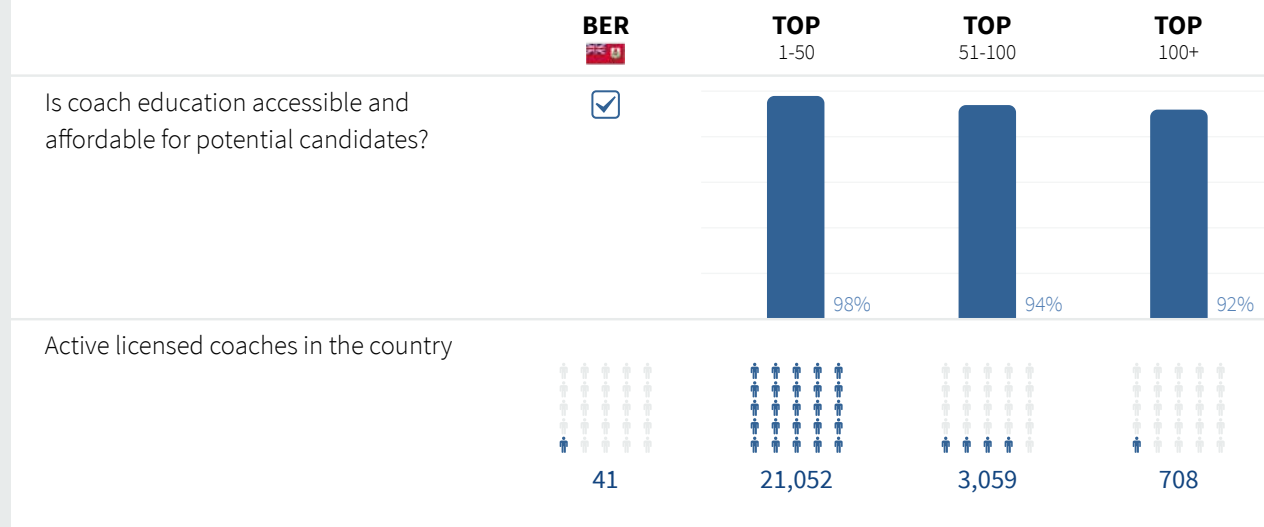
**Coach education is deemed to be accessible and affordable, yet there are small numbers of active licensed coaches across the MAs ranked outside the top 100.**

92% of MAs ranked outside of the top 100 regarded coach education as accessible and affordable for potential candidates. Despite this, there seems to be very few active licensed coaches.



Education

World ranking



Finding

Accessibility to coach education

- Working in tandem with the BCA, the BFA offers adequate access to coach education across Bermuda. In the last five years, 450 coaches have been educated.
- However, there are currently 40 B Licences on the island and one A Licence, which is held by the Technical Director.
- The aim of the B Licence is for coaches to complete a talent identification module and to act as a scout and shepherd the talent on the island into the national academy. The BFA feels it is paramount for coaches at club level to understand the premise of delivering a high-performance environment to maximise development opportunities.
- Despite the progress in B Licence coaches across Bermuda, enlisting identified coaches on A Licence courses is problematic as these are not delivered domestically. At the time of the interview, the association is trying to help the senior men's national-team coach obtain his A Licence, but cannot access a course at present.

Education

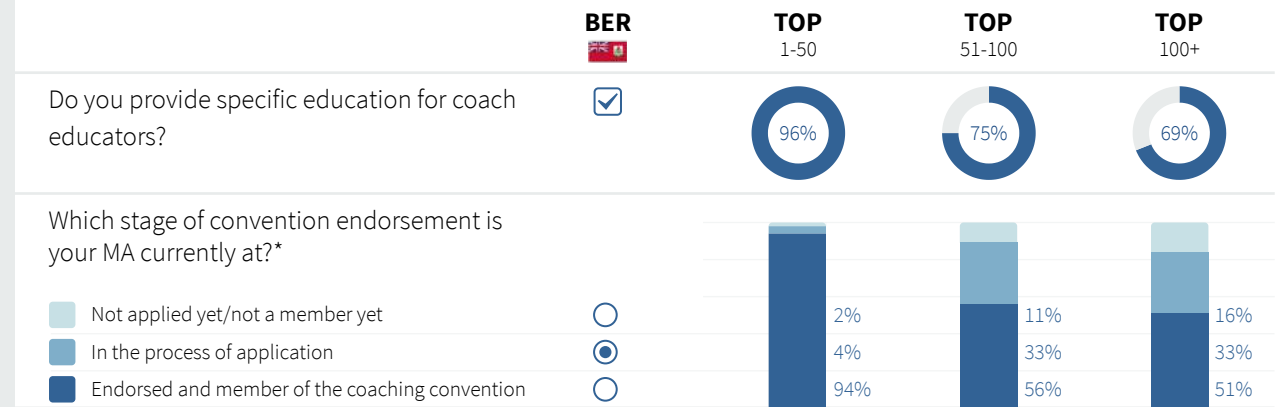
Football coaching course programme

Offering a diverse and wide range of coaching courses for all levels can help an MA achieve the strategic aim of educating potential future coaches. These programmes prepare coaches to step into the world of coaching at either the junior or senior level. Once they have gained some experience, they then have the option of progressing to the C Licence, B Licence, A Licence and Pro Licence. A large pool of qualified coaches at all levels, from grassroots to senior football, is crucial for player development.

Member associations ranked outside of the top 100 provide a less comprehensive training and education programme.

Only 51% of these member associations are endorsed by a coaching convention, with a further 33% in the process of applying. The remaining 16% of member associations are not members of any coaching convention, nor have they applied to one.

World ranking



\*Not applicable to Concacaf MAs

Coach identification and development

Knowing the best coaches in the country is crucial for the development of the game. A principled approach to the identification and development of male and female coaches is required to discover such promising talent. Once this talent has been identified, it is important to nurture it by providing opportunities. Internships, workshops, career planning, mentorships and coaching magazines are just some of the many methods that can be used to help promising coaches on their journey to fulfil their potential. Furthermore, having a re-licensing process and mandatory continuous professional development (CPD) regulations allows the MA to conduct quality assurance on the level of coaching across the country.



**Coach identification**

Many individuals begin their coaching careers as a hobby and not as a profession, so highly talented coaches can be found at the lower end of the football pyramid as well as at the top. A comprehensive identification process is therefore essential to ensure that talent at all levels of the pyramid is noticed and brought into an elite environment where their capabilities can flourish.

**Fewer than half of the member associations ranked outside the top 100 scout potentially talented coaches and offer a specific programme for female coach education.**

Of the member associations who scout talented coaches or potential candidates (49%), fast-track approach programmes tend to be in place for those identified. It seems that an increasing number of member associations ranked 100 and above are providing bespoke female coach education courses. However, over 50% are yet to do so.

Illustration 6.6



Finding

**Coach identification and development**

- The Technical Director is a lead coach educator in Bermuda, and scouts talented coaches to support their career development and to filter these talented coaches into the national academy and national-team set-up.
- The BFA wishes to support a mentoring programme with candidates following the completion of a B Licence to ensure they maximise their learning. There is also a wish to design a technical leadership accreditation for TDs at football organisations as there is no defined role at Bermudian clubs.
- At the time of the interview, there were only two female coaches in Bermuda. With this in mind, the BFA is supporting an initiative to bolster coach education with senior national-team players at the Bascom Leadership Academy to entice them into coaching for the long-term growth of the women's game.

# EDUCATION

# SUMMARISING

# NOTES

- The BFA has coach education on the agenda within its 2020+ strategy. This is intertwined around player development and developing women's football. At present, there is no head of coach education. Currently, coach education is led by the BFA President.
- The BCA is part of the BFA and works closely with Concacaf to align the education strategy and implement it ahead of the new coaching convention starting in 2021/22.
- Working in tandem with the BCA, the BFA offers adequate access to coach education across Bermuda. In the last five years, 450 coaches have been educated. In Bermuda, there are currently 40 B Licence coaches, and one A Licence coach.
- Despite the progress in B Licence coaches across Bermuda, enlisting identified coaches on A Licence courses is problematic as these are not delivered domestically.
- The Technical Director is a lead coach educator in Bermuda, and scouts talented coaches to support their career development and to filter these talented coaches into the national academy and national-team set-up.
- At the time of the interview, there were only two female coaches in Bermuda. With this in mind, the BFA is supporting an initiative to bolster coach education with senior national-team players.

**Recommendations**

1. Continue to work towards the Concacaf coaching convention endorsement.
2. Explore scope to provide or have access to more coaching courses each year from B Licence to A Licence. This may even come in the form of a collaboration with a neighbouring MA that holds such courses.
3. There is potential to integrate specialist topics in the coaching framework in the area of sport science and medicine.
4. Continue to develop coach education and future coach mentorship programmes for prospective female coaches in Bermuda.
5. Continue to offer national academy and national-team coaching staff further education opportunities.
6. Create and/ or utilise an existing online platform to support coach development across the island - e.g. the FIFA Training Centre ([www.fifatrainingcentre.com](http://www.fifatrainingcentre.com))

# GLOSSARY



<b>AFC</b>	Asian Football Confederation
<b>CAF</b>	Confederation of African Football
<b>CONMEBOL</b>	South American Football Confederation
<b>Concacaf</b>	Confederation of North, Central America and Caribbean Association Football
<b>OFC</b>	Oceania Football Confederation
<b>UEFA</b>	Union of European Football Associations
<b>FIFA</b>	Fédération Internationale de Football Association

**Academy**

Typically the part of a football club that trains young players who might one day become part of the first team.

An academy may also be based at the national association. In this context, it may be referred to as a centre of excellence. Its role is still to develop young players for the senior team, but the focus is on the national team rather than on a particular club.

There are also examples of private academies and schools, which can also be a focus for the development of young footballers. These environments all have one thing in common: they select and train the players based upon their potential to make it at the professional level of the game.

**Continuous professional development (CPD)**

A planned, continuous and lifelong process whereby coaches further develop their personal and professional qualities, and improve their knowledge, skills and practice. CPD is often a prerequisite to maintain a coaching licence and is offered by many MAs as part of their licensing programme

**Data management system**

The platform(s) used to record all performance-related data for the effective functioning of football systems

**Domestic player**

A player who is eligible to represent the national association in which their club resides

**Fast-track approach**

The practice of accelerating the learning pathway for certain target groups. In the context of coach education, it is typically used to enable former professional players to speed up the process of achieving their coaching qualifications.

**Foreign player**

A player who is not eligible to represent the national association in which their club resides

**Full-time equivalent (FTE)**

Refers to an employee's scheduled hours divided by the employer's hours for a full-time working week

**Home-grown player**

A player who, regardless of their nationality, has been trained by their club or by another club in the same national association

<b>Licensed coach</b>	An individual who holds an up-to-date and valid coaching qualification endorsed by the national association. The licence should be commensurate with the level at which the coach is coaching in order for it to be valid.
<b>Long-term player development (LTPD)</b>	The concept of designing appropriate coaching programmes for players subject to the stage of their development. Typically, LTPD is divided into phases, from foundation phase through to youth development (which may be sub-divided into pre- and post-pubescent stages) and finally professional development. The LTPD model will usually seek to capture all aspects of a player's development, including technical, tactical, physical, psychological and social aspects.
<b>Member association (MA)</b>	FIFA member association
<b>Player care</b>	Term used for a range of services that focus on the mental and physical well-being of players. These services will relate to the wider health and well-being of the player rather than the football-specific aspects of a player's development.
<b>Playing philosophy</b>	Usually a document that shows how the MA has embedded an approach to playing the game. It will impact upon the tactical approach adopted by the national teams and it is likely to impact upon other aspects of football policy within the MA, such as the approach to coach education, coaching and player recruitment, and development.
<b>Relative age effect (RAE) (also known as the birth date effect)</b>	The process by which children born in the earliest part of the year are more likely to be selected for representative teams or academy squads. The RAE is most pronounced in sports that select early developers (i.e. pre-pubescent). It has been identified as a significant bias in many football systems around the world.
<b>Return-to-play protocols</b>	Standardised process that national teams and clubs will usually have for bringing a player back to fitness after injury
<b>Sports science support</b>	The range of services available designed to support the performance of players. Typically, this will include physiology, strength and conditioning (athletic training), psychology, physiotherapy and nutrition.
<b>Talent identification</b>	A key discipline within the wider scouting process, referring to processes and programmes that are set up to identify players who have the potential to be professional/national team players. Talent identification aims to detect, select, recruit and develop players who have the skills and competencies to succeed at the predetermined level. Referred to as "TID" in combination with talent development.

<b>Technical division</b>	The departments that are responsible for the delivery of all technical football aspects of the work of the association (typically this will be coaching, player development, recruitment, scouting, performance analysis, etc.)
<b>Technical leaders</b>	Those staff, other than coaches, who have specific technical duties to carry out in support of the MA, for example the director of coaching, the head of coach education or the technical director him/herself
<b>Top league</b>	The senior competition for men and for women in a country. This will usually be the professional league. If there is a senior professional league that has multiple divisions, the top league refers to the highest division.
<b>Top-tier competition</b>	The highest national championship in a country, regardless of professional/amateur status
<b>Youth league</b>	An age-restricted competition usually subject to maximum age criteria, but it may also have minimum age criteria as well

#### Abbreviations used in the infographics:

<b>Y:</b>	Youth
<b>S:</b>	Senior
<b>M:</b>	Male
<b>F:</b>	Female





**“Invest in the future of the game.  
Give every talent a chance.”**

Arsène Wenger

Imprint

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