

Reach for your goals!



# SFF Strategic Plan 2016-2019

November 2016

# **SFF Strategic Plan**

## **2016 - 2019**

**Reach for your goals**

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Foreword  
by the  
President  
of the SFF

Dear Friends of football,

It is with great pleasure that I present the Strategic Plan of the Suriname Football Federation to you.



As in most places in the world, football is recognized as the number one sport in Suriname. Throughout all seasons in all districts, youngsters (boys and girls), women as well as veterans practice our beloved sport and in doing so, they contribute to a healthy living and overall well-being. We organize and stage multiple national and regional competitions, all of which are under the auspices of our federation. This is all within the scope of our mission which states:

*"SFF (The Suriname Football Federation) IS COMMITTED TO PROFESSIONALLY MANAGE, DEVELOP AND PROMOTE FOOTBALL AT ALL LEVELS"*

Even in our remote areas in the interior, indigenous people and maroons practice football with limited resources, all under difficult circumstances, both from nature and technical. This gives us the spirit to fulfill our vision which reads:

*"WITH FOOTBALL BEING OUR LEADING SPORT, THE SFF (The Suriname Football Federation) WILL INSPIRE OUR NATION WITH BETTER FOOTBALL FOR ALL, ON AND OFF THE PITCH"*

SFF has done and is still doing its utmost to facilitate the development of the spirit of sportsmanship and the love of the game throughout our country. Via this spirit of fair play being front and centre, we aim to stimulate sporting exchanges of teams and clubs nationally as well as regionally for our players.

We salute and compliment all our past presidents, board members, top athletes, supporters and corporate partners and sponsors for their endeavors and contribution that have brought us as far as we are today and have given us the opportunity to take our sport to the next level.

Like every other country, Suriname wishes and aspires to reach the highest potential levels of the game to enable us

to qualify for the FIFA World Cup by the year 2022.

And this is one of the most important aspects to this plan - goals! We are striving to achieve major goals with this strategic plan, including:

- grassroots development projects
- improvement of the delivery of services to our members via increasing the overall capacities of our Headquarter staff
- doing the very same at club level
- Improvement of player technical skills, as well as the physical and psychological training programs for the benefit of our players.
- The implementation and improvement of Information Communication and Technology use in our federation's headquarter facilities
- special projects for women and youth players
- special projects in rural areas
- the creation of marketing and income generating programs to support SFF programming in future

All of the above are critical objectives to reach within the overall priority of long term program development combined with financial self-sustainability.

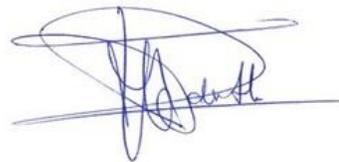
Tackling all of the above will not be easy, but with determination, hard work and our collective love for the game and our

fellow mankind, we believe in our vision and mission as well as our potential to achieve successful outcomes in our plans ahead.

The ingredients of hard work, cooperation, planning, inclusion, communication, investments in human capacity and infrastructure will lead us to long term success. As well as, individual and collective improvement linked to our ability to increase our financial means will allow all of us to maximize our potential to achieve success in meeting all our stated goals.

The love and respect for all will guide us at all times.

**President of the Suriname Football Federation,**



**Drs. John Krishnadath**



# 1. Our Country - Our Football

## Demographics of Suriname

Officially known as the Republic of Suriname, we are a country on the northeast Atlantic coast of South America, bordered by French Guyana to the east, Guyana to the west and Brasil to the South.



The Republic of Suriname is geographically part of the mainland of South America and culturally/economically part of the Caribbean. Administratively, the country is divided into ten districts. Of 542,000 inhabitants, approximately 488,000 people live in the coastal area. Reaching places in the south of Suriname, such as the district of Sipaliwini, which together with district Brokopondo, constitutes the interior with a total of 137,931 km<sup>2</sup> and a total population of 53,000, is quite an adventure and costly.

## Population

The Nation's Capital is Paramaribo with 223,000 inhabitants. Suriname has a very diverse ethnic population, made up of several distinct ethnic groups including:

**East Indians:** 27% of the population, as descendants of 19th-century contract workers from India.

**Surinamese Maroons: 21.7% of the population** as descendants of escaped West African slaves, are divided into five main groups including Ndyuka (Aucans), Kwinti, Matawai, Saramaccans and Paramaccans. The majority live in the districts of Sipaliwini, Brokopondo and Marowijne district together with our indigenous people.

**Surinamese Creoles:** 15.7% of the population as mixed descendants of West African slaves and Europeans (mostly Dutch).

**Javanese: 14% of the population, as** descendants of contract workers from the former Dutch East Indies of Java, Indonesia. They reside in the districts of Nickerie, Saramacca, Wanica, Paramaribo and Commewijne.

**Chinese:** 9% of the population are descendants of the earliest 19<sup>th</sup>-century contract workers. The 1990's and early 21<sup>st</sup> century saw renewed immigration on a large scale. In the year 2011, there were over 40,000 Chinese in Suriname.

**Amerindians:** the original inhabitants of Suriname, form 3.7% of the population. The main groups being the Akuriyo, Arawak, Caraibs, Trio (Tiriyó), and Wayana, living mainly in the districts of Paramaribo, Para, Wanica, Marowijne and Sipaliwini.

**Europeans:** descendants of Dutch 19th-century immigrant farmers, Portuguese from Madeira and other European peoples. The descendants of Dutch immigrant farmers are known as "**Boeroes**" (derived from the Dutch word 'boer', which means farmer). Most Boeroes left after independence in 1975. Today there are about 1,000 Boeroes in Suriname, of which some are still present in the agricultural sector of Suriname.

**Levantines:** primarily Maronites from Lebanon, and Jews, mainly descendants of Sephardic Jews and Ashkenazi Jews. In their history, Joden Savanna plays a major role. Many Jews are mixed with other populations.

**Brazilians:** many of them are gold miners.

The vast majority of people (about 90%) live in Paramaribo or on the coast. There is also a significant Surinamese population in the Netherlands. In 2014 there were 347,600 Surinamese<sup>1</sup> living in the Netherlands, which is about 2% of the total population of the Netherlands,

<sup>1</sup> <http://obsession-magazine.nl/?p=57646>

compared to 573,311 Surinamese in Suriname itself in 2014.<sup>2</sup>



All these groups live harmoniously with each other and enjoy the love for the beautiful game and for each other. The official language is Dutch but English is fairly well spoken and understood by most. The lingua franca is Sranan tongo, a local Creole language originally spoken by the Creole population, and is most widely spoken at the community level.

### Government and Society

Suriname became independent from the Netherlands on November 25<sup>th</sup>, 1975 but experienced a coup d' etat on February 25<sup>th</sup>, 1980. After a period of military regime with a revolution, several coups and internal fighting from 1980 until 1987, democracy was restored in 1987. Suriname had a so called “telephone coup” after which an

<sup>2</sup> <http://www.landenweb.nl/suriname/bevolking/>

appointed government ruled for one year and organized elections again. Since then we have had every five years, free and fair general elections in our democracy.

The recent history destroyed much physical and administrative infrastructure in the hinterlands, which are now in a process of gradual restoration.

### Economy

Suriname's main economic activity is both the mining of Gold and production of Oil, with proven sizeable reserves in both of these commodities. In the coastal area, both agriculture and fishery provides valuable employment income, with other main export products including rice, bananas and shrimp. About a quarter of the people work in the agricultural sector. The Surinamese economy is dependent on commerce, with its main trading partners being the Netherlands, the United States, Canada, and Caribbean countries, the most important of which are both Trinidad & Tobago and the former islands of the Netherlands Antilles.

The Government of Suriname consists of 17 ministries, amongst which is a Ministry of Sports and Youth. The government is led by the President with oversight provided by Parliament, consisting of 51 elected members from all ten districts of the country.

## Sports

The Suriname Football Federation (SFF) is partnering with the Government of Suriname through several Ministries including Sports and Youth, Ministry of Finance as well as Public Works. Presently SFF receives technical assistance from the Ministry of Public Works for selected projects. With football being as popular as it is, we are pleased that the President of the country often attends games in our stadiums.

Many Suriname-born players and Dutch-born players of Surinamese descent, like Gerald Vanenburg, Ruud Gullit, Frank Rijkaard, Edgar Davids, Clarence Seedorf, Andwélé Slory, Ryan Babel, Aron Winter, Patrick Kluivert, Romeo Castelen, and Jimmy Floyd Hasselbaink all have turned out to play for the “Oranje”, the Dutch national team in past years. In 1999,



Humphrey Mijns

Humphrey Mijns, who played for both Suriname and the Netherlands, was elected Surinamese footballer of the century.

Another famous player is André Kamperveen, who captained Suriname in the 1940's and was the first



Andre Kamperveen

Surinamese to play professionally in the Netherlands, He was one of the founding fathers of the Caribbean Football Union in 1978, was the union's first

President and rose to become a vice-president of FIFA. In recognition of his unique contributions to football in Suriname, our National Stadium is named after him.

We aspire to use these good examples to bring our national football to the highest international level. In order to do so, we continue to confront the challenge of needing to improve several elements of the game, including overall capacities in management, technical development, organizational skills as well as abilities to improve football infrastructure across all aspects of our National football system.

### The National Competition and international tournaments

Suriname currently ranks 175 on the FIFA ranking list released on August 26<sup>th</sup>, 2016 which is 20 places up from the latest FIFA ranking and down from our highest level ranking which occurred in 1994 when we ranked 104. The average ranking for the men's team since FIFA world ranking is 139.

### Women's FIFA Ranking

The women's team of Suriname is currently ranking number 135, its average position since FIFA world ranking is 100. The highest ranking the women team reached in 2003 namely 85 and the worst ranking position was in 2015 when Suriname ranked 141.

Domestically, SFF conducts multiple official competitions totaling 350 teams with 9,107 players registered. District competitions registered an additional 206 teams and 33 youth clubs respectively, with 5,855 and 847 players. SFF youth competitions registered 71 clubs and 1,588 players. In our women's football sector, youth competitions registered 12 clubs and 119 players with senior women's clubs totaling 6 with 94 players registered.

Besides the leagues, we organize the annual SFF Cup, the President's Cup as well as the Ladies Cup. All of this is accomplished with the valued support of key stakeholders in the business community, for which we are grateful for their meaningful support.

Internationally, Suriname participates in CONCACAF and CFU competitions as well as competing occasionally in friendly games with Dutch and Brazilian clubs.

For technical assistance and investment financing for football infrastructure, we undertake projects in partnership with FIFA.

### **Recent Special Projects**

SFF is pleased that in multiple areas, it has received financial and technical support from our parent governing body geared to improve our football infrastructure. This has been a major accomplishment of SFF in past years

and we continue to focus in this going forward.

Currently, SFF has under construction a project to improve its financial sustainability, namely the "Owru Cul" mini pitches with annex commercial and social facilities amounting to US\$ 1,100,000.- financed jointly by FIFA, the SFF and the Suriname Government. This project will have an estimated Cash Flow of US\$ 12,000.- in the first year while in following years, an estimated Cash Flow of US\$ 285,000.- is anticipated. The project will be ready for use as of October 2016 for the Mini pitches with the commercial and social facilities operational in December 2016.

Besides this project, the SFF will launch a fan shop in which football and sport merchandise will be available for sale to members of the SFF as well as the larger sport community of Suriname. By doing so, SFF will have an outlet for items of the National team "Natio" which will help in the overall branding of the SFF while generating new revenues at the same time. This project will contribute to our long term financial sustainability while also making optimal and effective use of SFF assets. The shop is already finished with SFF now securing the working capital to purchase US\$ 40,000.- inventory for the shop, expecting that this project will generate an average annual net Income of SRD 1,376,439.- and an annual average net

Cash Flow of SRD 1,417,028.- With an exchange rate of 1US\$ = 6 SRD these figures amounts US\$ 229,407.- of Net Income and US\$ 236,171.- of net Cash flow.

### Technical and infrastructure projects

A project to increase the level of participation in football is under implementation, namely the two tier grassroots football development project. One tier of this project is development of football through the schools across the country while the second tier is focusing on overall football development with young players in targeted neighborhoods in both municipal as well and remote areas across the country.

### Pending projects

A project in planning, now in the phase of securing the required financing, is the modernization of the national stadium of Suriname. This project will bring our national facility up to international standards with about 7.000 seats at an approximate cost of 25 Million US\$. Included in the overall facility plan is commercial space (shopping mall) for rent. This will provide SFF with additional non-football related income, amounting to, on average, an annual US\$ 3,331,560.-.

When the new stadium is constructed the SFF will have additional income which will total **US\$ 4.142.083.-**. These total income will come from parking the

SFF will generate US\$ 253,000.-; wall advertisement will generate an amount of US\$ 40,354.-. With media rights the SFF will earn annually US\$ 47,762.-. With the hosting of an average of 10 CONCACAF games per year the SFF will have generate US\$ 400,000.- per year with game hosting. It is estimated that ticket sales will accrue with an assumption of on average 50% occupancy rate per game and US\$ 5.— per person ticket price an amount of US\$ 2,206,567.- per year.

The franchise for professional clubs will deliver an income of US\$ 96,000.- per year. The games will generate an income of US\$ 1,071,000.- assuming 48 % occupancy of 5,000 paying seats and an ticket price of US\$ 7.50 per person and SFF getting 60% share of the total income.

In total the Gross income generated with the Stadium will be US\$ 7.5 million per year.

The total expenditures, including interest cost will be US\$ 6.5 million per year:

The depreciation in 2020 is US\$ 1.3 million.- and results in a Cash Flow of US\$2,300,000.-:

$(7,500,000.- - 6,500,000.- + 1,300,000.-) \times 1\text{US\$} = \text{US\$}2,300,000.-.$



Design of the new Andre Kamperveen Stadium Team and officials entrance, South Western entrance



SFF Gym



SFF Fan shop, next to SFF Head office



Design Sports bar annex restaurant Owru Cul Project

As one may conclude from all of the above mentioned figures, the projects from Owru Cul, Fan Shop and the Stadium are feasible projects, contributing to the long term sustainability of the SFF. Each will provide positive cash flow for re-investment in the projects of the SFF which shall lead to the attaining of the primary goal, namely the overall improvement of the level and quality of football in Suriname. It is our belief that the development of all these projects shall ultimately enable Suriname to reach the FIFA World Cup finals, Qatar 2022.

### **Income generating plan and Marketing plan**

The SFF will use this strategic plan with supporting feasibility studies to create an income generation plan complete with both the actions and steps necessary to realize the above mentioned items as well as other potential income streams to be identified. Therefore, in order to achieve all of this and to improve our overall marketing strength, a comprehensive marketing plan will need to be carefully developed and implemented so as to maximize all opportunities.



## **2. Our vision, mission and values**

We have spent much time recently considering who we are as an organization, what we are striving to achieve and how we will accomplish our goals. This is how we define ourselves and our actions:

### **OUR VISION:**

**“WITH FOOTBALL BEING OUR LEADING SPORT, THE SFF WILL INSPIRE OUR NATION WITH BETTER FOOTBALL FOR ALL, ON AND OFF THE PITCH”**

### **OUR MISSION:**

**“SFF IS COMMITTED TO PROFESSIONALLY MANAGE, DEVELOP AND PROMOTE FOOTBALL AT ALL LEVELS”**

## Our Values

### CORE VALUES

### VALUE STATEMENTS



### 3. SWOT Analysis

A SWOT analysis has been carried out to analyze our current situation. By doing so, we were able to assess the SFF's strengths (S), weaknesses (W), opportunities (O) and threats (T). This analysis has given us an insight into multiple potential and crucial issues.

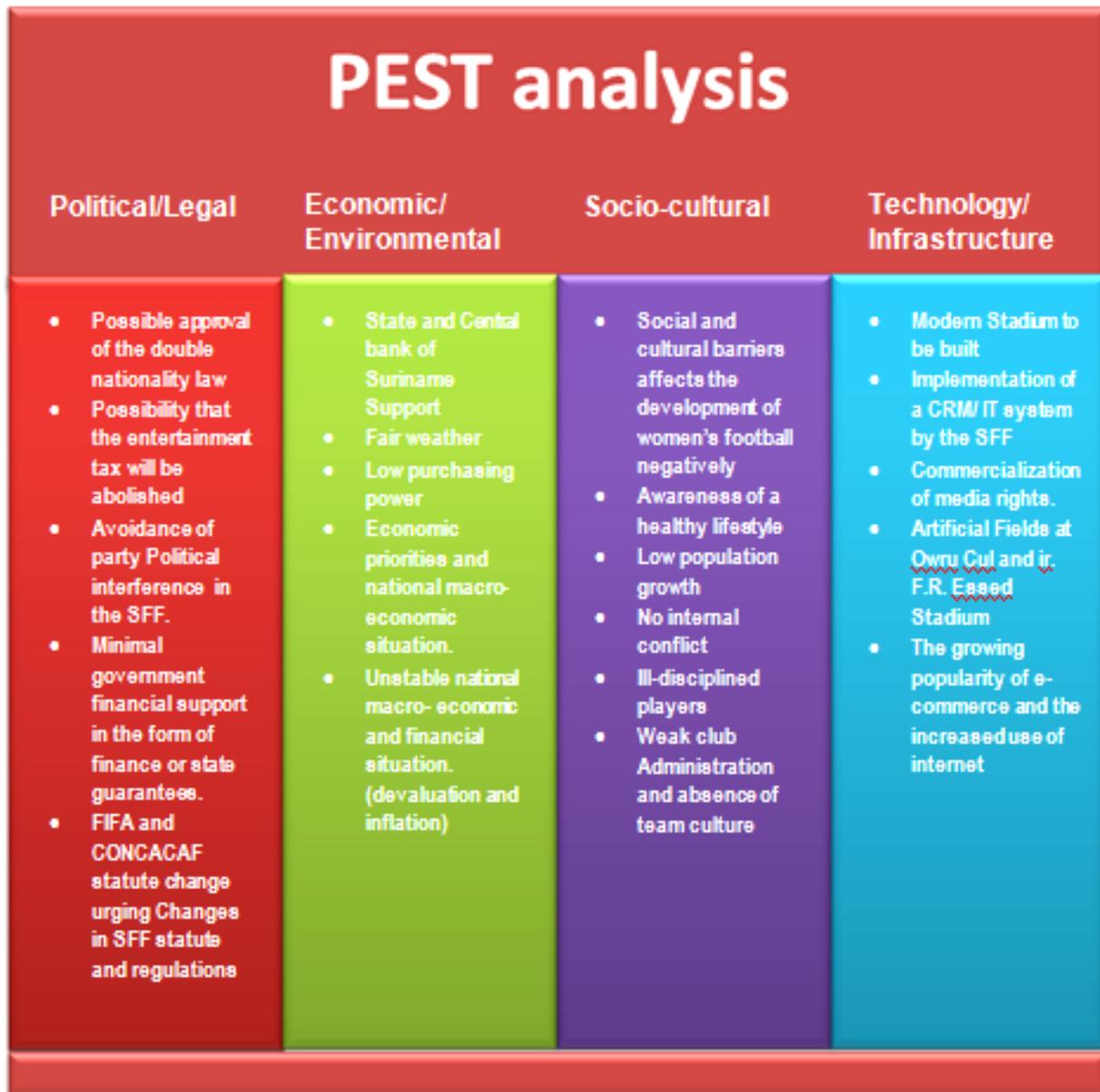
While the aim of the SFF is to further develop football, our ability to best leverage our strengths, overcome our weaknesses, analyze and positively exploit our opportunities and assess and counter our threats will all support us in our pursuit.



## 4. PEST Analysis

A PEST analysis has been carried out to identify and analyze the key elements in the SFF's Political (P), Economic (E), Socio-cultural (S), and Technological (T) environments to enable a

comprehensive understanding of our current situation and future potential, thereby assisting SFF in developing effective strategies to achieve its objectives.



## 5. Our Stakeholders

SFF aspires to be a professionally managed national body which is committed to growing the sport of football across all Suriname, thereby encouraging as many people as possible to be involved in all aspects of the game. The overall football family in Suriname is made up of players, coaches, officials, fans, sponsors, the

government, the media and many others. For football to achieve success in the country, unity and co-operation between all stakeholders is vital. This recognition of the key role played by these various groups has resulted in this Stakeholder Analysis.





### Step 1 – Identifying our stakeholders

The first step in our analysis was to identify our stakeholders.

We have thought of all the individuals and groups who have influence or

possess an interest in football or have a stake in the output of the operations of SFF. Each of these groups have been categorized accordingly in the following table:

General Management	Competition/ Technical	Marketing and Communications	Administration	Financial
<ul style="list-style-type: none"> <li>• International governing bodies FIFA, CONCACAF, CFU</li> <li>• Ministry of Sport</li> <li>• NGO's</li> <li>• Advisors</li> <li>• Exco members</li> <li>• Suriname Olympic Committee (SOC)</li> </ul>	<ul style="list-style-type: none"> <li>• Clubs, players &amp; Leagues</li> <li>• Coaches</li> <li>• Referees</li> <li>• Match officials</li> <li>• International football clubs</li> <li>• Local football clubs</li> <li>• Recreation groups</li> <li>• Security personnel</li> <li>• Medical personnel</li> <li>• Stadium management- &amp; event staff</li> <li>• Vendors</li> <li>• Airlines</li> </ul>	<ul style="list-style-type: none"> <li>• Media</li> <li>• Sponsors</li> <li>• IT/Web service providers</li> <li>• Fans</li> <li>• Printing companies</li> </ul>	<ul style="list-style-type: none"> <li>• Government</li> <li>• Volunteers</li> <li>• Employees</li> </ul>	<ul style="list-style-type: none"> <li>• Banks</li> <li>• Tax department</li> <li>• Good suppliers</li> <li>• CBoS</li> </ul>

### Step 2 – Prioritizing our stakeholders

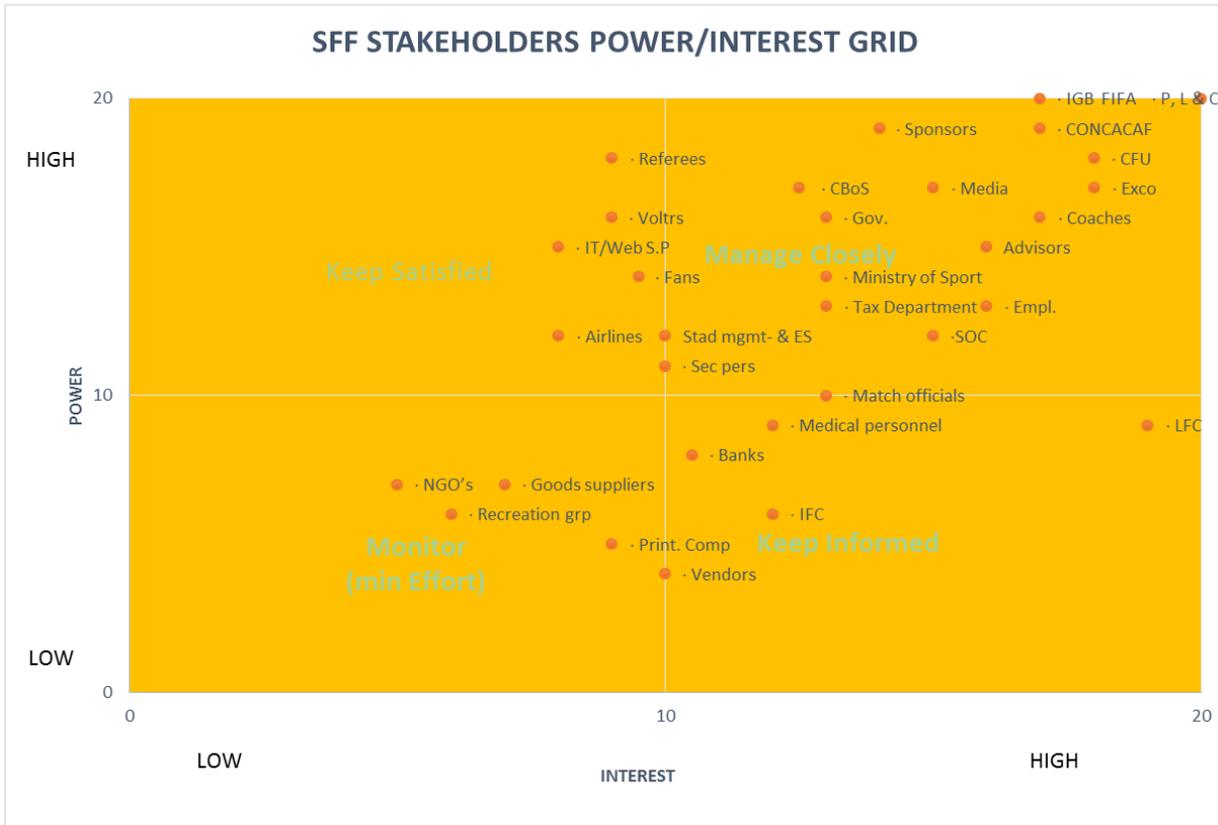
Some of these stakeholders have the power to significantly influence SFF's progress, some may be interested in what we are doing, and some others may not be as involved. To understand the level of resources we need to allocate to each stakeholder, we have

prioritized each to develop a clear idea of where each stands in this regard.

In the Power/Interest grid below, we have mapped them out and classified them according to how much power they have relative to our operations and how much interest they have in our work.

Please note: a ranking of 1 equals a low rating while a ranking of 20 equals high.

<b>Stakeholders</b>	<b>Interest (Scale 1 to 20)</b>	<b>Power (Scale 1 to 20)</b>
· IGB FIFA	17	20
· IGB CONCACAF	17	19
· IGB CFU	18	18
· Ministry of Sport	13	14
· Suriname Olympic Committee (SOC)	15	12
· NGO's	5	7
· Advisors	16	15
· Exco members	18	17
· Clubs, Players & League	20	20
· Coaches	17	16
· Referees	9	18
· Match officials	13	10
· International football clubs	12	6
· Local football clubs	19	9
· Recreation groups	6	6
· Security personnel	10	11
· Medical personnel	12	9
· Stadium Management & Event Staff	10	12
· Vendors	10	4
· Airlines	8	12
· Media	15	17
· Sponsors	14	19
· IT/Web service providers	8	15
· Fans	9.5	14
· Printing companies	9	5
· Government	13	16
· Volunteers	9	16
· Employees	16	13
· Central Bank of Suriname	12.5	17
· Banks	10.5	8
· Tax Department	13	13
· Goods suppliers	7	7



From this grid, we know which stakeholders we need to monitor, keep informed, keep satisfied or manage closely.

International and regional governing bodies such as FIFA, CONCACAF and CFU frequently provide funding and grants to support the development and growth of the SFF. These organizations have a high level of influence as well as interest in the SFF’s activities, thus we must be on high alert and manage them closely. The coaches, players & leagues, referees,

exco members, sponsors and the media also need to be closely managed since they are crucial for SFF in the attainment of the strategic goals.

Close cooperation with the government, security personnel and SOC is important but not crucial for the SFF programs and projects.

Recreation groups, NGO’s and printing companies on the other hand have a low level of interest as well as influence on our activities, thus we can focus our attention and resources on other stakeholders.

### Step 3 – Understanding our key stakeholders

After identifying and prioritizing our stakeholders, we need to know what they feel about the SFF. This is to ensure that we know how best to engage them in our activities as well as how to communicate with them effectively.

To answer these questions, we discussed internally about some stakeholders, and spoke to others directly.

We later summarized the information gained on the same stakeholders Power/Interest Grid above. Here one can easily identify the stakeholders who are the blockers or critics, the stakeholders who are the advocates and supporters and the stakeholders who are simply neutral.

### Conclusion

To further summarize our stakeholders' analysis, we have grouped the stakeholders in the table below:

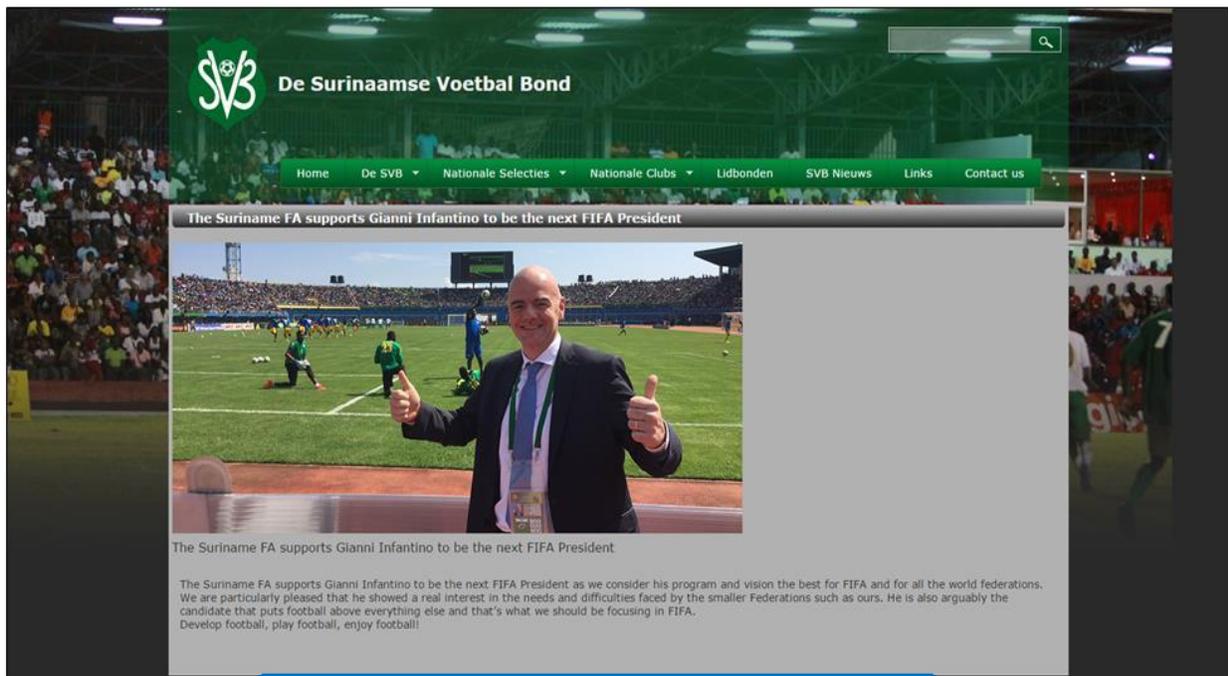
Manage closely	Keep satisfied	Keep informed	Monitor
<ul style="list-style-type: none"> <li>• Clubs, Players &amp; Leagues</li> <li>• IGB FIFA</li> <li>• IGB CONCACAF</li> <li>• IGB CFU</li> <li>• Local Football Clubs</li> <li>• Government</li> <li>• Media</li> <li>• CBoS</li> <li>• Sponsors</li> <li>• Coaches</li> <li>• Ministry of Sport</li> <li>• Tax Department</li> <li>• Exco members</li> <li>• Coaches</li> <li>• Advisors</li> <li>• Employees</li> <li>• SOC</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteers</li> <li>• Airlines</li> <li>• IT/Web service providers</li> <li>• Stadium management- and event staff</li> <li>• Fans</li> <li>• Referees</li> <li>• Security Personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Match Officials</li> <li>• Medical personnel</li> <li>• International football clubs</li> <li>• Vendors</li> <li>• Banks</li> </ul>	<ul style="list-style-type: none"> <li>• Recreation groups</li> <li>• NGO's</li> <li>• Printing companies</li> <li>• Good suppliers</li> </ul>

From the Grid we composed the Table above. Based on our consultations and discussions we categorized the volunteers, fans, airlines, IT Web service providers and stadium management- & event staff in the “keep satisfied” group instead. Furthermore, we categorized the Vendors as a bordering stakeholder in the keep informed group instead of the Monitor group. These stakeholders need information for their commercial activity. Another border group of stakeholders are the match officials. We categorized them as “the keep informed group” instead of “manage closely” group.

The ‘manage closely’ group is the largest group this indicates the intensiveness of the activities the SFF

Board has with regard to a sustained development of the federation in its endeavors to attain its objectives and goal.

SFF will continue putting major efforts in its networking activities and good governance of the Federation. Information will be shared and made public through our website, [www.svb.sr](http://www.svb.sr) and a SFF newsletter to inform our stakeholders who need to be informed. In these efforts, the media is not just seen as a stakeholder but as an important partner to bring football closer to the public and so increase the number of direct and indirect supporters of football as well as active and passive participants of our beloved sport of football.



The SFF website (www.svb.sr)

## 6. Our sponsors

### Major Partners and Supporters of the Suriname Football Federation

**Our Supporting Governing Bodies:** FIFA|CONCACAF | CFU|

**Our Corporate partners:** Klupp Sportswears | Telesur | Suribetting N.V |

**Our sponsors:** Waldo's World Wide Service| KNVB |



**Suriname Football Federation founded 01 October 1920**  
**Affiliated with the Federation Internationale de Football Association (FIFA) since 1929**

## 7. Resource analysis

A Resource Analysis provides analytical services to help develop, evaluate and implement policies, practices and

programs that make people, budgets and assets more effective and efficient.

Type of resource	Resource	Value
Human Resource	<p>Employees</p> <p>The human factor within an organization is a very important factor. It is your employees who keep your organization running. The SFF has a good team of administrative workers, Marketing Manager, Technical Director, trainers, coaches, referees etc. They ensure the continuity of the core business of the SFF, taking into consideration the licensing process as well as the transition to a more commercial approach of thinking. The SFF does realize that some of the staff members should receive additional special training.</p>	High
	<p>Volunteers</p> <p>The SFF has a number dedicated people who work on a voluntary basis. They participate in committees and help with special projects.</p>	High
	<p>Dedicated Exco Members</p> <p>The SFF has well qualified EXCO members, which will further enhance the governance proces and the long term planning of the association.</p>	High
Financial Resource	<p>Sponsors</p> <p>The number of SFF sponsors has declined recently as a result of the national financial crisis. Sponsors normally either support specific tournaments or they sponsor on a monthly basis. The SFF has great potential and requires more corporate support. The marketing manager of the SFF will create an overall marketing strategy geared towards securing more sponsors integrated into the programs of SFF in a more meaningful and profitable manner.</p>	High
	<p>Banks</p> <p>The SFF has a line of credit with a local bank. This credit limit allows the SFF to keep business operations going. Plans are to pay off this debt at the end of 2016 out of FAP or bonus funds by making a request for a waiver at the Financial commission on the applicable rules.</p>	Low
	<p>FIFA</p> <p>FIFA provides SFF access to 750,000 US dollars per year for football projects such as pitches, competitions and women’s football. Above this amount SFF is entitled to receive up to 500,000 US dollars per year for running costs in areas including administration and governance. This FIFA financial support called Forward development</p>	

	program is highly valuable for the SFF.		
<b>Physical infrastructure</b>	Buildings,roads, lightings,drainag, parking	Headquarter of the SFF, EML Building. The SFF owns both buildings. These buildings (partially) are being rented out to generate more income. So the buildings are exploited commercially, but not at their full potential.	High
	Stadiums	The SFF owns 2 stadiums: Essed stadium, AK Stadium. These stadiums are rented out to clubs, companies etc. for the purpose of playing football or other activities.	Medium
	Gym	The gym in the Essed stadium has been completed and will now be rented out. No later than December 2016 this Gym must be in operation and rented out to a third party.	High
	Mini pitches	There are 2 Mini pitches on the EML complex which are rented out to clubs, government, companies, private individuals etc. There is more demand for mini pitches than the SFF can offer right now. Therefore the SFF is in the process of executing an income generating project where 4 mini pitches will be built. There will also be a clubhouse on the complex. The whole design will have a chic country club ambiance. This project must be up and running at the last quarter of 2016 and in 2017 in full operation.  Note: a cash flow study has been made to map all the potential income of the SFF (through exploiting their facilities)	High
<b>Intellectual Capital</b>	Clients database	Data base of all players is important and will be implemented mid 2017. This will be of benefit not only to SFF management processes but as well to potential clients (buyers) for our sporting goods shop.	High
<b>Partnership</b>	Supporting Government Bodies, Companies	FIFA, CONCACAF, CFU, Telesur, Klupp Sportswear, Suribet NV ,KNVB and Waldo's Worldwide Travel Service	High
	Government	The SFF is executing a number of projects in co-operation with the Ministries f.e. Ministry of Public Works provides technical assistance for the Owru Cul Pojects: MOU is signed on the 27 <sup>th</sup> August 2014. Grassroots project is being executed together with the Ministry of Education, Ministry of Sports and Ministry of Defense.	

## 8. Our Key priorities for 2016 - 2019



Detailed Key priorities to be found on page 39

## 9. Our Strategic Goals

1. To be self-sufficient by 2020

2. To restructure football in Suriname by 2019

3. Decentralisation of SFF and  
strengthening of SFF members by 2020

4. To reinforce SFF relationship and  
cooperation with the Government by 2017

5. Senior Men's National Team to be  
consistently ranked in the top 10 in CONCACAF by 2022

6. To increase participation in football: annually 50 % more  
(grassroot, women, futsal, beach soccer)

7. Transform the current competition (national league) to a  
professional organized competition by 2017

8. To optimise coach/referee education programme by 2018

# 1

## To be self-sufficient by 2020

- To Generate income through exploiting existing facilities asap and no later than 2019
  - Fan sport shop November 2016
  - Owru Cul mini pitches February 2017
  - Gym December 2016
- To establish a commercial strategy and review Sponsor ship packages by December 2016
- To establish a communications strategy including the use of data base, website and new media by 1st quarter 2017
- To Optimize financial planning/management at SFF Headquarters via amongst others, the implementation of a comprehensive accounting software programme by mid 2017





# 2

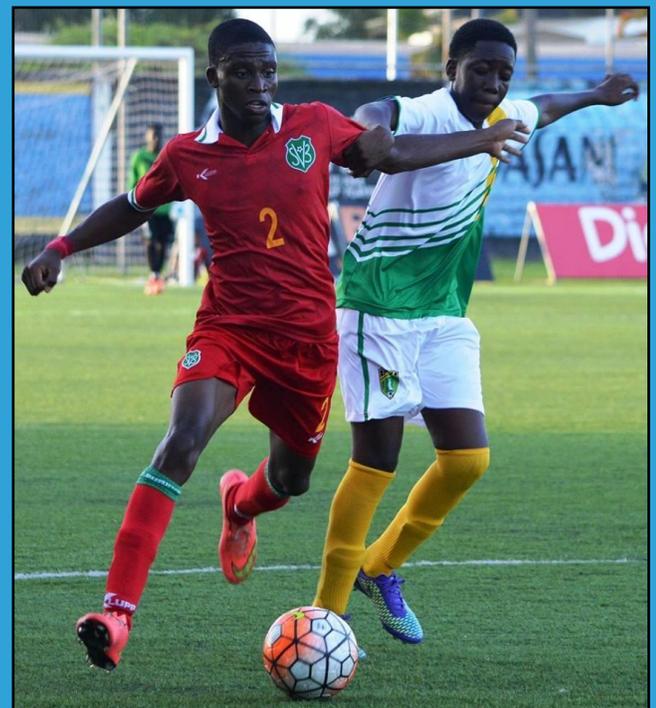
## To restructure football in Suriname by 2019

- To revise the SFF bye-laws and regulations, harmonize them with FIFA rules by 2017
- To modernise football in Suriname by:
  - Establishing a club licensing system 2016-2017
  - Revising the leagues format 2017
  - Standardising player contracts 2017
  - Implementing a domestic transfer system 2017
  - Implementing a training compensation system 2016
- To support the development of professional management within clubs 2017 and 2018
- To restructure the youth competitions 2018

# 3

## Decentralization of SFF and strengthening of SFF members by 2020

- To implement an online database for the leagues to register the players and coaches 2017
  - Providing equipment 2017
  - Training of all relevant stakeholders 2017
- To develop a program to link the different platforms (if needed) 2018
- To install a CRM system at the SFF headquarter 2018





# 4

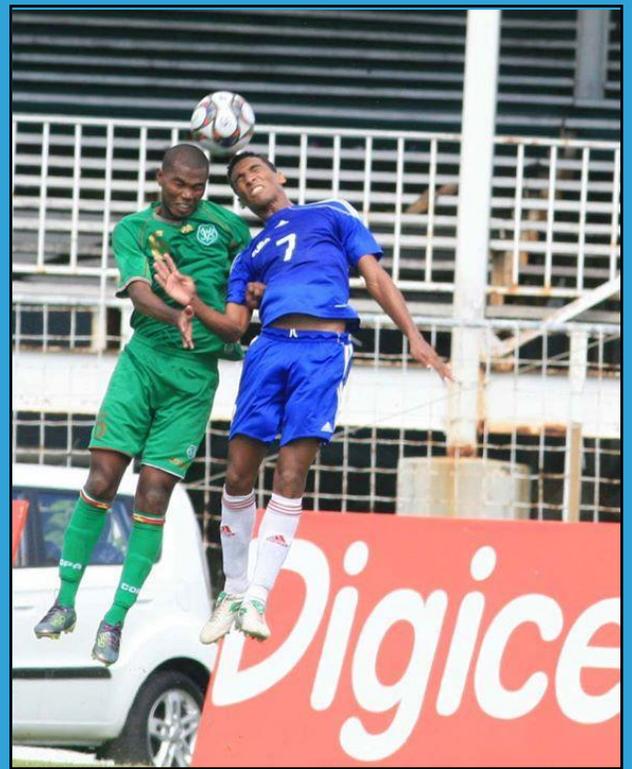
## To reinforce SFF relationship and cooperation with the Government by 2017

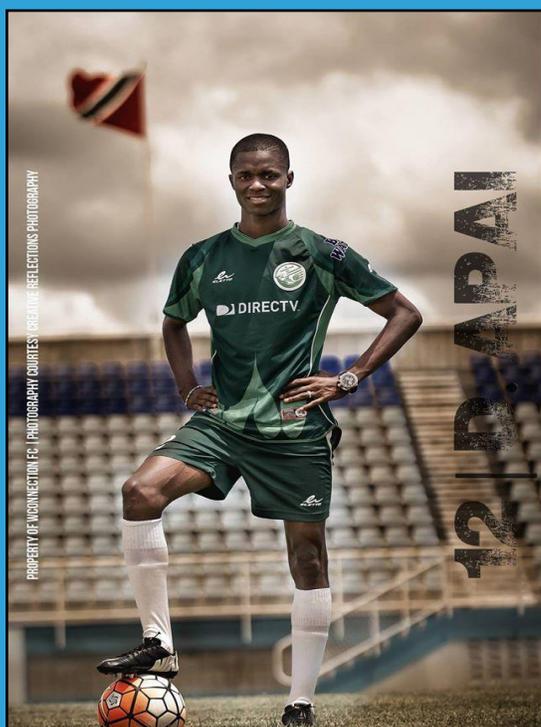
- To sign a formal agreement (MOU) with the Government containing the following points:
  - Joint organisation of projects such as school football, grassroots, construction of a national stadium.
  - Government subsidies for special events and projects such as the presidents and first ladies cup.
  - Secondment of personnel from Government; to put some SFF personnel on their payroll.
  - Safety and security cooperation during SFF events.
  - Access to government IT infrastructure.
  
- To cooperate in the usage of doctors and access to laboratories (Ministry of Health) annually
  
- To lobby for the implementation of double nationality law 2017

# 5

## Senior Men's National Team to be consistently ranked in the top 10 in CONCACAF by 2022

- To develop strong Leagues
- To participate in at least 4 international matches throughout the year with senior, U-17 and U-20 teams
- To introduce U-15, U-17, U-20 talent tournaments (regional selections)
- To increase the number of home-grown talented players
- To develop a player development program (Academy Set Up) and innovate the scouting and identification of talents 2017-2022
- To organize friendly matches against Suriname pro players from Holland yearly and teams from the Guyana's
- To foster the process of approving double nationality 2017 to enable the recruitment of players from both the national league as well as from abroad for "NATIO" (Senior Men's National Team) 2017-2022





# 6

## To increase participation in football: annually 50 % more (grassroots, women, futsal, beach, soccer)

- To implement a country-wide grassroots development program in co-operation with the regional associations and involvement of the clubs and the schools (in co-operation with Ministry of Sports), boys and girls after school program
- To establish a plan so as to involve Surinamese role models (local and international) in SFF programs by 2017
- To create special education program for grassroots coaches and ensure that grassroots coaching concept is utilized in the schools by 2019
- To align the allocation of Forward Program funds for youth and women's football with development plan 2016
- To include youth and women's football development into sponsorship discussions

# 6

- To ensure equal gender access to SFF facilities
- To establish a U-13 and U-15 competition for girls 2016-2017
- To establish junior and senior high school competitions for both futsal and field football 2017-2018
- To increase the number of youth categories in the regions (outside Paramaribo). Decentralization of boys and girls through planning period
- To establish a SFF policy/plan regarding development of futsal and beach soccer (male and female) 2017





# 7

## Transform the current competition (national league) to professional organized competition by 2017

- To educate the clubs (members) in club management annually and introduce a club licensing and player contract program 2016-2017
- To introduce coaching certification standards (coaching license) for national league clubs 2017
- Increase the number of clubs (change mindset from team to clubs, less teams) 2017-2018
- Introduce participation fees for players within clubs (contribution policy/self-sustainability) 2019
- Start a professional league with at least 8 clubs before end 2019

# 8

## To optimize coaching/refereeing education program by 2018

- To review the current football education system and improve it to international standards by 2017
  - Train SFF coaches instructors for all levels by 2017
  - Annual refresher courses and continuous education on all levels
  - Optimize the training program for all Surinamese referees (including refresher programs) by 2017-2018
- To review activities and status of licensed coaches in Suriname by 2017
- Establish a refereeing recruitment and retention program (possibly in co-operation with RDO) by 2017
- Increase women's football coaches (male and female) in line with SFF women's football development plan 2017-2018
- Organize training for futsal referees and coaches 2017



## 9. SFF detailed Key priorities for 2016-2019

The Suriname Football Federation has created a 4 year strategic plan, within which we have identified several strategic goals, stakeholders and other key areas for the development of football across our country. The overall thrust of this plan is for SFF to improve football to such a level that our Senior National Team will be able to reach the FIFA World Cup Finals in Qatar 2022.

The focus in the first two years of the implementation of this strategic plan shall be as follows:

### 1. Facilities/Revenue Generation



This strategic goal is important to enable SFF to develop football nationally and is, in many ways, the foundation upon which we shall be able to support the achievement of all our other strategic goals. Therefore, in 2016/17, SFF will concentrate on empowering the organizations' financial position by the Owru Cul project, and establish and implement the SFF commercial strategy. Within this perspective, a marketing consultant

will be employed before the end of 2016 and the sponsor packages will be reviewed and the communication with the business community intensified. A permanent marketing manager will be recruited in 2017.



To support the expected financial cash flow, the creation of a new position at the headquarters of SFF for a financial Officer with a full accounting system is also a high priority and must be realized before the end of 2016, subject to the availability of financial resources. These finances are important for the restructuring- and development projects of Suriname football.

### To Develop an Integral Cash flow scheme

In the integral plan of the SFF, a holistic approach to the financial impact of the several SFF programs and project are calculated. To indicate the possible contribution of the income generating project to the SFF activities, the cash flow projections are presented in the table following:

Cash Flow Statement ( x US\$ )	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Operations</b>											
Revenues			2,146,221	5,388,116	6,416,002	7,099,534	7,637,569	8,248,711	8,248,711	8,248,711	8,248,711
Outlays(incl. interest)			1,281,633	2,341,268	2,442,066	3,976,813	3,728,892	3,821,191	3,848,198	3,806,286	3,720,994
<b>EBT</b>			864,588	3,046,848	3,973,936	3,122,721	3,908,677	4,427,520	4,400,513	4,442,425	4,527,717
<b>Taxes</b>			311,252	1,096,865	1,430,617	1,124,180	1,407,124	1,593,907	1,584,185	1,599,273	1,629,978
<b>Net Income</b>			<b>553,336</b>	<b>1,949,982</b>	<b>2,543,319</b>	<b>1,998,541</b>	<b>2,501,553</b>	<b>2,833,613</b>	<b>2,816,328</b>	<b>2,843,152</b>	<b>2,897,739</b>
Depreciation Charges			712,507	1,663,348	1,663,348	1,663,348	1,425,015	1,542,894	1,542,894	1,542,894	1,501,609
<b>Available Funds from Operations</b>			<b>1,265,843</b>	<b>3,613,330</b>	<b>4,206,667</b>	<b>3,661,889</b>	<b>3,926,568</b>	<b>4,376,507</b>	<b>4,359,222</b>	<b>4,386,046</b>	<b>4,399,348</b>
FiFa Membership allocation		750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
FiFa World CUP Profit Sharing				250,000				250,000			
<b>Total Available funds</b>	-	750,000	2,015,843	4,613,330	4,956,667	4,411,889	4,676,568	5,376,507	5,109,222	5,136,046	5,149,348
<b>Available Funds to be used for:</b>											
Project Preparation		513,750	171,250								
Project Implementation		23,521,899	4,678,101								
Airconditioning			200,000								
Office furniture etc			200,000								
Artificial Grass replacement			0	0	0	0	0	500,000	0	0	0
Other Investments			0	0	0	0	0	446,980	0	0	0
Working Capital installments			715,000	0	226,804	238,144	250,052	0	0	0	0
Long Term Loan Installments		0	0	0	0	724,105	760,310	798,325	838,242	880,154	924,161
<b>Total Committed</b>		24,035,649	5,964,351	0	226,804	962,249	1,010,361	1,745,305	838,242	880,154	924,161
<b>Net Cash Flow per year</b>		<b>-23,285,649</b>	<b>-3,948,507</b>	<b>4,613,330</b>	<b>4,729,863</b>	<b>3,449,640</b>	<b>3,666,206</b>	<b>3,631,201</b>	<b>4,270,980</b>	<b>4,255,892</b>	<b>4,225,187</b>

Source: Integral Strategic Plan by drs. T. Adney

As is clear from the table above the SFF will have negative cash flows in the first 2 consecutive years 2017 – 2018. The cash flow without the project of the stadium will be positive in the second year but the investments regarding the national stadium will cause a negative cash flow. As from the fourth year the cash flow will be positive and from year 6 and on,

it will average approximately US\$ 4.2 million with a depreciation amounting on average 1.5 million annually. The financial analysis shows a payback time of 7 years with an internal rate of return of 12.6 %. The NPV/investment ratio for the period of financial analysis is 80 %. The Net Present Value is calculated to be US\$ 24 million.

Estimated income per product or product group in the year 2020 the year of normal operation:

<b>Product/product group</b>	<b>Amount</b>
Advertisement walls Adre Kamperveen and Owru Cul	792,537
Lease commercial space	24,986,700
SFF sports shop	29,895,977
Lease restaurant	376,718
Parking	1,901,250
Media and TV rights	358,209
Game tickets	13,387,500
Hosting CONCACAF qualifying games	3,000,000
Franchise prof clubs	720,000
<b>Total new activities</b>	<b>75,418,892</b>
Competitions	74,000
Lease of stadiums to third parties(*)	2,714,810
Competition Related Revenues	649,000
Administrative charges	63,800
International games	153,270
Football tournaments	11,400
Donations and sponsoring (FIFA, CONCACAF, KNVB and others)	3,150,000
Other incomes	1,496,415
<b>Total revenues</b>	<b>83,731,586</b>
<b>In US\$</b>	<b>11,164,200</b>
(*) income from the Owru Cul project amounts SRD 1,312,621	

The content of the two tables illustrates that with a successful implementation of the income generating projects Owru Cul, the sport shop and the National Stadium, the SFF will be able to generate income that will enable the federation to have a healthy management of the federation and to

make investments in the future of football across the country, thus allowing SFF to attain the earlier stated strategic goals.

The Summary of the result of the calculations in the integral strategic plan is on the following Dashboard:

**DASHBOARD CONTROLS** Best viewed with screen resolution 1920 x 1080 and 92-94% magnification on a 24 inch screen Use split screen to view the effect of parameters on a specific sheet; Click "View" - "New Window" - "Arrange All" and select "Ve

PARAMETER TIME SERIES	2016	2017	2018	2019	2020	2021	2022	2023
Wages & Salaries	100%	100%	100%	100%	102%	102%	104%	104%
Imported Materials Purchasing Power Index in US	100%	100%	100%	100%	101%	101%	102%	102%
Local Materials Purchasing Power Index	70%	65%	60%	55%	75%	80%	90%	100%
Electricity Tariff/KWh	100%	130%	130%	130%	130%	130%	130%	130%
Average Foreign Exchange Rate US\$/SRD	5.93	7.00	7.50	8.00	6.95	6.00	5.50	4.50
Aver.Utilization Subscription Parking	0%	0%	25%	30%	50%	50%	50%	50%
Percentage Seats sold Top football Games	0%	0%	50%	60%	67%	70%	73%	75%
Percentage Seats sold Other football Games	0%	0%	30%	35%	40%	43%	47%	60%
Price per ticket for National Football Game in US	0.0	0.0	3.0	4.0	4.0	4.5	4.5	5.0
Percent Commercial area leased	0%	0%	65%	75%	80%	85%	88%	90%
RentPerMonth_US/m2	0.0	0.0	28.0	33.0	33.0	36.0	36.0	38.0
Subscription Parking US /day (Day Time 12hrs)	0.0	0.0	5.0	5.0	5.0	6.0	6.0	6.0
Parking Rates per Game in US	0.0	0.0	1.0	1.5	1.5	1.8	1.8	1.8

**MODEL OUTCOME**

NPV	24 min.	NPV/Investm	80%	PayOutPeriod	7 years
		IRR =	12.6%		

x US 1,000,-	2017	2018	2019	2020	2021	2022	2023
Revenues	-	2,147	5,389	6,417	7,100	7,638	8,249
Expenditures	-	1,282	2,341	2,442	3,977	3,729	3,821
Net Profit After Taxes	-	553	1,950	2,543	1,999	2,502	2,834
Depreciation	-	713	1,663	1,663	1,663	1,425	1,543
Estimated Gross Cash Flow	750	2,016	4,613	4,957	4,412	4,677	5,377
Miscellaneous Investments	-	715	-	227	238	250	947
Project Implementation	24,036	5,249	-	-	-	-	-
Installments	-	-	-	-	724	760	798
Total Expenditures	24,036	5,964	-	227	962	1,010	1,745

Net Cash Flow Per Year	-23,285	-3,948	4,613	4,729	3,449	3,666	3,631
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**2. Organisational Structures**

The restructuring of football across Suriname has several components and will take a time span of 4 years to accomplish within this strategic plan. In the two first years, the focus will be on

the administrative and investment side and following this, the focus will then shift to the organizational side of the SFF. Projects regarding both the licensing and players' registration and structuring of the leagues will be implemented during this phase.

The SFF has created a special Task Force which is responsible for mapping all licensing requirements for future use. These requirements have been presented to the Top division clubs.

The concept of standard player contracts has been delivered to the top division clubs. The SFF is awaiting their response for any revisions and comments. The objective is to implement it in the competition year 2016/2017.

A set of rules and regulation will be revised, including the modernization of:

- The Transfer rules
- The Competition regulation
- The Disciplinary rules

The SFF has struck a committee to revise the current transfer system with the intent being that it must be ready for the next competition.

The Technical Director has already developed a compensation system and the goal is to discuss this with the Executive Committee and have it approved with regards to both organizational and technical aspects

The Technical Director also has developed a revised plan for a stable league format. This plan will be implemented in 2016-2017 competition.

For the restructuring of football, a strong club management system is required. Therefore, in 2014, through FIFA, SFF organized a club management training course and now monitors the application of the acquired knowledge in the Clubs. Further training is required going forward.

The implementation of a digital online database for the top league and youth league is important for support of the decentralization of the SFF. The objective is to have all players of the top league and youth leagues registered before the start of all new competitions. To enable the clubs to interact with this IT system (database), appropriate computerized equipment will be supplied and the clubs will receive training in order to learn how to best use this technology for their benefit. Also, referees and coaches will be trained to use the system properly as well. All names/data of Grassroots players will be entered in this comprehensive system.

### **3. Government Relations**

Reinforced cooperation with the government is needed for the successful implementation of this strategic plan. For the grassroots project, intensive cooperation is needed with the Ministries of Defense, Sport and Education. For the modernization of the

national stadium, the Governor of the Central Bank of Suriname and the Ministry of Finance will play a crucial role. For the Owru Cul project, the cooperation and assistance of the Ministry of Public Works is of utmost importance. Personnel for the SFF on the payroll of the government can reduce operational cost for the SFF.

The conclusion of one or more formal MOU's with the government of Suriname is seen as both critical and instrumental for the above mentioned areas of cooperation.

#### 4. National Teams

To reach the primary goal of this strategic plan, namely the participation at the FIFA World Cup in 2022, a higher participation rate of both youth and senior players is needed, while also ensuring that the overall technical standards and quality of play are improved. It is why this objective is slated to be achieved in the first two years of this technical plan. A country wide grassroots project with elements of proper and efficient training and the use of role models is a core part of this strategy during this initial time phase. A strong focus will be placed upon youth football as well as both talent scouting and nurturing of these players with regards to their overall football abilities. The aim is to start a professional league as soon as possible but no later than 2019.

To be able to realize the primary



goal, the SFF will follow a two tier approach regarding the recruitment of players for “Natio”. In the first place the quality and quantity of players from the national leagues will be improved and from this source, players will be recruited for the National Team. Secondly, the importance of the possible option of double nationality in order to recruit players from abroad, predominantly from Holland as well as the option of



using players with the official status of Persons Of Suriname Origin (PSA) for

“Natio” will be explored both with the FIFA and the Suriname Government.



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**Uitslagen van de U 17 Men's WK kwalificatie ronde Groep 6  
gehouden in Suriname 20 t/m 24 July 2016**

GAMEWEEK 1		GAMEWEEK 2		GAMEWEEK 3	
IS VIRG BRI	<b>1</b>	BAHAMAS	<b>2</b>	ANGUILLA	<b>2</b>
BAHAMAS	<b>0</b>	ANGUILLA	<b>0</b>	IS VIRG BRI	<b>0</b>
7-20-2016 14:30 hs. Finished		7-22-2016 14:30 hs. Finished		7-24-2016 14:30 hs. Finished	
SURINAME	<b>6</b>	SURINAME	<b>3</b>	SURINAME	<b>2</b>
ANGUILLA	<b>0</b>	IS VIRG BRI	<b>0</b>	BAHAMAS	<b>1</b>
7-20-2016 17:00 hs. Finished		7-22-2016 17:00 hs. Finished		7-24-2016 17:00 hs. Finished	

**Standen lijst van de U 17 Men's WK kwalificatie Groep 6**

N°	GROUP 6	PTS.
1	Suriname	<b>9</b>
2	Bahamas	<b>3</b>
3	British Virgin Islands	<b>3</b>
4	Anguilla	<b>3</b>

## 5. Football Development

For the transformation of the competition to be optimized, much will need to be studied and prepared. Licensing of referees, coaches with annual refresher training for referees is a key objective in this area. As well, this must also take place for the management of the clubs with all coaches supporting these developments and qualitative improvements within the SFF. Well organized and strong competitions supported by an effective and efficient administration will contribute to better players as well as to the SFF goal of qualifying for FIFA World Cup by 2022.

## 6. Leagues and Clubs- National League Development

It is planned to have regular training programs including refresher programs to increase the number and quality of referees and coaches. The approach is to decentralize the training so as to have a nationwide improvement of these officials. In these training programs, a primary focus will also be the recruitment and enrollment of more youngsters and women. SFF will also give attention to the organization of training programs for futsal coaches and referees. The SFF will introduce a professional league and restructure the National competition.



## **Project Budget 2016-2018**

Projects will be carried out in 2016 till 2019, supported by FIFA funding as follows:

### **Budget Support**

Annually there is a financial support through the FIFA Forward Program of US\$ 500,000.- to support the operational activities of the SFF.

Next to the budget support FIFA will provide smaller member associations with a travel support for their national teams when participating in official international tournaments. The SFF is one of the countries that may benefit from this support.

### **Project support**

Besides the budget- and the travel support, FIFA has a project support within the Forward Program amounting US\$ 750,000.- per year. The SFF will use this fund to realise projects in the several years covering this strategic plan.

SFF will request FIFA's approval to use the US\$750,000,- from the year 2017

as a guarantee for a loan to build the new National stadium. In 2018 the amount for 2018 will be used for the guarantee so the guarantee of the previous year will fall free to be used to finance the projects of 2018. This will be continued in the following years.

Since the implementation of projects financed in 2016 will move forward to the year 2017, the US\$750,000.- of 2017 can be used as a guarantee in that year for the finance of the stadium. The projects prepared for 2017 can be implemented in 2018 with the US\$ 750,000.- which will fall free and be replaced in 2018 by the guarantee of 2018. This annually revolving guarantee strategy is to enable the federation to improve the National stadium up to the international accepted standard. Herefore FIFA's approval will be asked.

In the next table the projects in the years 2016-2019 are projected:

Discription	2016	2017	2018 Projects with funds of 2017	2019 Projects with funds 2018
Guarantee AK stadium	PM	750,000	750,000	750,000
Investments Inventories sportshop and Gym and Head Office	45,000 <sup>3</sup>		60,000	70,000
Marketing and media	15,000		20,000	20,000
Flights Adre Kamperveen stadium	450,000		25,000	55,000
Guesthouse inventory (EML)	50,000		20,000	18,000
Competition restructuring	10,000		10,000	30,000
Improvement Facilities,physical infrastructure and inventories (owru cul)	54,600 <sup>4</sup>		80,000	80,000
Transportation			45,000	NA
Research and Development			24,000	40,000
Futsal	10,000		30,000	25,000
Strengthening SFF member associations	15,000		250,000	150,000
Improvement Football physical infra structure (lights and maintenance Essed)	25,400		100,000	200,000
Professional league start up cost	75,000 <sup>5</sup>		86,000	62,000
<b>Total</b>	<b>750,000</b>		<b>750,000</b>	<b>750,000</b>

<sup>3</sup>from this amount US\$40,000.-- is already requested for the inventory for the sports shop. The remaining US\$5,000. is for the inventory of the sport gym and some office inventory.

<sup>4</sup> For Owru Cul improvement of the physical infrastructure two projects are already submitted namely the sanitary facilities amounting US\$ 32,200.—and the construction of the front fence at the Owru Cul US\$ 22,398.--

<sup>5</sup> For the professional league a total amount of US\$225,000 FIFA funding is requested distributed over three years. The first year the amount is US\$75,000.--

The US\$ 250,000.- will be used for the travel cost for the men, women and youth national teams who are qualified to proceed further in the regional international tournaments.

In 2017, projects and funds started in 2016 will be continued and used together with the US\$ 500,000.- budget support funds allowing SFF to use the US\$ 750,000.- for the year 2017 as a guarantee for the investment in the AK Stadium. In 2018 the amount available for 2018 will be used as a guarantee for the stadium and the guaranteed amount of 2017 will be used in 2018 to carry out projects.

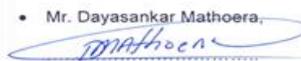
This strategic plan will be the foundation to attain the the goals set forward in it. It will also be a monitoring instrument to see where we are in realising our goals and objectives. We welcome you all readers of this document to partner with us, share your comments and advise us and make all efforts possible to make football live for all and all live for football in Suriname.

We the Executive Committee of the SFF promise you, all our partners, that we will put all our positive spirit in realizing this strategic plan.



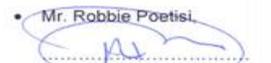
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 President SFF

• Mr. Waldo Gobardhan,  
  
 Commissioner SFF

• Mr. Dayasankar Mathoera,  
  
 Vice-President SFF

• Mr. Arnold Bilkerdijk,  
  
 Commissioner SFF

• Mr. Bernard Abia,  
  
 Secretary General SFF

• Mr. Robbie Poetisi,  
  
 Commissioner SFF

• Mr. Bidjaikoemar Mankoe  
  
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# Colophon

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