



All India Football Federation

Governing Body of Football in India

Strategic Plan 2014-2017





CHAM



CHAMPIONS



Praful Patel

President, AIFF

The All India Football Federation, which governs the sport in India, aims to drive growth of football across India in an inclusive and holistic fashion. Football is at an inflexion point and is widely acknowledged as the **fastest growing sport in India**. At this point, it is imperative to establish near-term goals and an implementation strategy to realize football's immense potential.

With the help of inputs from various stakeholders over the past year, we have developed the Federation's **first-ever 4-year strategy plan**, which will build an **efficient football ecosystem** and pave the way for **competitive success at the international stage**.

AIFF's core values of professionalism, team-work and inclusivity are integral to the strategic plan, which will act as a road-map and draw on **existing programs, systems and processes**, together with a suite of new initiatives aimed at achieving AIFF's vision of football development.

The plan comprises of **13, key clearly described and measurable strategic goals**, which will togeth-

er not only form the foundation of football's progress in India, but also ensure that football has a positive and inclusive effect in Indian society.

As a valued member of the football community we look forward to your support in implementing these initiatives to ensure India remains steadfast on the road of football development.

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INTRODUCTION



Kushal Das

General Secretary, AIFF

Indian Football is currently going through a period of **transformation**. The widespread interest in football has translated into several key initiatives by stakeholders, such as sports authorities, clubs, partners and international governing bodies like FIFA and AFC, to promote football in India.

Hosting of the FIFA U-17 World Cup represents the biggest opportunity to drive football to new levels in India. The prospect of a new franchise-based tournament combined with the increasing corporate interest in the sport will aid in improving the quality of football at the highest level.

This strategic plan lays out the road-map for achieving the vision of the AIFF. The **13 strategic goals** outlined in the following sections have been devised after analyzing the situation at hand, identifying key strengths, improvement areas and potential opportunities and subsequently devising an **inclusive implementation strategy** with clear, quantified targets and strict deadlines after taking into account the interests and roles of various key stakeholders.

Transformation begins from within and hence the federation has defined the first set of goals and mile-

stones for itself, its affiliate state associations and clubs. Through efficient, professional and transparent administration the AIFF aims to include and gain trust of key stakeholders and build a collective strategy that is committed to developing Indian Football.

The next set of goals focus on **building** key support structures, which special focus on human capital through development of grassroots, youth, coaches, referees and women's football.

However, the transformation would be incomplete without improvements in the ability to **perform** both at the national and international levels and this forms the final set of goals.

I would like to thank the President, Executive Committee members, State Associations, our commercial partners, professional league clubs and the entire team at the AIFF for the commitment they have demonstrated to formulate this strategic plan that will be integral to building the future of Indian Football. I am indebted to FIFA for its guidance which helped refine our goals. Finally, I want to thank Kishore Taid and Anurag Khilnani of Bhaichung Bhutia Football Schools for their contribution in drafting the plan.



OUR VISION & MISSION

Football to be the sport of choice touching all communities. India to be an inspiring, proud and successful football nation at the highest level.

To develop, promote, protect & professionally manage football for the benefit of the nation through:

- inspiring mass participation
- organising competitions
- strengthening national teams
- implementing comprehensive development programmes by working with all stakeholders

OUR VALUES

PASSION

Love for the game; We work hard for the overall development of football to deliver the best quality, on and off the pitch.

LEADERSHIP

We motivate and inspire all our stakeholders to achieve our mission

INTEGRITY

We work judiciously for a common cause of protecting the integrity of the game and we are honest and transparent

RESPECT

Respect for all stakeholders in the game

TEAM WORK

We work cohesively with a unified vision

PROFESSIONALISM

We have the expertise required to deliver on our commitments in a timely and accurate fashion

INCLUSIVITY

We ensure adequate representation in the game and equal opportunity for all



INDIAN FOOTBALL ON THE RISE

There are several indicators that bode well for the scope of Indian Football and the heights it can scale in the near term. We focus on a few significant examples that epitomize broad trends across the country and illustrate its potential to grow and contribute to Indian Society.

Football Viewership

Today, football is the second most viewed sport in India. Broadcast rights for the FIFA world cup have risen by more than 1000% in 8 years between 2006 and 2014. Football viewership in India crossed 50 million during 2014 World Cup.

Investment in Indian Football

Investments over INR 7.5 billion from corporates such as IMG, Reliance, TATA, Adidas, AUDI, Panasonic, Coca Cola in the recent past have given Indian Football a boost in the forward direction. Recently, the formation of clubs by celebrities and corporate entities for the Indian Super League has given a new dimension to long-term investment in Indian Foot-

ball. FIFA as well as some of the world's most popular football clubs such as Barcelona, Liverpool, Real Madrid are investing in academies, soccer schools and CSR initiatives.

Inclusion and Development through Football

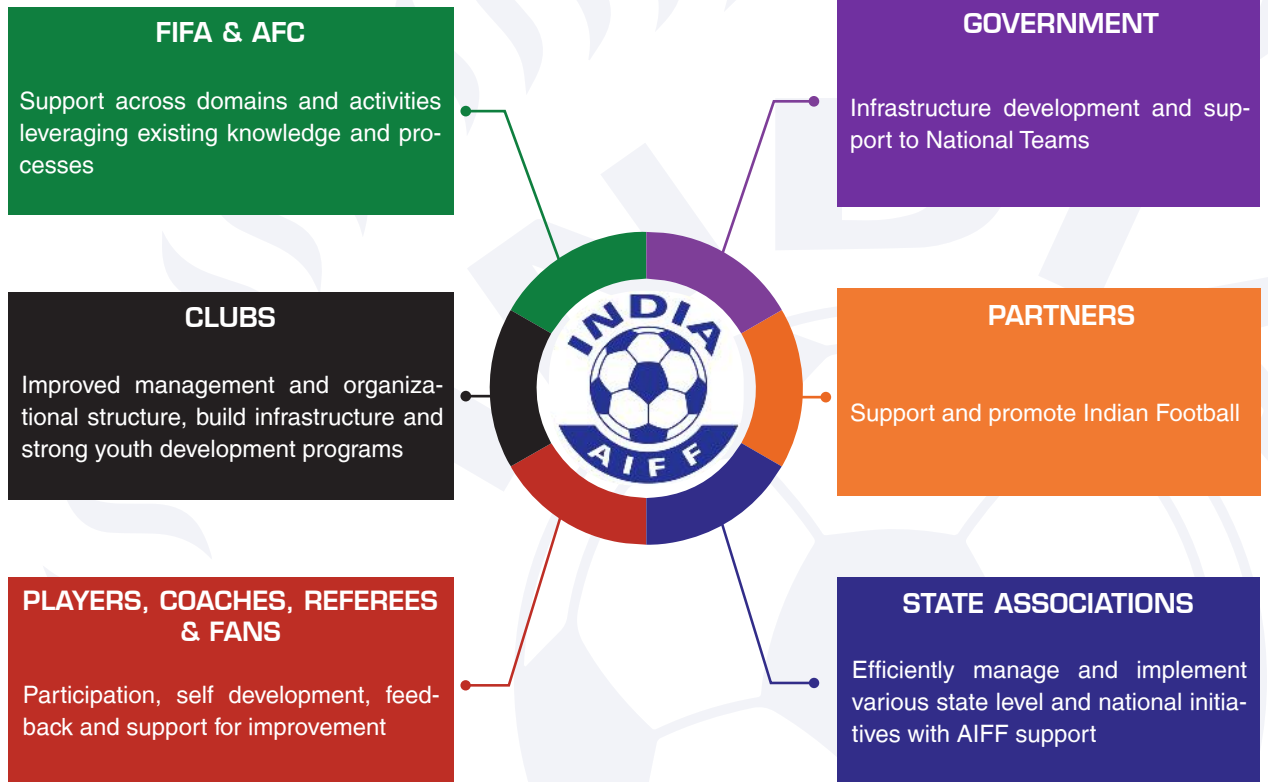
Indian Football is turning into a great means for inclusion of all strata of society by promoting equality and solidarity across various divides that exist in the Indian society. With numerous initiatives by football schools, NGOs and government organisations, football is being used as a tool to empower those less fortunate and provide them opportunities to develop.

FIFA U-17 World Cup 2017

India has won the bid for the FIFA U-17 World Cup and have become hosts to the biggest competition in the history of Indian Football. With it, the dream of every Indian Football fan to see the national team play in the greatest football competition will be realized at the U-17 level. The event has the potential to become a landmark in the development of Indian Football and propel the ecosystem to a new level.



KEY STAKEHOLDERS

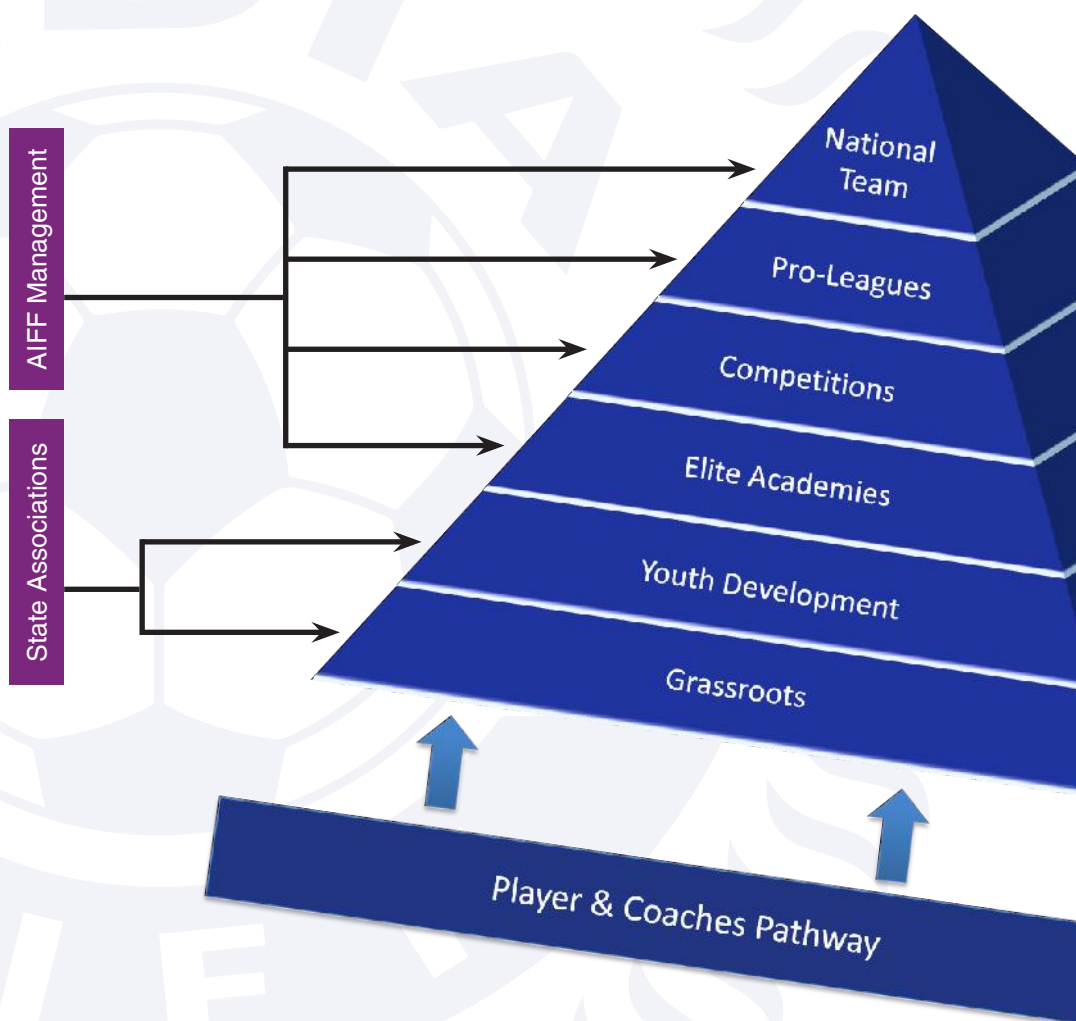


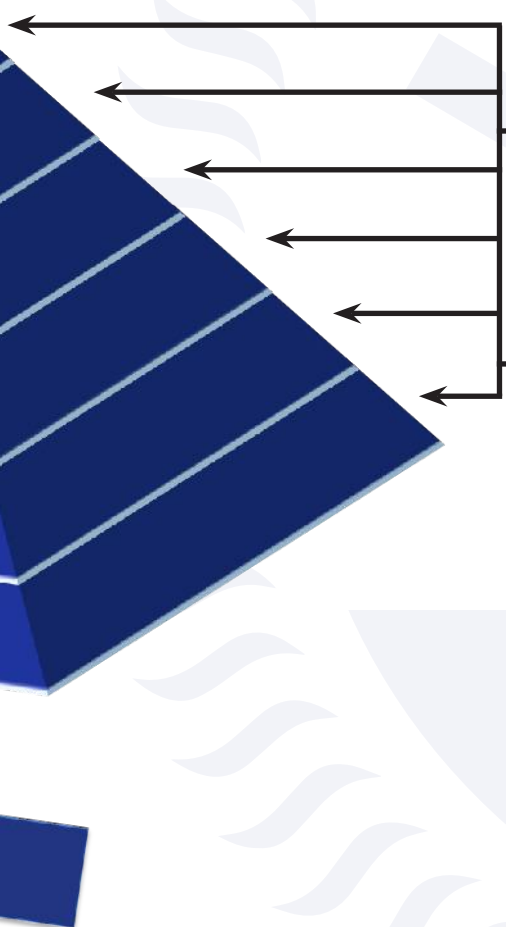
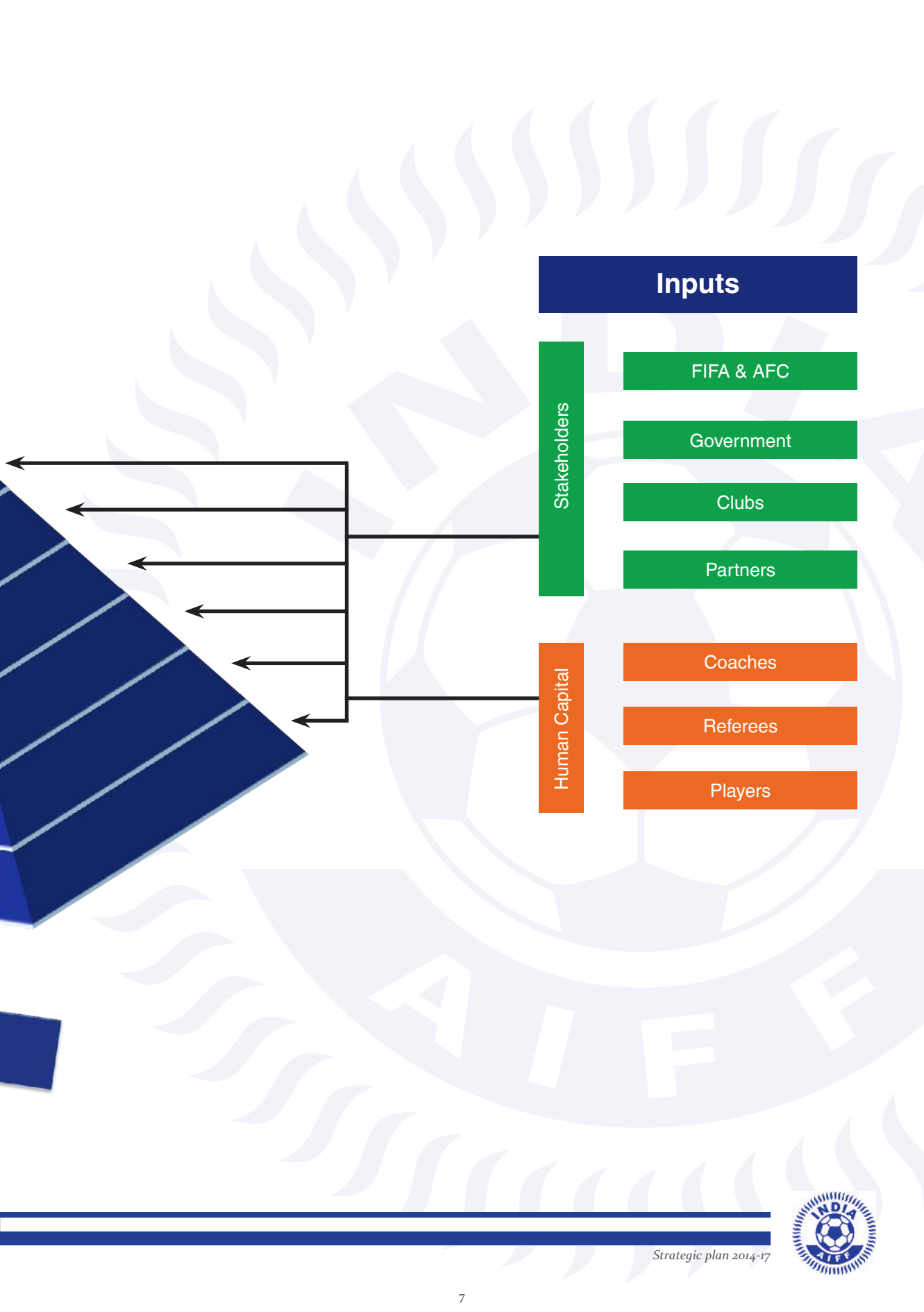
The successful implementation of the Strategic Plan will be aided significantly by the support of AIFF's stakeholders. Many stakeholders including the state associations, state and central governments, clubs, schools, FIFA, AFC, partners, media. Players and fans will be involved for the successful development of Indian Football.

The strategic goals are structured to be inclusive and can only be achieved and benefitted from by a collaborative effort between various stakeholders. AIFF has identified the scope of activities under the purview of each stakeholder to ensure a greater clarity of roles.

STRUCTURE OF INDIAN FOOTBALL

**Efficient
Management**

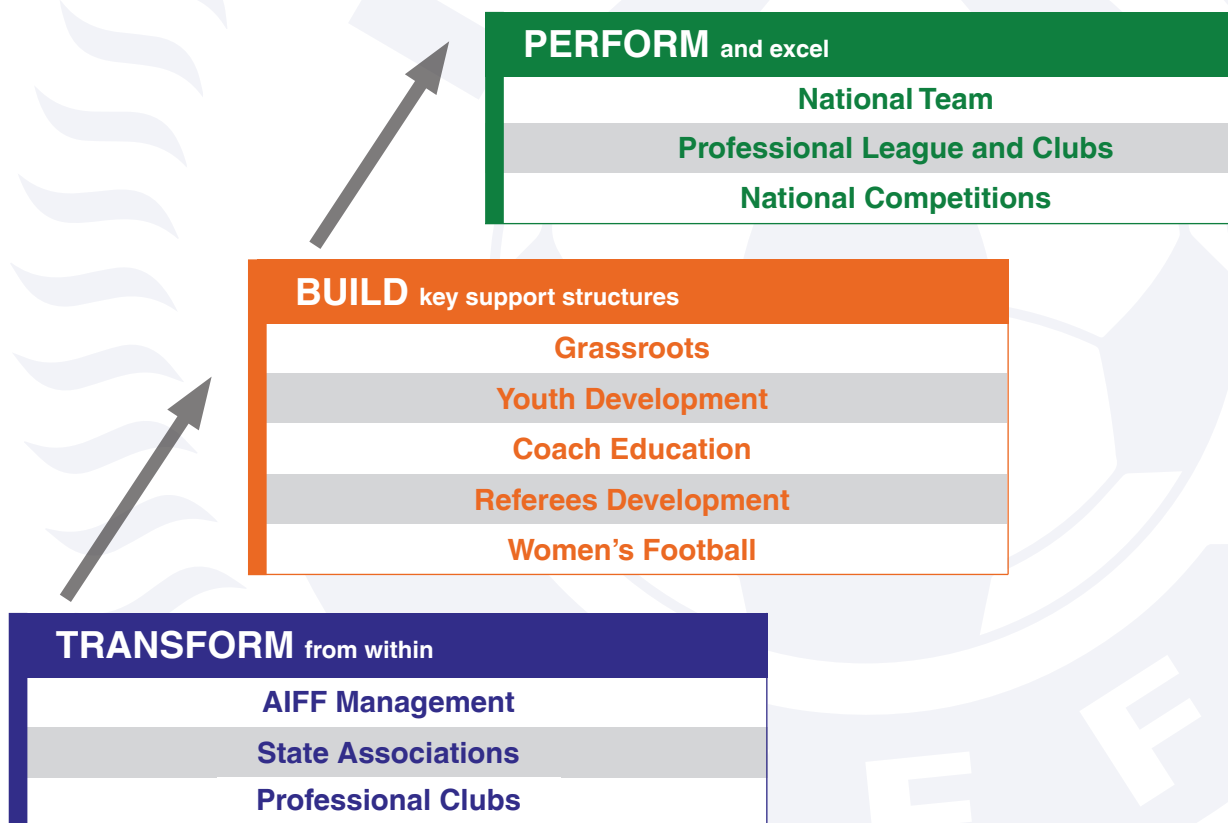






GOALS & MILESTONES OF THE STRATEGIC PLAN

This section structurally depicts the Strategic Plan. Three broad objectives – To **TRANSFORM**, **BUILD** and **PERFORM** collectively represent the Federation’s strategy to drive football in India to greater heights. Within each section, specific strategic goals have been articulated to ensure holistic development of football as a sport, a business industry and an instrument for social change.

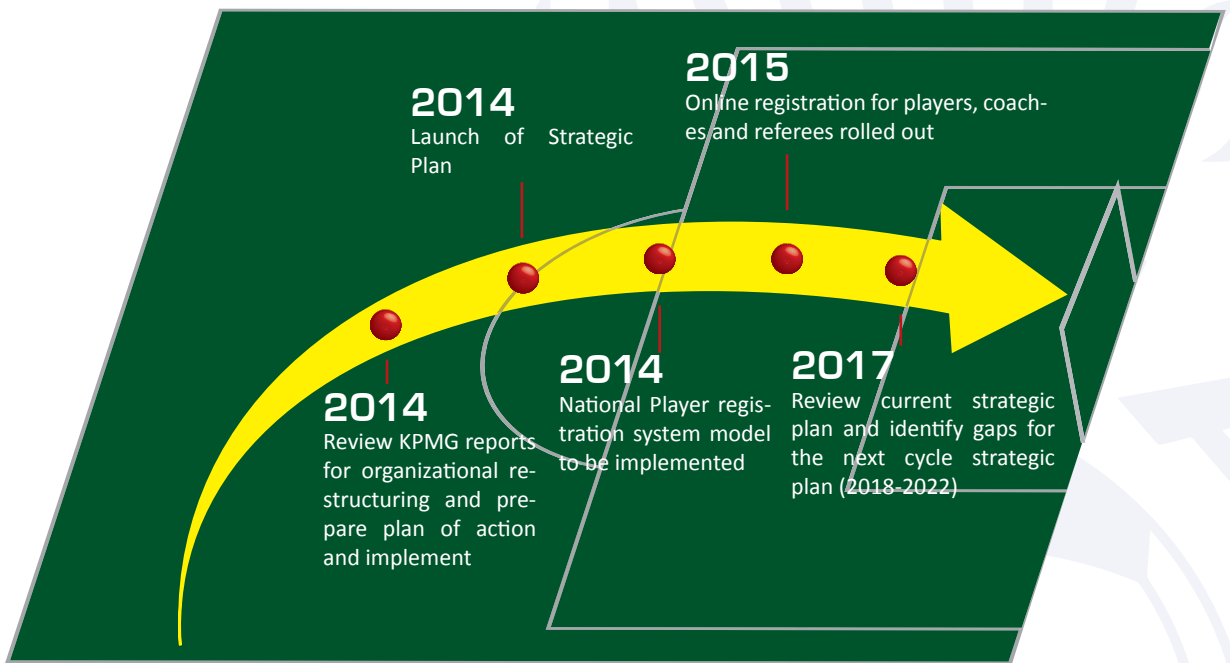


AIFF MANAGEMENT



Objective

To reinforce and professionalize the organization in order to meet set goals and ensure financial sustainability



Efficient management is the key to organizational excellence. The AIFF bears the responsibility of aligning the interests of various stakeholders and guiding them as a collective to work towards the progress of Indian Football. Through transparent administration, good governance and an inclusive strategy, the AIFF aims to achieve this vision in the near-term.

A holistic plan to revamp AIFF is underway which includes a structured media and communications strategy aimed at reaching out to the football fans in the country as well as other stakeholders.

A National Player Registration System and a Code of Conduct will be conceptualized and implemented in 2014 to not only solve problems like age-cheating,

corruption in the game and ensure good record-keeping, but also to aid in tracking performance of players. Extending the same model for coaches and referees by 2015 will be significant in improving accountability and management efficiency at the state and central levels.

In addition, the AIFF aims to review its statutes to harmonize its codes with FIFA and AFC requirements and with the national sports law, if applicable.

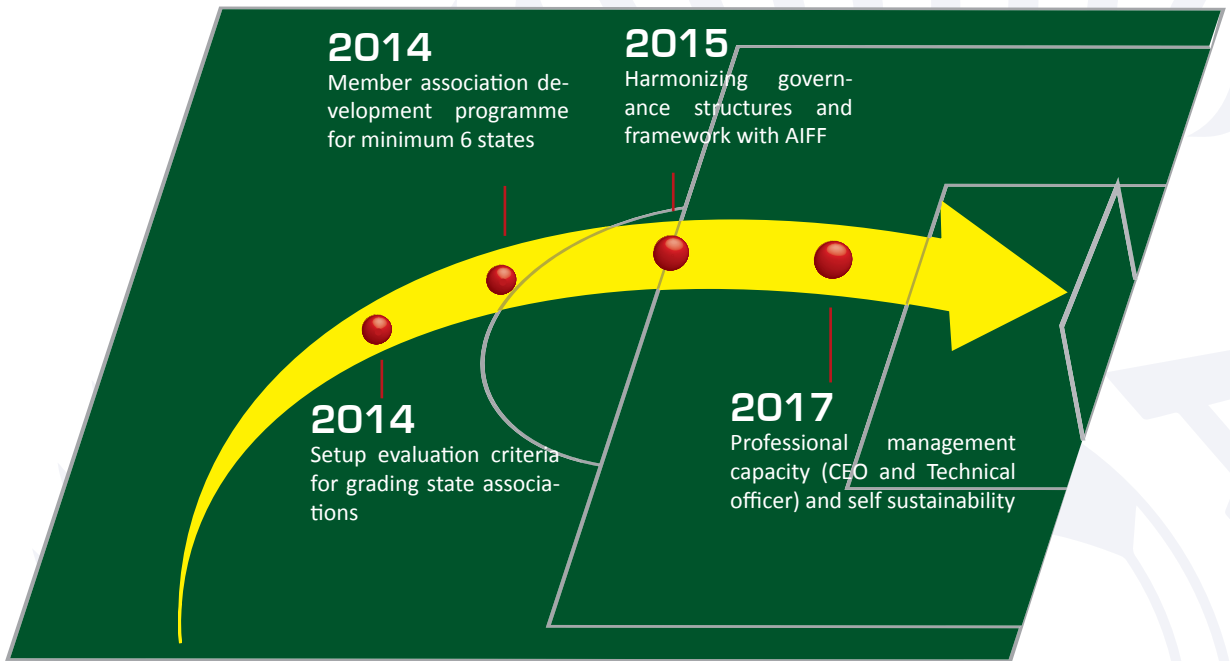
These new initiatives and structures will help the AIFF in achieving the targets set for overall football development, which is why it is essential to achieve operational excellence on an immediate basis.

STATE ASSOCIATIONS



Objective

To strengthen football development at the level of state associations by building management & technical capacities



The successful nation-wide implementation of this strategic plan and all future policies devised by the AIFF hinge upon the performance and support of its State Associations. The AIFF is committed to guide each State Association to attain professionalism, in thought and in practice. Hence, it is imperative that every state association is built with a proper organisational structure and professional management.

In accordance, a minimum of 6 states will be identified to start a member association development

program. The aim is to make the State Associations efficient and in line with the statutes of AIFF in institutionalizing professional management (appointment of CEO and Technical Officer) and attaining self sustainability by 2017.

Upon successful implementation, the program will then be extended to each and every state association, thus ensuring a level of management efficiency that is consistent across the country.

GRASSROOTS

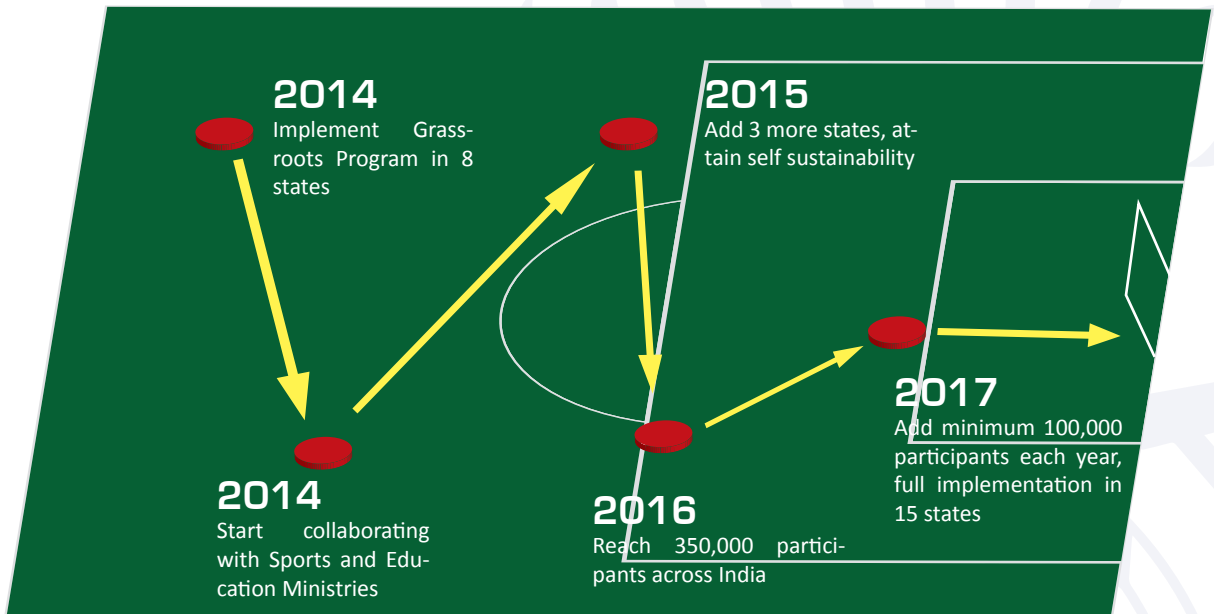


Objective

Ensure widespread participation in football (small-sided games) for children (boys & girls) in age group of 6-12 years and implement a common fun-filled experiential method of coaching at the grassroots across India.

Stakeholders

- AIFF & State Associations
- Clubs (Professional & Amateur)
- Schools
- Parents and volunteers
- Partners
- FIFA & AFC
- Government (Ministries of Education and Sports)



The AIFF Grassroots Program aims to provide playing opportunities to as many children (boys and girls) as possible in the age group of 6-12 years. This age group constitutes the ‘golden age of learning’, and children should be introduced to football with the right philosophy by promoting the principles of fair play. In addition to learning football, children will be given the opportunity to “learn through football”, thus building their personality, confidence and instilling teamwork.

By design, the Grassroots program provides numerous opportunities for both business entities and to effect social change. It provides the largest on-ground activation opportunities and customer engagement for potential partners across the country. In addition, being an inclusive program, it has the potential of providing employment to football passionate educators across India and engaging children from vari-

ous social strata and providing them with a fun-filled learning environment.

The AIFF Grassroots Program aims to reach 350,000 kids across the country in the coming 2-3 years and then add a minimum of 100,000 kids each year to the program. The program will be primarily rolled out through the State Football Associations and clubs and involve other important stakeholders as well.

The Grassroots Program acts as a starting point in the player development pathway. The top players from the Grassroots Program, after reaching the age of 12, will be identified by the States and, if seen as good enough, will be inducted into various academies run by clubs and the AIFF.

Additionally, the Grassroots Program acts as an entry-point for aspiring coaches and by its design can be self-sustaining in the long run.

YOUTH DEVELOPMENT



Objective

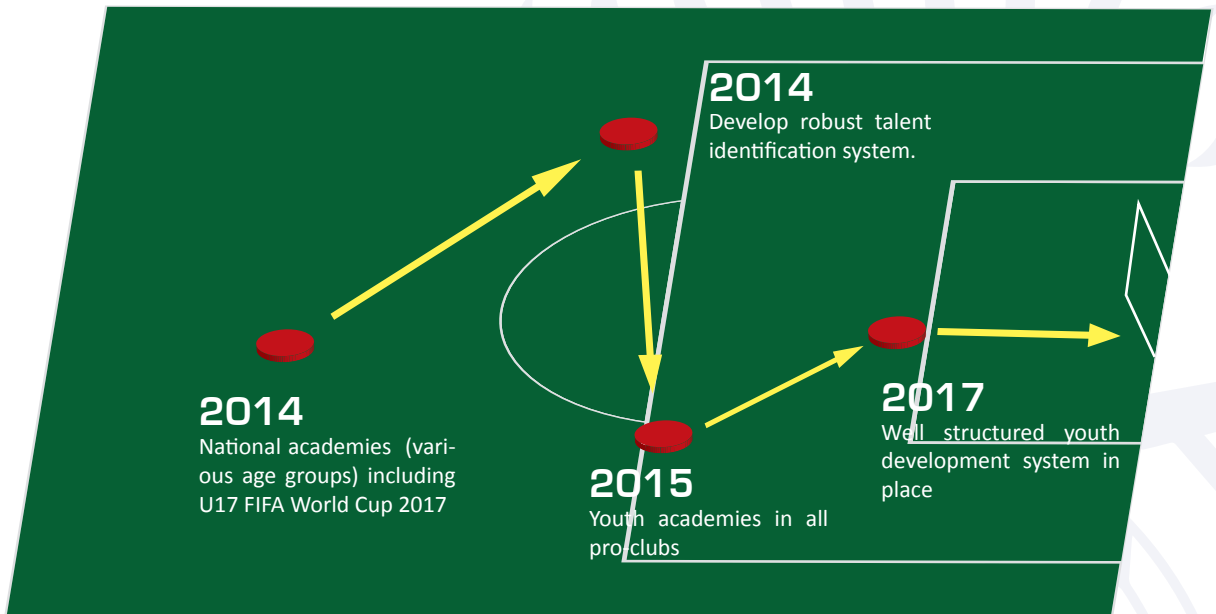
To build a strong and structured youth development system to identify talent and create a robust pathway for players.

Stakeholders

- FIFA & AFC
- AIFF
- Clubs
- Partners

Implementation

- AIFF
- Clubs
- State Associations



Youth development is the cornerstone of progress of any sport in a country. Investing in the future is thus critical and a long-term commitment. The AIFF, clubs, partners and private entities each have a part to play in building a holistic and widespread youth development program.

There have been many positive steps made in this regard, where the AIFF, with the help of FIFA has setup national academies for various age groups including specific academies for the development of players for the U17 FIFA world cup in 2017. These academies educate exceptional talents from across the country on a pro-bono basis and are envisioned to pave the way for more meteoric rises such as that of Bhaichung Bhutia, who hailed from a remote village in Sikkim.

In addition, there have been numerous initiatives by Indian Football legends and by foreign clubs focused on youth development through soccer schools, talent hunts and youth competitions. Support from partners for these initiatives has been heartening.

The AIFF aims to formalize talent identification in 11 states in 2014. In addition, with academy certification being rolled out in 2015, the AIFF aims to define quality standards for privately held academies and soccer schools. The AIFF envisions I-league and ISL clubs to be the torch bearers of youth development in the future by having strong scouting networks and youth academies as per guidelines set forth by the AIFF by 2017, which would involve an exchange of technical support and knowledge sharing between the AIFF and the individual clubs.

COACH EDUCATION

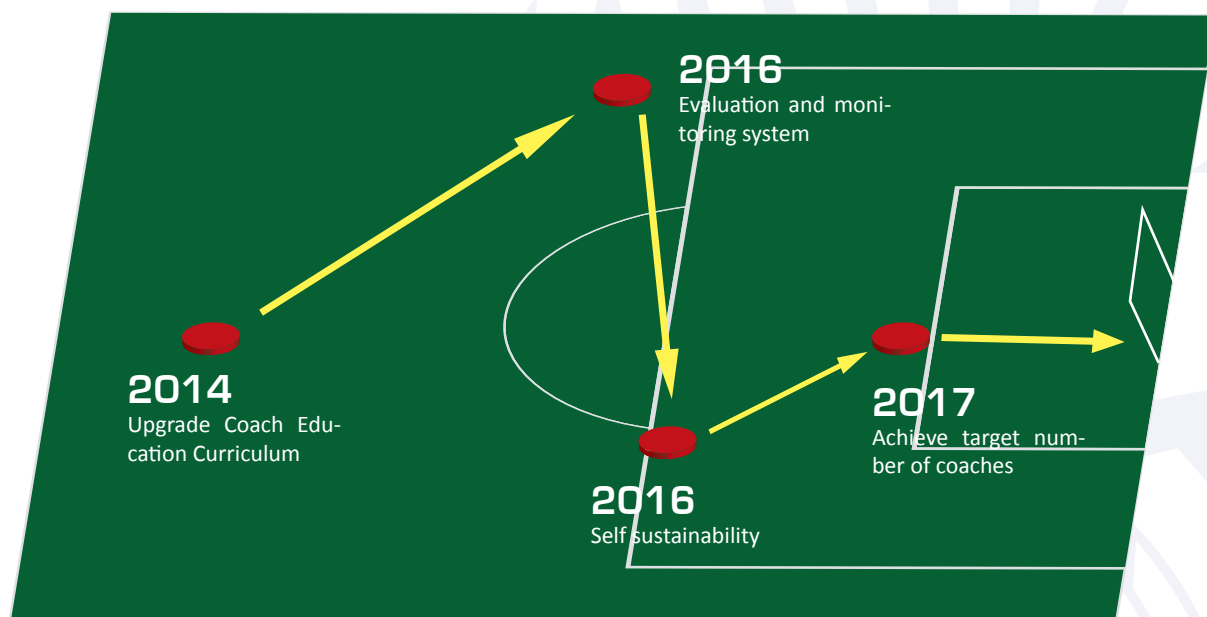


Objective

To produce qualified Indian coaches and instructors at all levels and in all areas for national teams, academies, clubs, states and schools.

Stakeholders

- AIFF and State Associations
- Clubs
- FIFA & AFC
- Government (Ministries of Education and Sports)



"I had to send him a message afterwards, saying "I'll never forget what you've done for me". If it hadn't been for him I wouldn't be here today, living my dream."- Cesc Fabregas on Arsene Wenger's contribution to his career.

Excellence at the top level can only be achieved after world class coaching at the grassroots and youth levels. With the objective of developing human capital to nurture talent that spans the breadth of the country, coach education remains a key focus area for the AIFF. Coaches remain the single most important ingredient in shaping a football player who is not only technically gifted but also an exceptional individual and role model to millions.

AIFF has set an annual target of augmenting the capabilities of over 1200 coaches across India each year.

In addition, there is a concerted effort to upgrade the coach education curriculum and initiate the establishment of a National Coach Evaluation & Monitoring System (NCEMS) by 2015, which will be further implemented by 2016.

Through the NCEMS, the AIFF will ensure that each licensed coach continues to be an active participant in Indian Football and undertakes regular knowledge upgradation by attending at least one refresher course every two years. AIFF further aims to achieve self sustainability in all its coach education activities by 2016 and the required number of coaches by 2017.

The AIFF, State Associations and clubs will play key roles in the implementation with schools, universities and clubs providing platforms for the educated coaches to employ their newly acquired knowledge and expertise.

REFEREES DEVELOPMENT



Objective

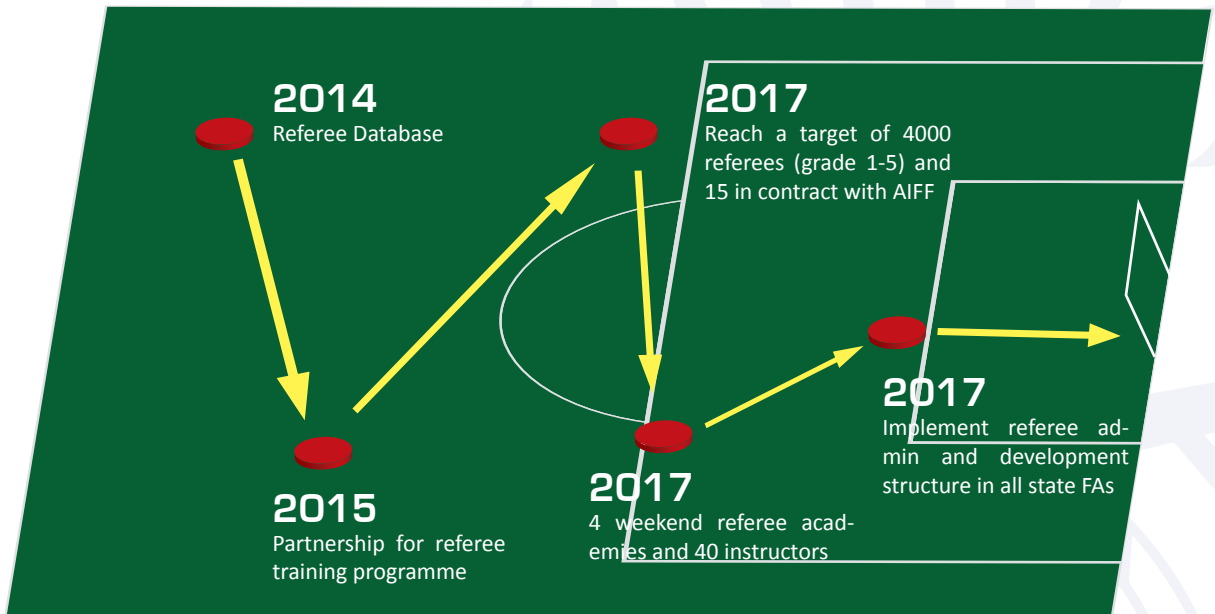
To produce qualified Indian referees at all levels for domestic and international competitions and promote refereeing as a career.

Stakeholders

- FIFA
- AFC
- State Associations
- Government

Implementation

- AIFF
- State Associations



“One of the main problems for people in every activity is decision making. It is something that can’t be taught ... making a decision under stress is something you have to learn, for example, if you want to be a top manager in any big company. How better to learn these things than to be a referee.” - Pierluigi Collina - one of the most regarded referees of all time

In what is widely regarded as one of the most difficult and scrutinized positions in football, refereeing is an art. Good quality referees with high attention to detail and decision making quality and integrity are the support structures vital to not only making football attractive but also improving the overall quality of the game.

The AIFF realizes this and has planned several steps

to improve the technical acumen and ability of Indian referees and hone professionals of international acclaim in this area.

A referee database is the first step to be taken in the direction of formalizing refereeing system. With this system, an integrity declaration for referees as well as prevention methods against potential approaches trying to harm the integrity of the game can be implemented.

The AIFF aims to educate over 4000 referees by 2017, with 15 top referees being employed full-time by the AIFF.

In addition, 4 weekend referee academies are envisioned to be set up and each state association will be responsible for setting up a referee administration and development structure in its respective state.

WOMEN'S FOOTBALL

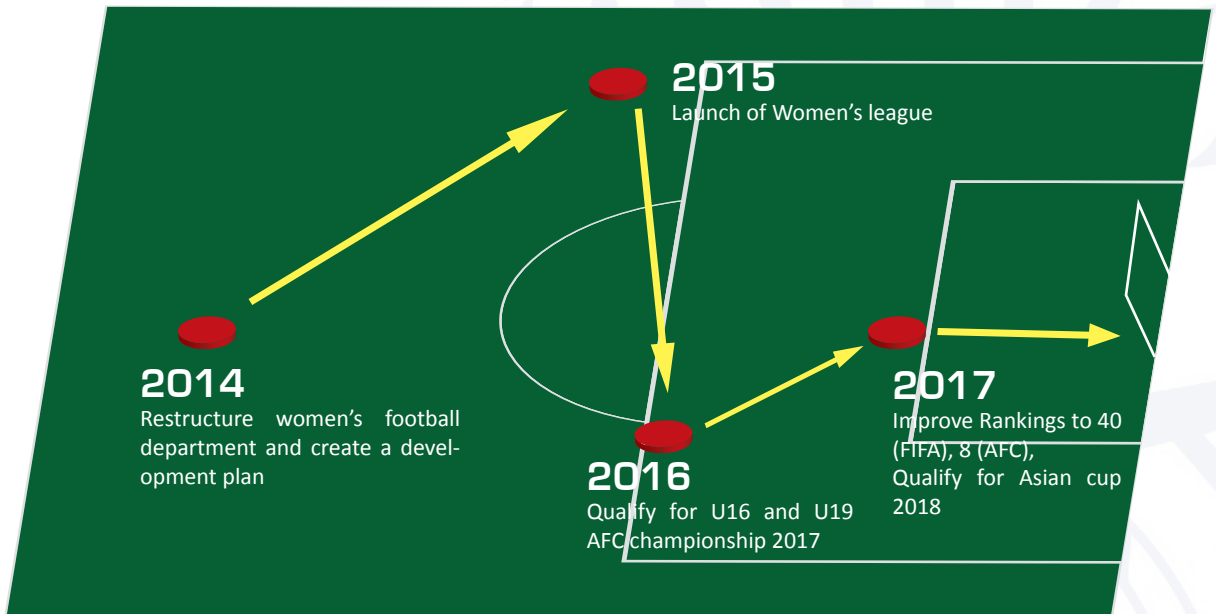


Objective

To improve the quality of women's football through a developmental plan focusing on all aspects of the game.

Stakeholders

- FIFA
- AFC
- State Association
- Government



"We have the ability, we have the technique, we have the tactics" - **Marta Vieira da Silva**, 5 time recipient of FIFA World Player of the Year award.

In India, women's football can be more than just a sport, it can epitomize empowerment, societal equality and respect. The AIFF aims to play a key role in this transition, first, by increasing the numbers of women and girls playing football in the country across all levels (amateur as well as professional) with heavy emphasis on improving access to quality facilities and second, by providing avenues for excellence. With India being ranked at 50 in the world, women's football possesses an untapped potential to bring laurels to the country. Furthermore, it serves to nurture top class professional footballers that may make the transition to the world stage (earlier than their male counterparts).

To promote women's football, the AIFF plans to set up a national league, which will be backed by a national scouting system by 2015. By securing regular coverage, the overall profile and perception of the game can be improved. The AIFF also plans to obtain grants and funding for various activities/infrastructure that will help Indian Women's Football reach greater heights.

By 2017, we aspire for our women's team to be amongst the top 8 in Asia and to compete and perform consistently in all Top AFC youth and senior competitions.

In addition to the efforts of the AIFF - all other stakeholders have an important role to play for the development and promotion of women's football in order to achieve the objectives.

I-LEAGUE



Objective

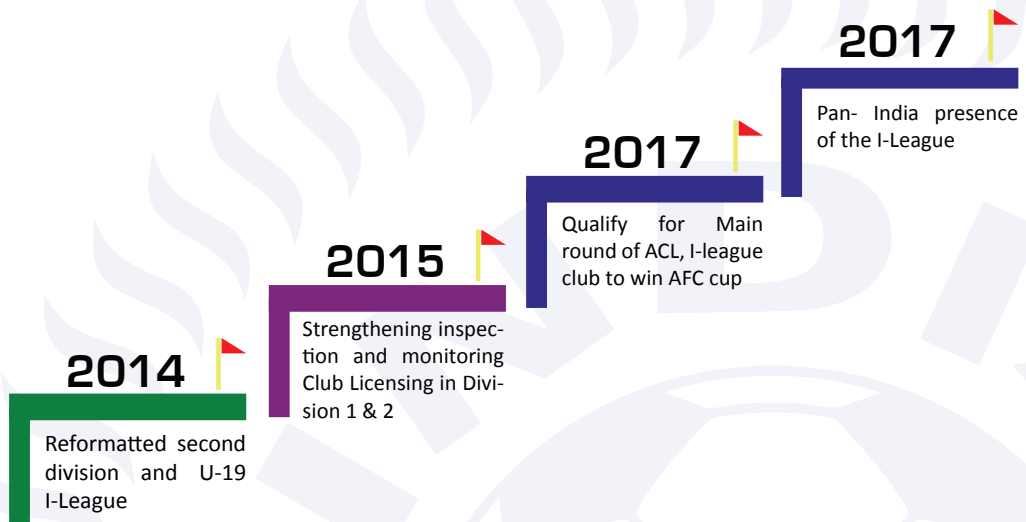
To develop a high quality and commercially viable Pan Indian I-League with participation from professionally managed clubs, to develop a competitive national team.

Stakeholders

- AIFF
- Partners
- Clubs
- Fans

Implementation

- AIFF
- Clubs
- Partners



The I-League remains the showcase competition and pinnacle of competitive excellence within Indian Football. It is imperative for the development of Indian Football that the competition is revived in terms of quality, sustenance and marketability for the development of Indian Football. Preservation of the integrity of the league against corruption is imperative to the sustainability of the I-League.

In accordance with the refurbishment of the I-League, the AIFF aims to reformat the structure of the 2nd division and the U19 I-League by the end of 2014 to make them more competitive and cost ef-

fective. Moreover, the Club Licensing criterion that includes infrastructure requirements, academies, youth frameworks and community development activities is to be fully implemented by all clubs including those in the 2nd division competition by 2015.

Concurrently, the overall level and quality of the league will increase due to the active investments in youth development by the clubs and by the AIFF. Consequently, the youth will be expected to feature in the I-league on a regular basis - allowing more exposure than they usually get. The AIFF aims for one of the I-League clubs to win the AFC cup by 2017.

COMPETITIONS



Objective

To have strong national competitions which are commercially sustainable and facilitate identification and development of players at all levels.

Stakeholders

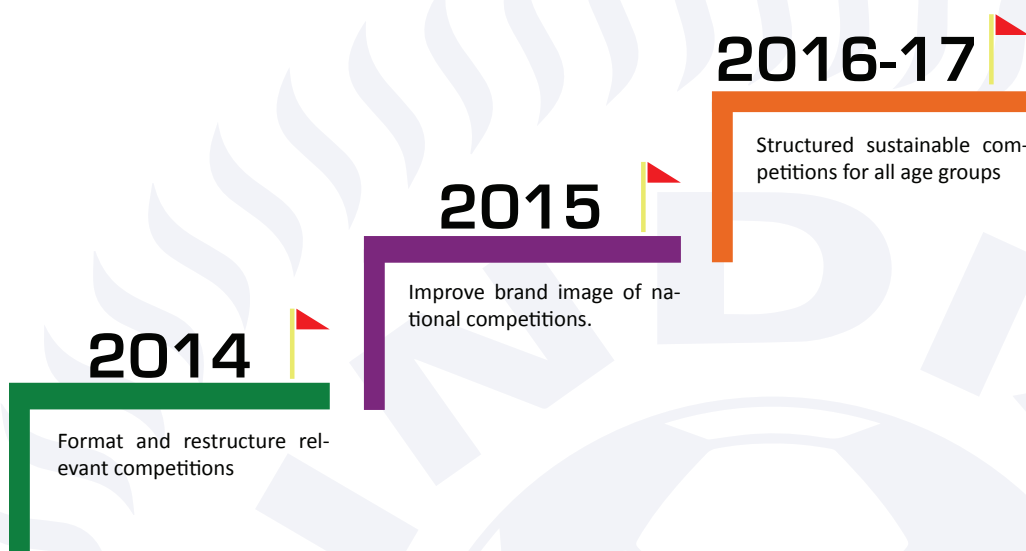
- AIFF
- Partners
- Clubs
- Media

Competitions

- Santosh Trophy
- Federation cup
- State Level age group competitions

Implementation

- AIFF
- State Associations
- Partners



National competitions are collectively the best platform for both - identifying future stars and to popularize the game at the youth level. The AIFF seeks to grow the span and reach of such competitions across all age categories along with raising the competitions' image pan India.

It is the AIFF's endeavor to restructure various competitions to make them more cost effective, yet competitive. The AIFF aims to complete this transforma-

tion by 2015 by improving the brand image across all competitions. It is also imperative to enhance tournament management and reinforce the capacity of member associations in competitions. The revenue generated from commercialization of competitions will be ploughed back into developing the competition, thereby transforming them into established events. Cumulatively, the aim is to build a sustainable competition framework that is fully integrated with the youth development pathway by 2017.

NATIONAL TEAM



Objective

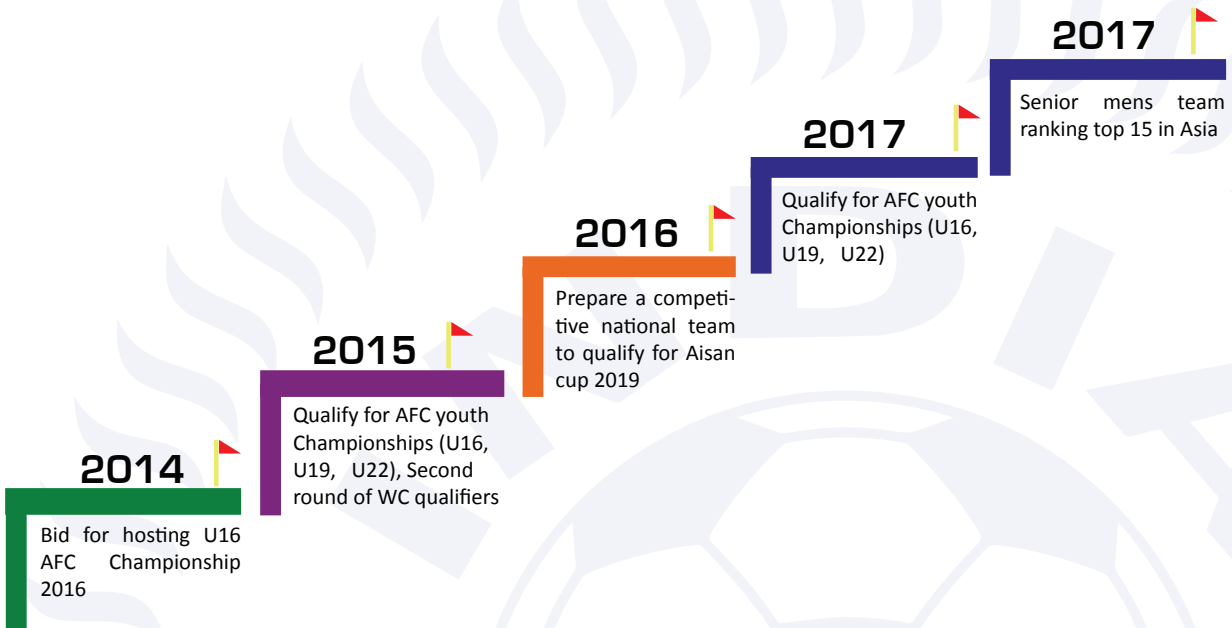
To build competitive national teams across all age groups and senior national team breaking into the top 15 in Asia.

Stakeholders

- AIFF
- Government
- Partners
- Clubs
- State Associations

Implementation

- AIFF
- Partners



The national team showcases the nation's footballing prowess to the rest of the world. In addition, success at the international stage is perhaps the biggest driver of interest and development of any sport in a country. Hence, it is imperative that the national team's competence and ranking is improved and the teams excel at the Asian stage across all age groups.

A significant step in this direction was the triumph of the U-16 team at the South Asian Football Federation championships that vindicated the efforts of setting up the AIFF-FIFA Academies in 2012. The AIFF has set aims for AFC youth championship qualification for youth teams (16-22) by 2015.

In addition, by hosting the U17 World Cup in 2017,

we are fostering international level football competition for the first time in the country. This inflow of worldwide talent and sponsorship is crucial to the development of the nation's scope and span of competitive football.

The senior national team aims to break into the AFC top 15 in addition to reaching the second round of World Cup qualifiers by 2017. Hereon, all teams will receive access to the highest standard of medical, nutritional, technological, infrastructural facilities.

The aim is to set up a National training center by the end of 2017, to facilitate the development of all national teams.

FIFA U17 WORLD CUP



Objective

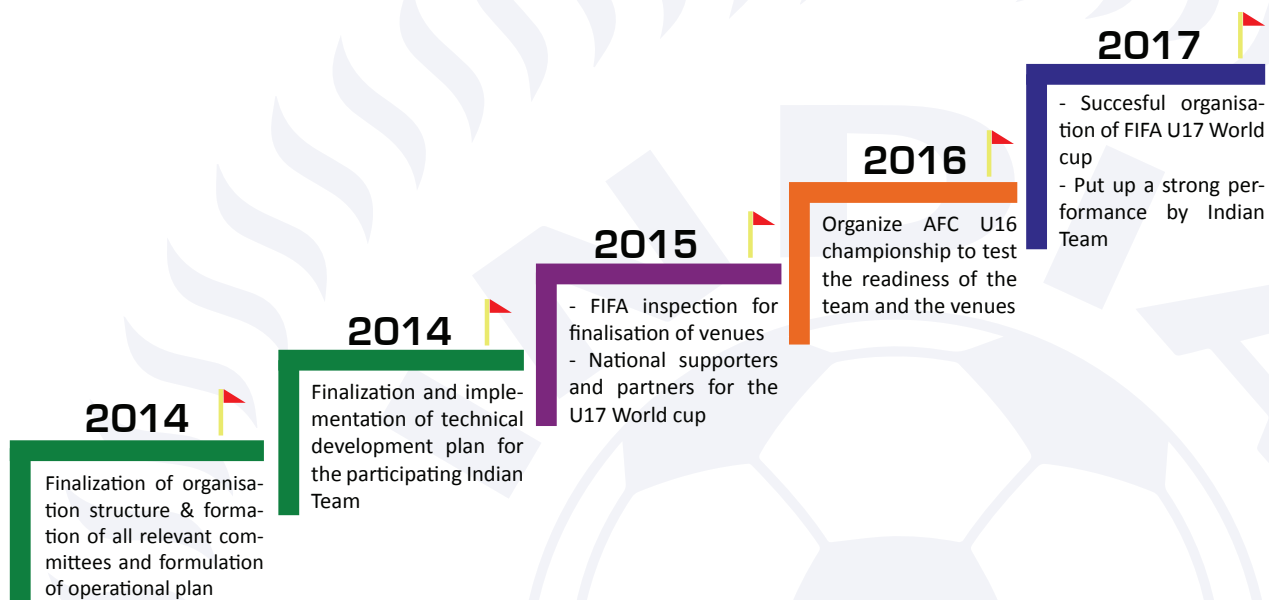
Successfully organise the U17 FIFA World Cup in 2017 and prepare a competitive U17 national team

Stakeholders

- FIFA
- AIFF and State Associations
- Government
- Partners
- Media

Implementation

- FIFA
- AIFF



The opportunity to host the U17 World Cup in 2017 is expected to put us in the league of top footballing nations who have the potential to make a huge impact in terms of football development. It is a chance for India to showcase its infrastructural capability and footballing prowess. Hosting the world cup will provide us the platform to achieve the twin goals of producing top quality footballers and infrastructure development for the sport in India.

Post the appointment of the requisite executives for the U17 World Cup in 2014 - the operational plan for conducting the tournament will be laid out in 2015 which will include setting up relevant committees for hosting the U17 World cup in an organized manner.

The AIFF plans to set up two world cup academies by 2014, with the sole purpose of grooming highly talented football players. The players will be devel-

oped with the best facilities and top quality coaching supported with state-of-the-art technical development programme with the aim to put up a strong performance in the tournament.

Organisation of the tournament will be of the best quality with world class venues and facilities provided for the travelling teams. 8 best stadiums in India have been shortlisted by the AIFF, in which basic development activities have commenced. The venues will be narrowed down to 6 in 2015, depending upon feedback from FIFA and the progress of development activities.

Successful organisation of the tournament and a good performance by the U17 Indian team will propel India in the World football space and also ignite the passion for the game in India.

INDIAN SUPER LEAGUE



Objective

Successfully organise the Indian Super League starting 2014, set the standards for professional football development and create a platform to showcase excellence.

Stakeholders

- IMG- Reliance, Star TV
- AIFF and State Associations
- Partners

Implementation

- IMG-Reliance, Star TV
- AIFF
- ISL Clubs

2014

Successful organisation of first season; league and clubs to reach out to 1 million children through grassroots programs

2015

League and ISL clubs to plan community outreach programs to popularize football through grassroots & marketing initiatives

2016

All ISL clubs to have youth teams for various age groups, competing in various state and national competitions

2017

All ISL clubs to lay basis for academies in their cities/regions to cater for development of talented youth

All India Football Federation, along with their marketing partners – IMG-Reliance and Star is launching a high octane league – Indian Super League, with the purpose of popularizing the sport and providing a platform for youngsters to actively participate in football. The first edition of the league will run from 12th October 2014 to 20th December 2014 and is set to feature international stars like Alessandro Del Piero, Nicolas Anelka, Robert Pires, Fredrik Ljungberg amongst others.

Eight clubs from eight different cities – Delhi, Mumbai, Kolkata, Kochi, Guwahati, Goa, Chennai and Pune will participate in the first edition of the league. All the eight clubs are owned by high profile personnel and each one of them has a celebrity involvement to capture the interest of the masses. The league will be played in home and away format followed by home and away semifinals and a final. A total of 61 games will be played across the above mentioned cities, and all the matches will be telecasted at prime time on Star Sports and its partner channels. The league is an attempt to engage various stakeholders

in football and provide the sport with much needed push to generate interest and develop across various platforms. It is also important to ensure the integrity of the Indian Super League against potential corruption.

In addition to providing the sporting platform, the clubs are obliged to carry development activities in form of grassroots development and infrastructure refurbishment. Each club is to activate the communities in their respective areas through grassroots activities starting from the first year, followed by having youth teams in third year and residential academies in fifth year. The league is aimed at providing a holistic development of football in the country and creating an efficient ecosystem that provides to the betterment of other leagues and the national team.

Indian Super League is being governed by a joint committee from AIFF and IMG- Reliance, with AIFF looking at regulatory aspects of the league and IMG-Reliance & Star responsible for promotion and implementation of the competition.

MEDIA



Objective

To showcase a positive image of AIFF and its activities through focused and timely communication and PR activities.

Stakeholders

- AIFF and State Associations
- Partners
- Media

Implementation

- AIFF

2015-16

Develop and implement media communication strategy and plan

2017

Evaluation of effectiveness of the plan and launching new media initiatives

All India Football Federation aims to improve its public image through a focused and thorough media strategy. The media strategy will be done through two parallel interventions - external and internal.

Internal initiatives will include setting up a strong communications policy among all departments to ensure that all relevant information is reported correctly and in an organised manner.

External communication comes with a challenge of portraying the right information in the right manner to boost the image of AIFF and attract eyeballs. For this purpose the AIFF will soon be hiring a PR agency to

showcase the initiatives as well as its achievements. Presence on social media platforms will be focused upon extensively so that no stone is left untruned. Timely and correct reporting about AIFF initiative across all levels - starting from grassroots to academies, women's football to senior team, is important not only to improve image but also increase the overall participation.

A dedicated PR campaign for the FIFA U17 World Cup is not only needed but also necessary to increase the popularity of football in India. The campaign will have special focus on the Indian team in order to inspire our young footballers to excel.



“India is a sleeping giant”
With compliments - Joseph “Sepp” Blatter

2013

We are now awake to realize the dream.....



2014

2015

2016

2017

Partners & Sponsors



Knowledge Partners





ALL INDIA FOOTBALL FEDERATION

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