



Surinaamse Voetbal Bond - 2020-2023 Strategic Plan

Paramaribo, Januari 2020

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Foreword

Dear friends of the Surinaamse Voetbal Bond (SFA).



At the end of the foreword to the 2016-2019 Strategic Plan of the SFA, it was stated that “The ingredients of hard work, cooperation, planning, commitment, communication, investment in human resources and infrastructure will lead us to long-term success, and also, individual and collective improvement coupled with our ability to increase our financial resources, will enable us all to maximize our ability to achieve success in meeting all our set goals.” This principle has delivered the intended result.

The “SFA 2016-2019 Strategic Plan” has been met in the sense that 80-90% of the goals planned for that period have been achieved. Of course, there are a number that has a continuous character or that may need to be refined or that we need to reformulate. It is therefore inevitable that the SFA 2020-2023 Strategic Plan builds further on matters that were realized in the previous planning period, because they simply have a cause-and-effect relationship with each other. Investments and their objectives achieved in the 2016-2019 planning period must now be cashed in in the 2020-2023 planning period, thereby providing a basis for new prospects that are on the horizon for our sport. Of course, there are also a few projects that extend beyond this planning period.

The efforts and investments made in our accommodations; in a licensed and new set-up of our National Competition; the investments made in the National Selection; the realization of dual nationality, etcetera; all sub goals that formed the preconditions for the then main goal formulated at the time, which in short consisted of being able to qualify for the FIFA World Cup Qatar 2022, have paid off in the sense that for the Surinamese National Football Selection this main goal in the new planning period seems to be within reach.

In the planning period covered by this Strategic Plan, the realization of the following goals will be central in three consecutive years, namely:

1. Year 2020-2021: Qualifying the National Selection for participation in the FIFA World Cup Qatar 2022.
2. Year 2021: Finishing in the top four of the CONCACAF Gold Cup championships.
3. Year 2022: Participation in the FIFA World Cup Qatar 2022.

What we have to understand in this planning period is that these aspirations should not lead to the development of the remaining football in Suriname coming to a halt because of the financial pressure that will be put on the SFA funds as a result of the qualification for and

participation in these 'Key Events' in each of the aforementioned years. We will also have to continue to give substance to the philosophy that top football requires top facilities. Making some major investments in our football infrastructure, such as the construction of a new National André Kamperveen stadium, also remains a requirement in this planning period. Investing in a Sports Medical facility, where our football players and other athletes can undergo the necessary tests, or can be monitored, will become a pressing necessity along with the realization of a Professional League.

In the 2020-2023 planning period, a strong commitment will be made to a holistic approach to women's football. Growth will not only have to be achieved in 'length and width', but even more so by 'branding' and image enhancement of women's football, a sport that is still seen too often as a men's sport in Suriname. The development of a women's football league with its own identity, which has its own coaches and referees, will also have to be part of this development. It is unfortunate to have to conclude that after almost 30 years, of which 20 years within the SFA, we have not made much of women's football. If we want to change this in the coming planning period and certainly this coming decade, to a very large extent we will have to make use of the top expertise that is present within the KNVB and CONCACAF.

Finally, I want to dwell for a moment on the fact that the SFA will celebrate its 100th anniversary during this planning period. In hindsight, we can proudly state that the various SFA boards have successfully secured the Association through various storms. In our country there is, so to speak, no company we can be compared to, that has been able to sustain itself as long as the SFA. Many of the great ones you knew are no longer here or are about to perish. This is no reason for the SFA to take one's ease. In the coming decade, our goals will have to be aligned with consistently being qualified for the top five of CONCACAF men's football and the top 10 of CONCACAF women's football.

Thank you all who is contributing in any way to football, the number 1 sport in our Suriname.



Drs. John Krishnadath

President Surinaamse Voetbal Bond

Our vision, mission and core values

We have spent a lot of time thinking about who we are as an organization, what we strive for and how we will achieve our goals. This is how we define ourselves and our actions:

OUR VISION:

“WITH FOOTBALL BEING OUR LEADING SPORT, THE SFA WILL INSPIRE OUR NATION WITH BETTER FOOTBALL FOR ALL, ON AND OFF THE FIELD”

OUR MISSION:

“THE SFA IS COMMITTED TO PROFESSIONALLY MANAGING, DEVELOPING AND PROMOTING FOOTBALL ON ALL LEVELS”

Our core values

Core Values	Value statements
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LEADERSHIP

- Initiating, motivating, coordinating and guiding to take actions

INTEGRITY

- To be fair, transparent, honest in everything we do and to everyone

TEAMWORK

- Working together, with respect for each other, to achieve the best results

INNOVATION

- Rising to the next level through forward thinking

PROFESSIONALISM

- Confidence, competencies, motivation and excellence applied across all that we deliver

PASSION

- Love of the game

SOCIAL RESPONSIBILITY

- To ensure that football is accessible to everyone and do things beyond football

PRIDE

- Proud to be part of the football family

Our Country - Our Football

Demography of Suriname

Officially known as the Republic of Suriname, we are a country on the northeastern Atlantic coast of South America, bordered by French Guiana in the east, Guyana in the west and Brazil in the south.

The Republic of Suriname is geographically part of mainland South America and culturally/ economically part of the Caribbean. Administratively, the country is divided into ten districts. Of the 583,868 inhabitants, around 488,000 people live in the coastal area. Reaching places in southern Suriname, such as the district of Sipaliwini that together



with the district of Brokopondo make up the interior with a total area of 137,931 km² and a total population of 53,000, is a very adventurous and costly undertaking.

Population

The country's capital is Paramaribo with 223,757 inhabitants. Suriname has a very diverse ethnic population, which consists of a number of different ethnic groups, including:

Hindustani: 27% of the population being descendants of 19th century contract workers from India;

Surinamese Maroons: 21.7% of the population being descendants of escaped West African slaves, subdivided into five main groups including Ndyuka (Aucaners), Kwinti, Matawai, Saramaccaners and Paramaccaners. The majority lives in the districts of Sipaliwini, Brokopondo and Marowijne together with our indigenous population;

Surinamese Creoles: 15.7% of the population being mixed descendants of West African slaves and Europeans (mostly Dutch);

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

Chinese: 9% of the population being descendants of the first 19th century contract workers. In the 1990s and the beginning of the 21st century, we saw renewed immigration on a large scale. In the year 2011, more than 40,000 Chinese were living in Suriname.



(Amer)Indians: The original inhabitants of Suriname make up 3.7% of the population. The main groups are the Akuriyo, Arawak, Caribbean, Trio (Tiriyo) and Wayana, who mainly live in the districts of Paramaribo, Para, Wanica, Marowijne and Sipaliwini.

Europeans: descendants of Dutch 19th century immigrant farmers, Portuguese from Madeira and other European people. The descendants of the Dutch immigrant farm workers are known as 'Boeroes' (derived from the Dutch Word for

'farmer'). Most Boeroes left the country after independence in 1975. There are currently around 1,000 Boeroes in Suriname, some of which are still present in the agricultural sector of Suriname.

Levantines: mainly Maronites from Lebanon and Jews, mainly descendants of Sephardic Jews and Ashkenazi Jews. *Jodensavanne* plays an important role in their history. Many Jews **mixed** with other population groups.

Brazilians: many of them are gold miners.

The vast majority of people (around 90%) live in Paramaribo and on the coast. There is also an important group of Surinamese in the Netherlands. In 2014, 347,600 Surinamese lived in the Netherlands, which amounts to approximately 2% of the total population of the Netherlands, compared to 573,311 Surinamese who lived in 2014 in Suriname.

All these groups are living in harmony with each other and are enjoying the love for this beautiful game and for each other. The official language is Dutch, however, most people speak and understand English quite well. The lingua franca is Sranan Tongo, a local Creole language that was originally spoken by the Creole population and is widely spoken in society.

Government and society

Suriname became politically independent from The Netherlands on November 25, 1975, but encountered a coup on February 25, 1980. After a period of military regime with a 'revolution', various coups and internal struggles in the period 1980 to 1987, democracy was restored in 1987.

Suriname experienced a so-called 'telephone coup', after which a nominated government led the country for a year and organized elections again. Since then, we have had free and fair general elections in our democracy every five years. Recent historical events have destroyed a great deal of the physical and administrative infrastructure in the interior that is now in a process of gradual recovery.

Economy

The main economic activities in Suriname are both gold mining and oil production, with significant known reserves of both raw materials. In the coastal area, both agriculture and fishing offer valuable income from labor together with other important export products, including rice, bananas and shrimp. About a quarter of the people work in the agricultural sector. The Surinamese economy depends on trade with the most important trading partners being The Netherlands, the United States, Canada and Caribbean countries, of which both Trinidad & Tobago and the former islands of the Netherlands Antilles are among the most important ones.

The Government of Suriname consists of 17 ministries, including a Ministry of Sports and Youth Affairs. The government is led by the President, under the supervision of Parliament consisting of 51 elected members from all ten districts of the country.



Andre Kamperveen Stadium at night



The Surinamese Football Association - Sport

The Surinamese Football Association (SFA) was founded on October 1st, 1920, and joined FIFA in 1929. On its 50th anniversary, the queen of The Netherlands granted the SFA the right to wear the designation of the Royal Surinamese Football Association. Another striking thing about the SFA is that, as far as we know, Suriname is the only FIFA member country that has its own stadiums and related facilities.

Humphrey Mijns, who played for both the Surinamese and Dutch National Men's selection 'Oranje', was selected in 1999 as Suriname's football player of the century. Many players born in Suriname, and players of Surinamese descent born in The Netherlands, such as Gerald Vanenburg, Ruud Gullit, Frank Rijkaard, Edgar Davids, Clarence Seedorf, Andwele Slory, Ryan Babel, Aron Winter, Patrick Kluivert, Romeo Castelen, Jimmy Floyd Hasselbaink, Georginio Wijnaldum and Virgil van Dijk, all played in recent years for 'Oranje', the Dutch national team.

Another well-known player is André Kamperveen, who was the captain of the Surinamese national football team in the 1940s and the first Surinamese who played as a professional in The Netherlands. He was one of the founders of The Caribbean Football Association, was the first President of the Association and made it to FIFA Vice President. In recognition of his exceptional contribution to football in Suriname, our National Stadium is named after him.

In November 2019, in the home game against Dominica, Nigel Hasselbaink became the first player of Surinamese-Dutch descent who came out for the Surinamese national selection because of dual nationality.

Our aim is to use these good examples to raise our national football to the highest international level. In order to achieve this, we accept the challenge of the need to improve a number of elements of the game, including overall management, technical development, organizational skills as well as the ability to improve the infrastructure of football across all aspects of our national football system.



The Surinamese Football Association (SFA) cooperates with the Surinamese Government through various Ministries, including the Ministry of Sports and Youth Affairs, the Ministry of Education, Science and Culture, the Ministry of Finance, the Ministry of Justice and Police, the Ministry of Natural Resources and also the Ministry of Public Works.

The National Competition and international tournaments

The FIFA Men's Ranking

Suriname is currently on number 141 in FIFA ranking released in November 28, 2019, this is 34 positions higher than the ranking position we started with in 2016. This is still 30 positions lower than our highest-ranking position that occurred in 1994 when we were ranked at 104. The worst position on the ranking was in 2016 when Suriname finished in 175th place.



The FIFA Women's Ranking

The women's team of Suriname is currently at position 119 of the FIFA woman's world-ranking released in November 28, 2019, this is 14 positions higher than the ranking position we started with in 2016. The highest ranking was reached by the women's team in 2003, namely 85 and the worst was in 2015 when Suriname finished in 141st position.

Domestically, the SFA organizes several official competitions of a total of 301 teams with 8115 registered players. District competitions registered an additional 181 teams and 16 youth clubs with 4678 and 409 players respectively. The SFA youth competitions registered 83 clubs and 2128 players. In our women's football sector, 24 clubs and 370 players were registered for youth competitions, and a total of 5 clubs with 88 players were registered among senior women. (2019 digits)

In addition to the competitions, we annually organize the SFA Cup, the Presidential Cup and also the First Lady's Cup. All this can be achieved with the valued support of key

stakeholders from the business community, to whom we are very grateful for their meaningful support.

In the new 2020-2023 planning period, due to the new FIFA guidelines, Suriname will have to participate in at least 24 official or friendly international competitions annually. These can be matches or competitions organized by FIFA, CONCACAF or CFU, as well as friendly competitions organized by the SFA against national selections from the Dutch-speaking countries in the region, the neighboring countries of French Guiana, Guyana and other countries with which special relations exist.

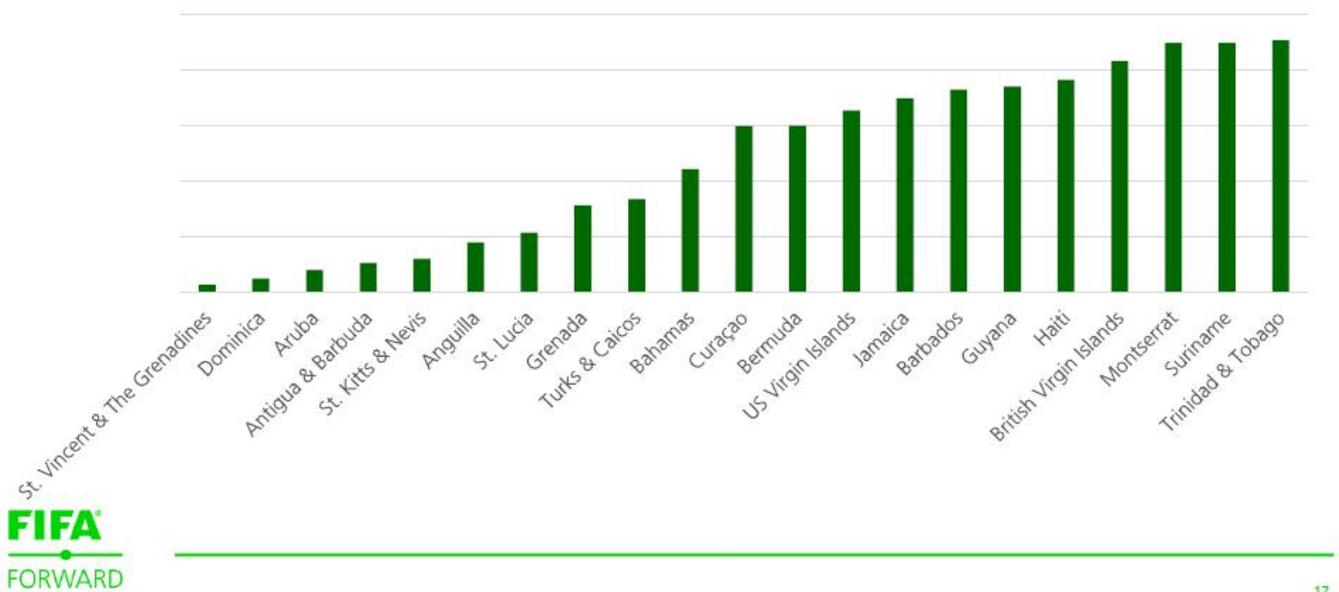
For technical support and the financing of investments for the football infrastructure, we implement projects in collaboration with FIFA.

Technical and infrastructure projects

Current projects

The SFA is pleased that it has received financial and technical support from our parent administrative body in several areas, aimed at improving our football infrastructure. This has been an important achievement of the SFA in recent years and we will continue to focus on this progress. It must be said that Suriname (SFA) is one of the few FIFA member countries in the Caribbean that fully utilizes project funds made available by FIFA.

FIFA Forward Funds approved per MA



The 100% utilization of project funds from the so-called FIFA Forward fund will also take place during this planning period. According to the FIFA Forward 2.0 Programme, newly formulated in 2019, project funds can only qualify for other types of projects after a member country has the following three things in place, namely: 1.) a Head Office, 2.) a Technical Center, and 3.) a Football Stadium that meets the minimum FIFA requirements.

Upon the completion in May 2020 of the total renovation and upgrading of the Dr. Ir. F. Essed Stadion to a stadium with an artificial grass pitch, suitable for playing international football matches, the SFA will meet the three basic requirements that, according to FIFA, countries must meet before other projects can start. This stadium will also serve as a 'back-up' stadium for our international football, when the construction of a new André Kamperveen Stadium is started. The total costs of this renovation and upgrading are approximately USD 2,000,000.

A project to increase the level of participation in boys' and girls' football is in progress, namely the grassroots football development plan. This project is being undertaken on two levels. One level of this project is the development of football through schools throughout the country, while the second level focuses on the overall development of football along with young players in target group neighborhoods in both urban and remote areas of the country, including member associations and sports leaders of the Ministry of Sports and Youth Affairs.

Scheduled Projects

A scheduled project, which is now in the process of securing the necessary funding, is the modernization of the national football stadium of Suriname, built in 1954. This project will change our national facility into one that meets international standards with around 10,000 seats and estimated costs of USD 30 million. The general facilities plan includes 11,000 m² of commercial space (shopping center) intended for rental purposes. This will provide the SFA with extra non-football-related income of an annual average of USD 3,331,560 meant for installments. The implementation of this project entirely depends on a guarantee issued by the government to the SFA.

The approach to allow professionalization to penetrate into the various areas within the football branch entails that, insofar as it is not yet available, the SFA will have to ensure a sports-medical test facility operating at least rudimentary. A department where our football players and other athletes can undergo the necessary health tests and can be monitored on or off the field, is becoming a pressing necessity with the realization of a 'Professional League'. In this context, cooperation with the Medical Faculty of our Anton de Kom University must be realized.

SFA cash-flow projection after construction and commissioning of the new André Kamperveen Stadium

The 'New André Kamperveen Entertainment Center' project will realize the financial independence of the SFA and thus strongly promote the implementation of this strategic plan. The project's financials look promising and the project will yield several hundred permanent jobs after completion.

The project was developed on the assumption that:

1. it is not possible to maintain a football stadium as a stadium exclusively;

- the SFA must become financially independent through the implementation of this project, namely through the delivery of non-football related products and services on a commercial but competitive basis.

The project includes a commercially rentable space of almost 10,000 m² net suitable for 175 - 225 units, a very modern football stadium with approximately 10,000 seats that fully complies with international FIFA/CONCACAF requirements including all facilities for HD television broadcasts and approximately 500 parking spaces.

The project is estimated at USD 30 million to be invested over a 2-year period. The construction time is estimated at 18 months. If construction starts in Q1 2021, the inauguration could take place in Q4 2022.

Competing on a professional level is important for the success of this project. The success of our clubs and the National Team abroad will just improve profitability. But of course, also important is Suriname's image across the world owning a hybrid stadium and especially in South America and the Caribbean.

MODEL OUTPUT CALCULATED OVER 20 YEARS							
NPV: 10,7 mln.		NPV/Investment: 39,7%		Pay Out Period: 8 years			
		IRR : 9,6%					
x US\$ 1.000,-	2021	2022	2023	2024	2025	2026	2027
Revenues	-	2.107	3.754	4.809	6.131	7.177	7.743
Expenditures	-	207	1.611	2.695	2.762	3.712	3.568
Net Profit After Taxes	-	1.899	2.142	2.113	2.156	2.218	2.671
Fifa Periodic Allotments	-	2.000	-	2.000	-	-	-
Depreciation	-	-	716	1.686	1.686	1.686	1.549
Estimated Gross Cash Flow	-	3.899	2.858	5.799	3.842	4.154	4.220
Miscellaneous Investment	-	766	-	249	255	262	942
Project Implementation	23.896	5.298	-	-	-	-	-
Installments	-	-	-	-	-	1.377	1.418
Total Expenditures	23.896	6.064	-	249	255	1.638	2.360
Net Cash Flow Per Year	-23.895	-2.164	2.857	5.550	3.586	2.515	1.859

With 100% financing and a duration of 20 years with an interest rate of 3% and a grace period of 3 years, the financials are as follows:

IRR approximately 10%

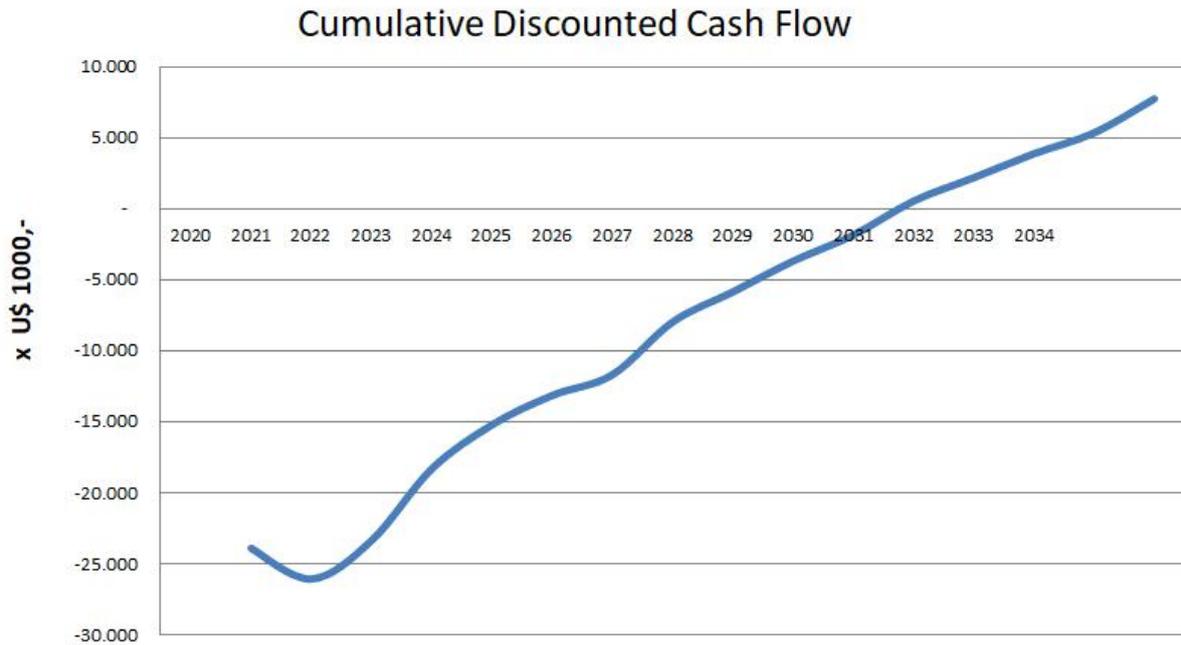
eight-year payback period ¹

This result will be achieved though:

rental prices per month/m² in the period 2022-2023: approximately USD 32.-;

¹ Payback period is the time required to recover the invested amount by adding up all undiscounted cash flows. It is therefore an indication of the project's risk. The shorter the paybacks, the lower the risk. It does not mean that investors can recover their money within that period!

ticket prices for matches in the period 2022-2023: an average of SRD 25.-



The project can receive financing through existing credit lines, such as those from India, and is awaiting a guarantee from the Surinamese government.

Together with the 'Owru Cul Sports and Entertainment Center', with a first-class restaurant and artificial grass mini football fields within walking distance of this projected complex, a new entertainment center will be developed here.



SWOT Analysis

A SWOT analysis has been carried out to analyze our current situation. In this way we were able to assess the SFA's strengths (S), weaknesses (W), opportunities (O) and threats (T). This analysis has given us insight into multiple options and crucial issues.

SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ➤ The love of football (football is the No. 1 sport in Suriname) ➤ Ownership of facilities (stadiums, offices and guesthouses) ➤ Dedicated board members ➤ Volunteers ➤ Support from FIFA ➤ Being able to use professionals with Surinamese roots in The Netherlands ➤ Training ➤ Societal and social involvement ➤ International recognition 	<ul style="list-style-type: none"> ➤ Limited financial resources ➤ Inadequate sponsoring ➤ Minimum support from the government ➤ Inadequate administration of players ➤ Poor marketing ➤ Poor public relations ➤ Insufficient expert staff ➤ Low stadium attendance ➤ Aging within the organization ➤ Poor data collection, processing and storage space members
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ➤ Use of professional players in diaspora for national selections ➤ Abolition of entertainment tax ➤ Introduction of CONCACAF COMET and FIFA Connect for football administration (cloud-based) ➤ Internet and social media for marketing ➤ Caribbean single market economy ➤ Caribbean professional football competition ➤ Organizing a local professional football competition ➤ More involvement of Surinamese in the CONCACAF, CFU and FIFA institutes ➤ Internet (Social Media) 	<ul style="list-style-type: none"> ➤ interference from political parties at the SVB ➤ International football on TV ➤ Video games internet (Social Media) ➤ National macroeconomic and financial situation ➤ Video games ➤ Relationship with a part of the Surinamese sports press

While the SFA's goal is to further develop football, our ability should be to make the best use of our strengths, overcome our weaknesses, analyze our opportunities and make positive use of them and assess our threats to fully support us in our endeavor.

PEST Analysis

A PEST analysis has been carried out to identify and analyze the main issues in the Political (P), Economic (E), Socio-cultural (S) and Technological (T) environments in order to have a complete understanding of our current situation and future opportunities, assisting the SFA in the development of effective strategies to achieve its objectives.

PEST ANALYSIS			
Political/Legal	Economic/environmental	Social cultural	Technology/infrastructure
<ul style="list-style-type: none"> ➤ Utilize the legal options to use our diaspora for the national selections ➤ Possible abolition of entertainment taxes ➤ Avoiding party-political interference in the SVB ➤ Minimum financial government support (finances or state guarantees) ➤ Changes to the FIFA/CONCACAF articles of association make changes to the SVB articles of association necessary 	<ul style="list-style-type: none"> ➤ Support from the State of Suriname ➤ Favourable weather ➤ Low purchasing power ➤ Economic priorities and the national macroeconomic and financial situation ➤ Unstable national macroeconomic and financial situation (devaluation and inflation) ➤ Upgrading SFA football infrastructure contributes to a better experience of football 	<ul style="list-style-type: none"> ➤ Social and cultural barriers have a negative impact on the development of women's football ➤ Awareness of a healthy lifestyle ➤ Low population growth ➤ No domestic conflict ➤ Insufficiently disciplined players ➤ Poor club administration and lack of team culture ➤ Club professionalization 	<ul style="list-style-type: none"> ➤ Modern stadium must be built ➤ Implementing the COMET, CONNECT and ITMS System by the SFA ➤ The commercialization of media rights ➤ Artificial grass pitches in Owru Cul and Ir. F. R. Essed Stadium ➤ The growing popularity of e-traffic and the increasing use of the internet ➤ Transforming Ir. F.R. Essed into an International Stadium ➤ Two illuminated stadiums on international level

Our Stakeholders

The SFA wants to be a professionally managed body that undertakes to develop football throughout Suriname, encouraging people as much as possible to be involved in all aspects of the sport. However, not much can be realized by a national association on its own.

The total football family in Suriname consists of players, coaches, officials, fans, sponsors, the government, the media and many others. To make football a success in our country, unity and cooperation between all stakeholders is vital. This recognition of the key role of these different groups has resulted in this Stakeholder Analysis.

Step 1 - Identifying our stakeholders

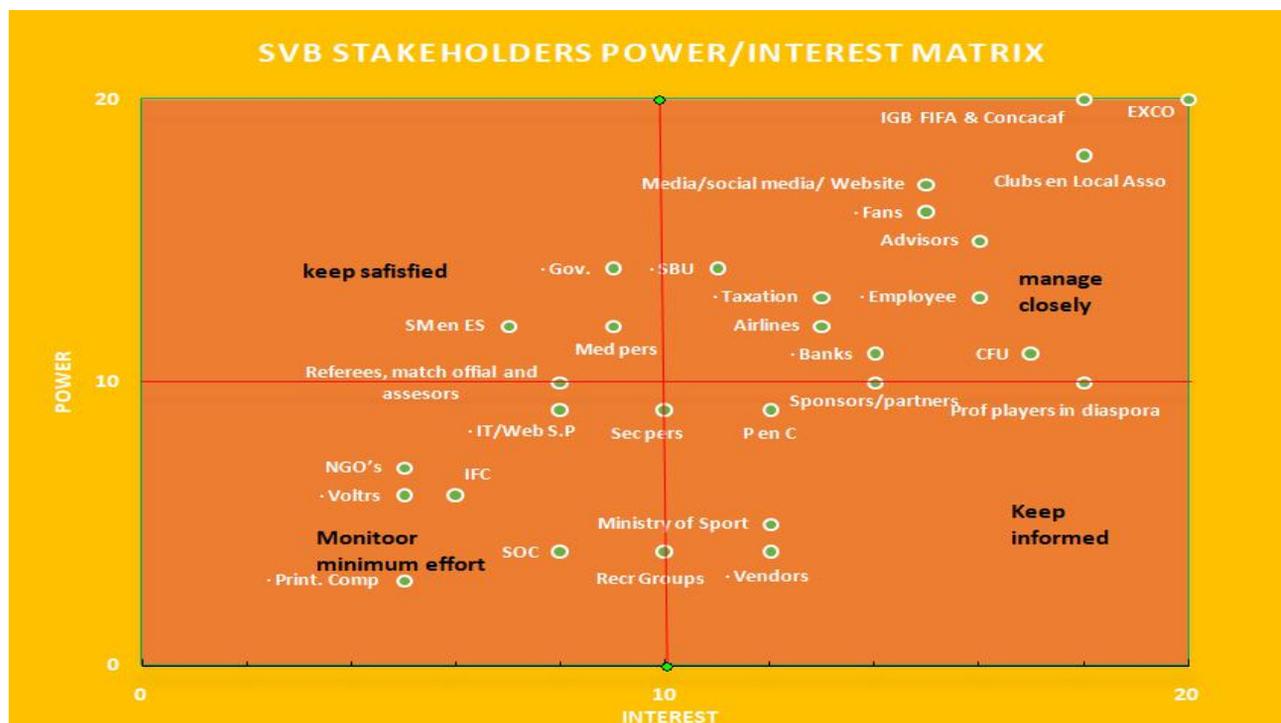
The first step in our analysis was identifying our stakeholders. We have thought of all persons and groups who are having an influence or interest in football or who are having a share in the results of the SFA's transactions. Each of these groups was classified in the following table accordingly:

General Management	Technical level competition	Marketing/ Communication	Administration	Financial
<ul style="list-style-type: none"> ➤ Leadership FIFA, CONCACAF and CFU international governing bodies ➤ Ministry of Sport and Youth Affairs ➤ NGO's ➤ Advisors ➤ Exco members (SFA board) ➤ Surinamese Olympic Committee (SOC) 	<ul style="list-style-type: none"> ➤ Clubs, players & competitions ➤ Referees ➤ Competition commissioners ➤ International football clubs ➤ Local football clubs ➤ Recreation groups ➤ Security personnel ➤ Medical personnel ➤ Stadium management and activities ➤ Latent pool of 150 international professional players ➤ Staff ➤ Vendors ➤ Airline companies 	<ul style="list-style-type: none"> ➤ Media ➤ Sponsors ➤ IT/Web service ➤ Fans ➤ Printing companies 	<ul style="list-style-type: none"> ➤ Government ➤ Volunteers ➤ Employees ➤ Service providers 	<ul style="list-style-type: none"> ➤ Banks ➤ Taxation ➤ Suppliers of goods and services ➤ SBU (SFA Business Units)

Step 2 - Scaling our stakeholders

Some of these stakeholders have the capacity to significantly influence the SFA's progress, some show an interest in what we do, and some are not very involved. In order to understand the level of resources that we need to allocate to each stakeholder, we have prioritized each of them to develop a clear picture of where each stands in this regard. In the 'Power/Interest' schedule below, they are mapped and arranged according to the power they have over our activities and how much interest they have in our work.

Scaling of Stakeholders in terms of Power and Interest (1=Low, 20=High)			
Stakeholders	Scale 1 tot 20		Stakeholders
	Interest	Power	
IGB (FIFA & CONCACAF)	18	20	IGB (FIFA & CONCACAF)
CFU	17	11	IGB CFU
Ministry of Sport	12	5	Ministry of Sport
SOC	8	4	Suriname Olympic Committee
Ngo's	5	7	Non Governmental Organisations
Exco	20	20	Executive Committee
Advisors	16	15	Advisors
Clubs & Local Associations	18	18	Clubs & Local Associations
Players and Coaches	12	5	Players and Coaches
Prof players in diaspora	18	10	Prof players in diaspora
Referee, assessor & match official	8	10	Referee, assessor & match official
IFC	6	6	International football clubs
Recreational groups	10	4	Recreational groups
Security personnel	10	9	Security personnel
Medical personnel	9	12	Medical personnel
Stadium management and event personnel	7	12	Stadium management and event personnel
Airlines	14	12	Airlines
Media/social media/website	15	17	Media/social media/website
Vendors	12	4	Vendors
Sponsors/Partners	14	10	Sponsors/Partners
IT/Web service providers	8	9	IT/Web service providers
Fans	15	16	Fans
Printing companies	5	3	Printing companies
Government	9	14	Government
Volunteers	5	6	Volunteers
Employees	16	13	Employees
Banks	14	11	Banks
Taxation	13	13	National tax
SBU	11	14	SFA Business Units



This schedule indicates which stakeholders we should follow, keep informed, keep satisfied or pay a lot of attention to. During the compilation of this strategic plan, a re-analysis and ranking of the various stakeholders of the Surinamese Football Association took place.

International governing bodies, such as FIFA and CONCACAF, regularly provide financing or donations to support the development and growth of the SFA. These organizations have a high degree of influence and interest in the activities of the SFA, so we must be very alert and give them sufficient attention. It is beyond discussion that for the Surinamese Football Association the EXCO board must score one-hundred percent on the interest/power score board. The Local Association and Clubs are also very important in achieving the goals of Surinamese Football. In addition, the SFA will have to closely manage its Commercial Business Units, the media including social media, its employees and taxes to be successful in achieving its goals. For the SFA plans to be successful, the advisers play an undeniable role and the SFA will also have to manage these stakeholders closely.

The airlines, banks and sponsors/partners must be closely managed and well-informed on the activities and goals of the SFA. The pool of professional football players in diaspora with at least 150 people is also very important for the growth of Surinamese football in the international forums and therefore also must be closely managed and well-informed.

The government, the stadium management and event personnel as well as the medical personnel, the referees, and other match officials must be closely managed but should mainly be kept satisfied. This means that the SFA must be in close cooperation with these groups.

NGOs, printing companies, volunteers, international football clubs, the SOC and vendors and recreation groups have minimal influence on the projects and programs of the SFA but

simply need to be properly monitored, and energy, resources and attention can be spent on other stakeholders. We interact with these groups on an as needed basis.

The fourth group must be kept well-informed by the SFA. This mainly concerns fans, players and coaches, the CFU, the Ministry of Sports and Youth Affairs and vendors. This group usually has a great interest in the activities but does not have much influence on the realization of the goals of the SFA.

Step 3 - Understanding our stakeholders

After identifying and assigning priorities to our stakeholders, we need to find out what their feelings are for the SFA. In this way, we learn how we can best involve them in our activities and how we can communicate effectively with them.

To answer these questions, we have discussed some stakeholders internally, and we talked directly to others. Later on, we summarized the information that we obtained from the same 'stakeholder power/interest schedule'. In this way, it is easy to identify which stakeholders are the blockers and which are the critics, the stakeholders who are supporters and advocates, and the stakeholders who are simply neutral. For example, it appears that the media can be counted among the critics, while blockers have also been identified that can block or have blocked strategic goals, partly due to a kink in the communication channels. Work will be done during this planning period.



Conclusion

To further summarize our analysis of stakeholders, we have grouped the stakeholders in the table below.

Closely managing	Keeping satisfied	Keeping informed	Monitoring
<ul style="list-style-type: none"> ➤ Exco (SVB Board) ➤ Clubs and local Associations ➤ IGB FIFA & CONCACAF ➤ Media/Social ➤ Media/Websites ➤ CFU ➤ Fans ➤ Taxes ➤ Employees ➤ SBU (SFA Business Units) ➤ Banks ➤ Airlines ➤ Advisors 	<ul style="list-style-type: none"> ➤ Government ➤ Stadium management and personnel activities ➤ Medical personnel ➤ Competition commissioners and referees 	<ul style="list-style-type: none"> ➤ Vendors ➤ Ministry of Sports ➤ Players in diaspora ➤ Sponsors and partners ➤ Players and coaches ➤ Security personnel 	<ul style="list-style-type: none"> ➤ Recreation groups ➤ NGOs ➤ Printing companies ➤ IT/Web service providers ➤ International football clubs ➤ SOC ➤ Volunteers

We have compiled the Table above based on the schedule. Based on our deliberations and discussions, we have placed the government, stadium management and event personnel, medical personnel and game officials in the 'Keeping satisfied' category. Furthermore, we have placed the recreation groups as a borderline case in the 'Keeping informed' group instead of the 'Monitoring' group. These stakeholders must be informed on the possibilities for their recreational activities that may have a commercial aspect for the SFA. Security personnel is another group of stakeholders who form a borderline case, we can place them in the 'Monitoring' group, however, we put them in the 'Keeping informed' group, considering the importance of safety in our activities.

The 'Closely managing' group is the largest.

This indicates the intensity with which the SFA develops management activities for sustainable development of the Association in its endeavor to achieve its objectives.

The SFA will continue to devote considerable effort to its networking activities and good governance of the Association. Information will be shared and published via our website, www.svb.sr and via an SFA newsletter to inform our stakeholders where necessary. In this case, the media is not only seen as a stakeholder, but as an important partner that should bring football closer to the public and thereby increase the number of direct and indirect football supporters as well as the active and passive participants in our beloved football.

The group that must be kept satisfied consists of the government, stadium management and event personnel, match officials and medical personnel. They play a crucial role in achieving the goals, while they themselves have a lower listing on the interest scale.



There are 3 main reasons for modernizing your governance:

- 1. Build trust by developing stronger relationships with key stakeholders*
- 2. Build revenues by restoring confidence amongst funding partners and supporters*
- 3. Build performance by attracting and retaining the most talented athletes*

(Slide CONCACAF EMP program)

Resource analysis

A resource analysis provides analytical support in developing, evaluating, and implementing policies, practices, and programs that enable people, budgets, and resources to function more effectively and efficiently.

Resource type	Resource		Value
Human Resources	Employees	The human factor within an organization is very important. Employees are the ones who keep your organization running. The SFA has a good team of administrative employees, a Marketing Manager, a Technical Director, trainers, coaches, referees, etc. They ensure the continuity of the SFA's core business, taking into account the licensing process and the transition to a commercial way of thinking. The SFA understands very well that some personnel members still need special training.	High
	Volunteers	The SFA has a number of dedicated people who work on a voluntary basis. They participate in committees and help with special projects.	High
	Dedicated EXCO members	The SFA has qualified board members. This will contribute to the further improvement of the administrative process and the long-term planning of the Association.	High
	Service providers	Although the service providers are paid for their services, the constant monitoring of their dedication and quality is important for the realization of the SFA goals.	Medium
	Group of 150 professional players from diaspora	The Surinamese in diaspora with a professional status are eager to play for Suriname. And with the prospect of participating in a world or regional tournament, this enthusiasm increases even more, because in this way, they can also play themselves into the world of viewers.	High
Financial Source	Sponsors	The number of SFA sponsors has recently declined due to the national financial crisis. Sponsors usually support a specific tournament or sponsor on a monthly basis. The SFA has great potential and requires more support from the business community. The marketing manager of the SFA will have to create a general marketing strategy, aimed at bringing in more sponsors who are integrated into the programs of the SFA in a more meaningful and profitable way; especially in the context of the international games to be played by Natio Suriname.	High
	Banks	Currently, the banks play an important role in the transactions of the SFA, in terms of both incoming flows from FIFA, CONCACAF and the CFU as well as from the SBU.	Medium
	FIFA	FIFA provides the SFA with access to USD 750,000 annually for football projects, such as playing fields, competitions and women's football. In addition to this amount, the SFA is entitled to a maximum of USD 500,000 annually for running administration and management costs. This financial support from FIFA has made development possible and is very important for the SFA.	High

Physical Infra-structure	Buildings, roads, lighting, drainage, parking facilities	SFA headquarters, EML Building. The SFA owns both buildings. These buildings are (partially) rented out to generate more income. The buildings are therefore commercially exploited, but not entirely, leaving room for improvement.	High
	Stadiums	The SFA owns 2 stadiums: the Essed Stadium and the AK Stadium. These stadiums are also rented to clubs, companies etc. for playing football or for other events.	Mediocre
	Gym	The gym at the Essed Stadium is completed and will now be rented out. This gym must be ready for use and rented out to a third party no later than December 2021. The gym was already in use but served as storage space during the construction of the extra grandstand of the Essed stadium and must be reactivated.	High
	Mini playing fields	There are 2 mini playing fields on the EML complex, which are rented out to clubs, the government, companies, private individuals, etc. The demand for mini playing fields is greater than the SFA can currently meet. That is why the SFA is working on a revenue-generating project in which 4 mini playing fields are constructed. There will also be a clubhouse on the complex. The entire design will have the ambience of a chic country club. Note: a cash flow study has been conducted to identify all potential income of the SFA (by exploiting their facilities).	High
Intellectual Capital	Customer database	A database of all players is important and will be implemented in mid-2020. This will not only benefit SFA management processes, but also potential customers (buyers) of our sporting goods store.	High
Partnership	Partnership Supporting government bodies, companies	FIFA, CONCACAF, CFU, Telesur, Klupp Sportswear, and the KNVB. New partners will be added to this team of partners.	High
	Government	The SFA carries out a number of projects in collaboration with the Ministries. The Ministry of Public Works, for example, provides technical assistance for the Owru Cul Projects: the MOU with the Ministry of Education will be evaluated and, if necessary, renewed. A grassroots project is being carried out together with the Ministry of Education, the Ministry of Sports and Youth Affairs and the Ministry of Defense. Cooperation with the Ministry of Justice and Police will also be strengthened.	High
	Local Clubs/ Professional League	The professional football section will start in 2020. The cooperation and effort of each is required in order to take Surinamese football to another level.	High



SFA Key priorities for 2020-2023

Key priorities as in the 2016-2019 Strategic Plan



Main objective of the Strategic Plan

Football country Suriname counts in the World Summit

As of 2023, with 'Natio', Suriname will belong to the top 5 of the CONCACAF and will participate in all World Football tournaments, and with its club football will belong to the top 10 of regional football.

Historical facts, but also recent experiences at home and abroad, the latter in particular in Europe, show that Suriname can produce a lot of football talent. The names of top football players in current and former European competitions speak for themselves. However, a special aspect is that this is possible based on a relatively small group of approximately 1 million people with Surinamese roots equally distributed between Suriname and the Netherlands.

The influx of young talent will increase sharply if Suriname will achieve international successes both nationally and at club level and can also supply top players to the major European clubs. Exports of Surinamese football players who make a name abroad can create a 'self-reinforcing loop' of the influx of football talent. Success serves as a basis for more success.

Large foreign clubs will be more inclined to invest in, for example, good football schools. These will not only deliver well-playing players but also especially well-trained personalities with a broad general development; football players who, after their football career, can be of service to the development of Suriname and football because they have good education and life experience. To achieve this, a structural approach to the foundation, in this case the youth, is necessary. After all, without good structures it might be possible to enter the top 5 of the CONCACAF someday, however, maintaining that position is not guaranteed.

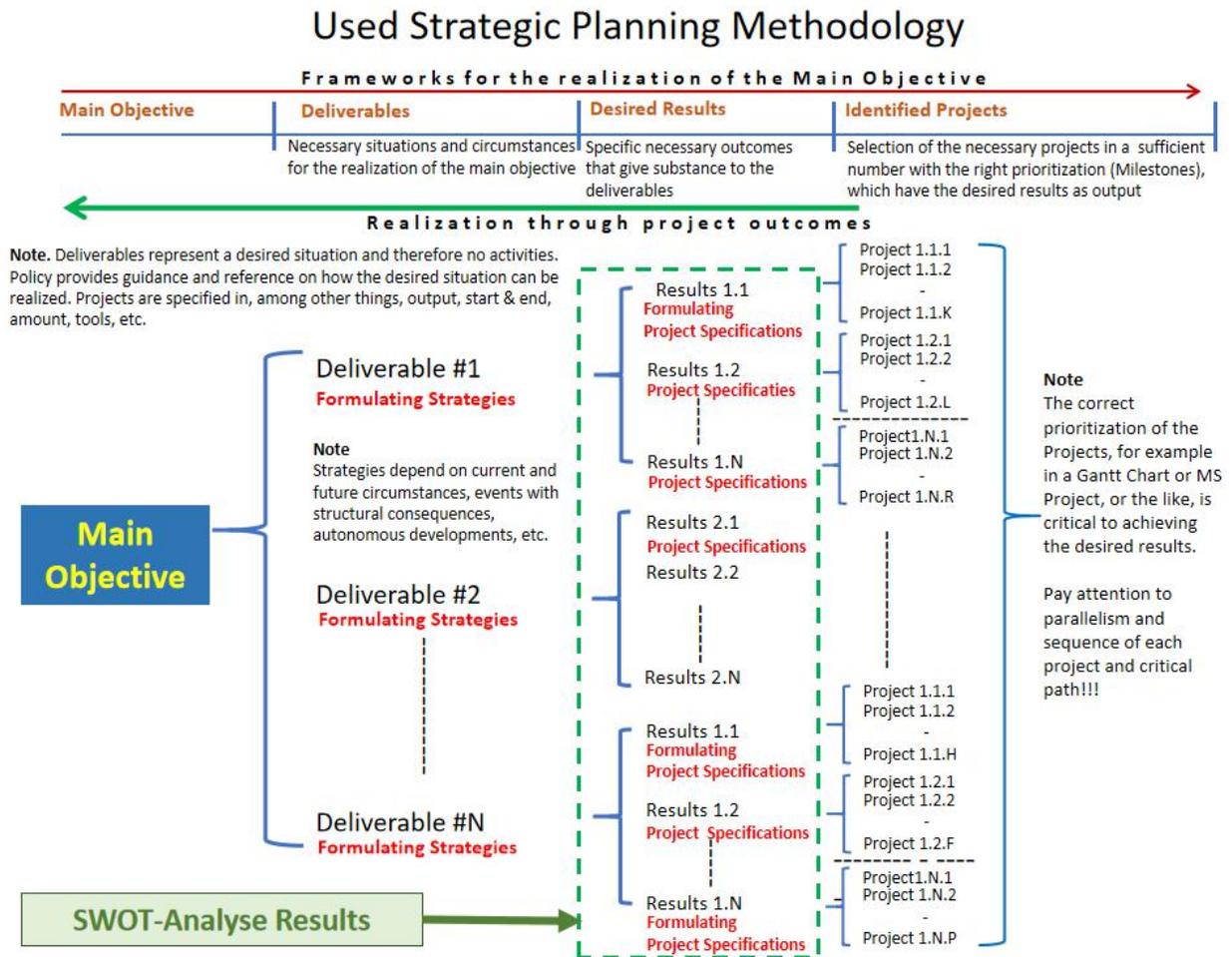
A structural approach is given substance by creating organizations throughout the country. These organizations form the foundation for our goal in that they provide a continuous stream of football talent that can excel at the highest club level and national football level of the CONCACAF. Talent will have to prove itself in a national professional football competition, which in terms of quality must be able to compete with clubs in the professional competitions in the USA and Mexico.

Such a high level can only be achieved if facilities and support services, such as physiotherapists, teachers, social workers, psychologists, fitness trainers, clergymen, etc. play a role in the formation of football talent. This multidisciplinary group must be organized and managed as a well-managed enterprise. Then the expected results can be delivered.



The realization of the main objective requires that contributing conditions are met.

Indications have been obtained from areas where results must be obtained from SWOT analysis, among others, the so-called 'Deliverables'. Projects within these Deliverables form the basis for the desired results.



Deliverables ² of the Strategic Plan

The realization or promotion of the main objective with its multidisciplinary character requires the activities to be subdivided into sub-areas, so-called deliverables.

Deliverables give direction to the activities to be carried out, in the form of projects. The output of the projects are the things that make the deliverable contribute to the realization of the main objective.

In contrast to the necessarily main objective, which will be broadly and vaguely formulated in the distant future, the deliverables are more concrete, specific and, as far as possible, homogeneous in character.

The policy formulated on the basis of the desired content of the deliverable contributes to the selection, specification and dimensioning of projects. After all, projects are concrete

² Also called sub-objective. The deliverable will indicate this function more clearly.

activities that deliver a specific result on a predetermined date. In the current plan, the milestones are target dates for the projects.

No.	Deliverable	Desired Results
1	SFA Being financially self-sufficient	<ul style="list-style-type: none"> (a) An effective and efficient internal formal functional and administrative organization with a strong focus on non-football related commercial activities (b) Balanced budgets of which a maximum of 30% is covered by donations (c) Commercial activities based on a marketing plan that positively benefits all SFAs appropriate resources (d) Plan of Approach for raising borrowed capital (e) Promotion that embeds the SFA positively in the community.
2	Professionalization of Football	<ul style="list-style-type: none"> (a) Legal form of company and internal organization of clubs completed (b) Operational national education and training structures (c) Competition system adjusted and professional competition introduced (d) Club football quality is equivalent to top CONCACAF level (e) World Cup qualification in 2020, leading role in the Gold Cup in 2021 and participation in the World Cup in 2022
3	Restructuring Football development Football talents	<ul style="list-style-type: none"> (a) 2020 - 2030 football development plan and its financing are ready and supported by stakeholders (b) Decentralization of football development activities aimed at the youth and emphasis on women's participation are achieved (c) Scientific and active supervision of the development of football talents (d) Operationalized internationalized exchange and support programs
4	Adequate Facilities	<ul style="list-style-type: none"> (a) National coverage of facilities for the education and training programs for young people and women (b) Adequate football stadiums and practice fields in all districts (c) Adequate fitness and other training facilities in all districts (d) Operational Football Education Center (e) Operational Medical Sports Center (f) Phase 2 Conversion Essed Stadium into International Stadium in accordance with FIFA standard
5	Effective Relationship with the Government	<p>Effective participation and support from the government in the implementation of the Strategic Plan of the SFA formalized in an MoU including agreements on:</p> <ul style="list-style-type: none"> (a) construction of public infrastructure (b) participation of schools (c) care for safety (d) support from regional administration (e) support from Ministry of Health (f) guarantee for financing by foreign governments
6.	Necessary Regulations	<ul style="list-style-type: none"> (a) All clubs and football clubs, if applicable, comply with all CONCACAF and FIFA rules (b) All clubs and football clubs offer adequate guarantees regarding the safety and health of their players (c) All clubs and football clubs offer sufficient guarantees regarding their financial health. <p>Revision of sanction rules is adjusted and applicable</p>

Strategies, Priorities and Projects

Strategies (policy) are intended to provide guidance and to be a reference for decisions, including prioritization with regard to the desired outcome of activities, in this case the projects. Projects are the concrete content/interpretation of the strategies by specifying goals, a beginning/an end, budget etc.

Prioritizing the projects promotes the efficiency of the implementation of strategies because it allows for planned work. A Project can include several sub-projects. These are not mentioned here.

SFA Financially Self-sufficient

Explanation

A 'conditio sine qua non' for the realization of the Strategic Plan, therefore the main objective, is that the SFA is able to take the necessary initiatives at national level, to start up, to implement projects and to create structures. Although the lion's share of the funds required for this purpose must come from third parties, including the government, these activities will require significant financial sacrifices from the SFA itself. After all, the SFA will have to initiate activities and demonstrate continuity before third parties will be found willing to participate and provide financial support. A financially strong independent SFA is therefore a necessary condition for achieving the main objective.

Strategy/Policy

The SFA will expand its activities to non-football related commercial activities. The football-related services that the clubs and others request from the SFA will be provided on a 'cost plus' basis, with considerations, such as the sustainable maintenance of facilities and resources, being central.

The SFA will not only offer existing products and services passively, but will also be active in the development, sale and distribution of products and services that are commercially tradable. In the development, production or delivery of services, where necessary, cooperation will be entered into with domestic and foreign commercial companies so that competitive positions can be taken locally.

In order to attract as many 'mass social events' as possible, given the facilities available, specific products and services will be developed that will be aggressively promoted both locally and abroad.

Sponsorship will not be based on favorable gifts but will be 'merit-based'. Sponsors will enter into lasting sponsorship agreements with the SFA based on quantifiable benefits. SFAs commercial activities will therefore also be aimed at developing products and services adapted to specific sponsors.

Where possible, the SFA will attract financial resources from investors. The options under consideration are the diaspora in the Netherlands, among others. The necessary investment products will be developed for this purpose. In this context, effective communication of what the SFA stands for and what its performance and plans are, among other things, are crucial.

The organization will be adjusted due to these non-football related commercial activities.

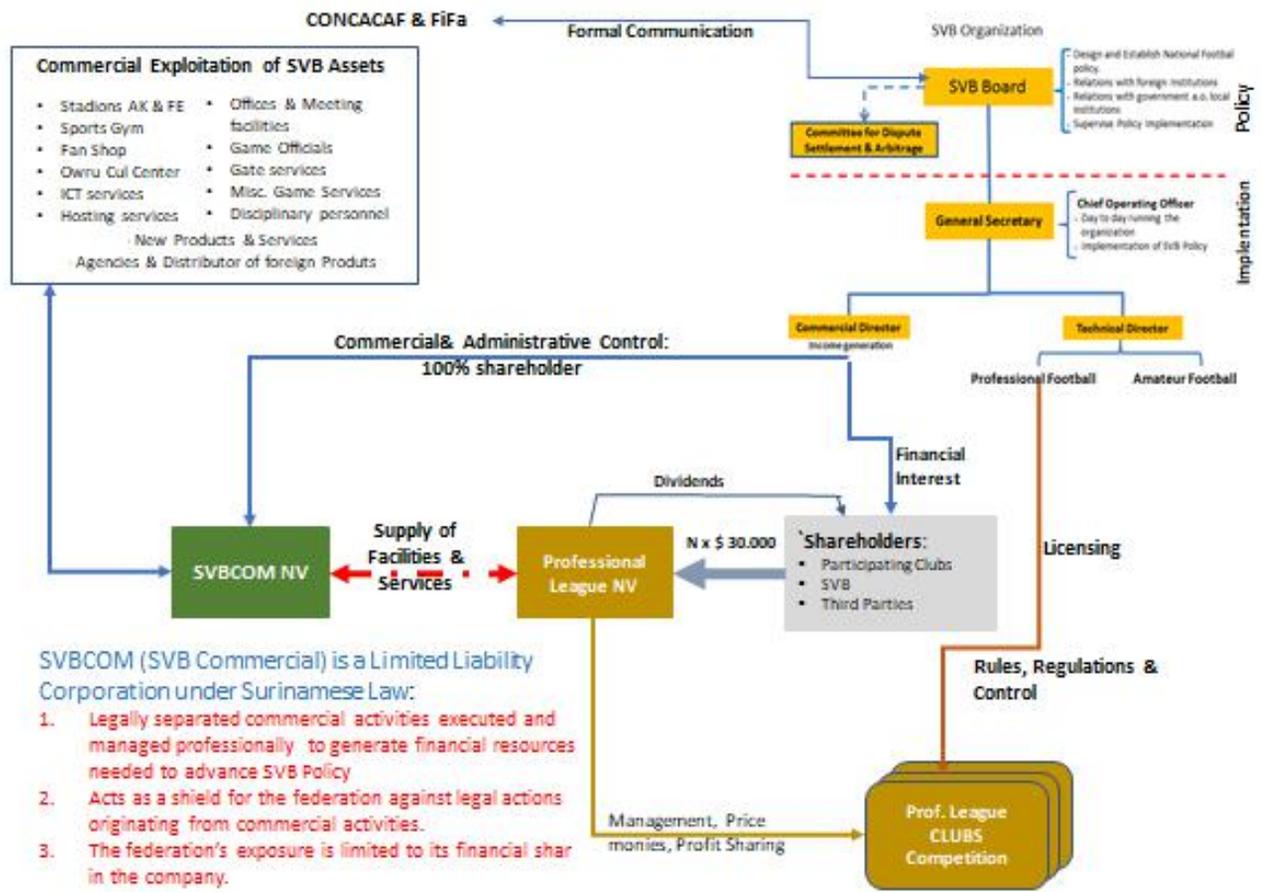
The functional organization of the SFA will be efficient and professionalized, so that dependence on volunteers in management positions must be prevented.

Projects

No.	Project description	Realization
1	Formulating a Plan of Action for crowd funding actions	2020
2	Conducting research into the issue of shares and raising funds through crowd funding abroad.	2020
3	Repositioning of the 'SFA Fan Shop' as an important seller of, among other things, products developed in-house, but also as an agent and distributor using its own foreign relations.	2020-2021
4	Capacity expansion and further modernization of the Frank Essed Stadium, the 'Emile de La Fuente' hotel facilities and development of football and non-football related commercial services, products and services, as well as the intensive exploitation on a 'cost plus' basis of 'Owru Cul' by organizing activities that guarantee an ownership of at least 50%.	2020-2021
5	Filling critical management functions of General Secretary (SFA Director), a Financial Manager, a Communication Manager and a full-time Commercial and Marketing Manager, all with extensive experience and a proven successful history.	2020-2021
6	Selection and implementation of a CRM system	2020-2022
7	Incorporation of a public limited company for the implementation of non-football related activities	2021
8	Construction and operation of Sports Medical Centrum	2021
9	Introduction of a planning and budgeting system for management and administration of both regular and project activities.	2021
10	Construction and operation of the new 'André Kamperveen Stadium and Commercial Center'	2021-2023
11	Adjustment and formalization of the functional organization accompanied by process descriptions, formal job descriptions, powers and formal consultation and decision-making structures, etc.	2023
12	Introduction of an effective formal administrative organization supported by an Enterprise Management System for management of all resources, management of activities and providing reports from the SFA and related activities.	2023



SVB Internal & External Structure and Relations



The draft model including a 'SFACOM', the commercial enterprise of the SFA, will run an independent business under the supervision of a board consisting of at least the SFA officials, namely the Treasurer, the Commercial Director and the Chairman.

Professionalization Football

Explanation

Financial independence as well as a national approach to football necessitates a structural change in the way the SFA operates. A necessary condition therefore is that the SFA has a targeted, effective functional and administrative organization with professional management.

The SFA must operate as a company towards the football community. It must develop, initiate and lead initiatives. To be effective, the SFA depends on the professionalism of its 'counterparts'. The basis for such professionalism is a formal organization with which enforceable agreements can be made. 'Counterparts' are the clubs with a formal legal status, which guarantee accountability, and new formal organizations in the districts. These organizations classified by districts will be responsible for scouting, programmatic training and training of football talents. In the competition between district teams, will be the 'pond' from which the clubs participating in the national and professional competitions will be fed.

Strategy/Policy

Introducing a training system whereby, along with technical football skills and tactical insights, adequate general development of homework supervision will be ensured, which will lead to a significant broadening of the range of young, both female and male players.

In cooperation with the clubs, the SFA will promote the clubs participating in national and regional competitions will have similar effective internal management and administrative structures as much as possible, and, if desired, support these by mediating in attracting foreign expertise.

Effective promotional campaigns based on a communication model that will improve the image of football, clubs and the SFA. The promotional activities around the professional competition to be set up and the quality of those competitions driven by appealing prize money must contribute to improving the image. The SFA will be increasingly advertised and share the 'good things' it does and the results achieved with the community. The focus of the media campaigns in 2020 and 2021 will result in a hype within the community regarding the qualification for the World Cup 2022 and a leading role in the Gold Cup.

Projects

No.	Project descriptions	Realization
1	Development and introduction of Surinamese curricula for the training of players, officials and club management with a strong emphasis on 'teamwork'	2020
2	Preparation and implementation of standard contracts for players	2020
3	Intensification of exchange programs and friendly matches with foreign clubs and national teams	2020
4	Qualification for participating in the World Cup 2022	2021
5	Being part of the top 4 Gold Cup in 2021	2021
6	Acquire support from foreign football organizations in setting up a training structure for players, football officials and club management	2021
7	Setting up U11, U13 and U15 football competitions within districts and among districts	2021
8	Introduction of a regional second division competition, restructuring first division competition and introduction of professional competition	2020-2021
9	Developing exchange programs with foreign organizations	2021
10	Development and implementation of promotional campaigns and information meetings and media presentations aimed at further popularizing and improving the image of football	2021
11	Participation in the FIFA World Cup Qatar 2022	2022
12	Introduction of standard organizational structures at all clubs participating in national competitions so that all CONCACAF, FIFA and SFA requirements can be met	2022
13	Agreement with the government and creating support together with the local governing bodies and neighborhood organizations with regard to the structures and curricula to be set up in the districts	2022
14	Training and licensing of trainers, coaches and referees in accordance with international standards	2022
15	Preparation and implementation of a player development plan, rewarding progress, based on the relevant curriculum	2023

Restructuring Football Development and Football Talents

Explanation

To reach the world top and maintain the position means that there must be a continuous supply of well-trained talents.

The football training must closely match the regular compulsory education of young people. Talents are scouted, coached, instructed and trained through the structures in the districts and participate in the various competitions.

In order to obtain sufficient accrual, or the consent of parents of football talents, the image of football in Suriname, the clubs and the SFA must improve considerably in addition to the presence of good facilities and qualified supervisors who ensure that the school results and football skills will improve.

Strategy/Policy

With the cooperation of the national government and clubs, with the participation of regional authorities and neighborhood organizations, the SFA will promote and support the design of education and training structures in all districts and will endeavor to find the necessary funding and expertise.

The SFA, with the participation of the Ministry of Education, Science and Culture, will develop adapted curricula for the after-school supervision of youth football players in line with their school curricula so that school performance will improve.

In consultation and with support from the government and in particular the Ministry of Health, the SFA will ensure that all youth football players will receive adequate medical supervision and nutrition and will be adequately assured of good health.

Challenging Surinamese youth through media campaigns, in addition to school performance, to excel in sports and in particular football, while striving for the quality level of CONCACAF and UEFA. These programs must appeal to the parents who will then be more willing to entrust their children to these football organizations after school.

In cooperation with, and financially supported by, the government and with sponsorship from local companies and contributions from CONCACAF and FIFA, local education and training centers with associated facilities will be set up. This will allow the upcoming talented football players to be prepared in a high-quality physical infrastructure.

In cooperation with foreign organizations, the SFA will ensure effective scouting procedures, and that scouting youth educators and counselors will be trained in effective scouting. In addition, curricula will also be developed for teaching football skills, team spirit and football tactics.

The SFA will enter into and maintain relationships with countries that have managed to implement similar organizations and achieve successes in football.

Projects

No.	Project description	Realization
1	Setting up a U 11, U 13 and U 15 school competition for girls	2020-2021
2	Setting up special grassroots activities among the schools 2020 - 2023	2020-2023
3	Developing adapted curricula for after-school guidance, developing football skills, tactics and team spirit	2021
4	Organizing training courses for indoor football referees and coaches	2021
5	Drawing up an SFA policy plan with regard to the development of indoor football and beach football (man and women)	2021
6	Lessons provided by local and international Surinamese role models, and where applicable and possibly, providing some training as part of the curricula of youth football courses	2021
7	Increasing the number of women's football coaches in line with the women's football development plan of the SFA	2021
8	Conducting intensive media campaigns to inform parents and encourage young people to join a local 'football schools' supervised by the SFA	2021-2022
9	Establishing an SFA Academy, where all top talents are further trained and receive special personal guidance	2021-2026
10	Developing and implementing a national organizational structure for the education and training of young football talents	2022
11	Designing and implementing district youth football competitions and a competition among districts	2022
12	Decentralizing the youth competition by setting up regional youth competitions	2022
13	Broadcasting on television annual national U 13, U 15, U 17 and U-20 talent tournaments	2022

Adequate Facilities

Explanation

The success of efforts to achieve the main objective will to a large extent depend on the image that is being projected. In addition to 'software', such as promotion, organization, etc., the 'hardware' works in the form of high-quality stadiums with associated good public infrastructure catalyzing the development of football.

Suriname will have to have at least 2 modern stadiums that will fully meet CONCACAF requirements, and requirements for High Definition TV broadcasts for, among other things, evening matches and hosting 'Mass Social Events'.

In addition, such facilities ensure that Suriname can also be qualified as a provider of facilities with which considerable amounts can be earned. In the case of hosting competitions and events abroad, this will also mean considerable income for the hotel and catering industry and other occasions.

Moreover, these facilities mean that many hundreds of permanent jobs will be created in Paramaribo and in the districts.

The attraction of playing in this stadium on upcoming football talent should not be forgotten.

Strategy/Policy

The SFA will develop the infrastructure plans up to the design phase with an associated investment estimate so that presentable projects will be in place.

These initial expenses will be covered as much as possible by the current SFA budget and by the issuance of shares, crowd funding and possible sponsorship and donations.

Starting with the engineering, funding and/or guarantees for the execution will be searched at the government and the FIFA, and issuing shares through a company to be established abroad will also be investigated.

Regarding related facilities in the districts, such as existing fitness facilities, agreements will be concluded with relevant local entrepreneurs to enable access and professional guidance for SFA members.

Projects

No.	Project description	Realization
1	Construction and operation of the 'Owru Cul Sports and Entertainment Center'	April 2017
2	Construction and commercial exploitation SFA Fan Shop	April 2017
3	Second Phase conversion of Essed into International Stadium according to minimum FIFA standard	2020
4	Rehabilitation and expansion of hotel facilities 'Emile de La Fuente Sports Complex'	2020-2021
5	Construction and operation of a national Sports Medical Center	2021
6	Construction and operation of sports and training centers with a focus on football in all districts	2023-2027
7	Providing fitness centers in all districts	2023-2028
8	Construction and operation of new André Kamperveen Sport & Commercial Center	2022-2030
9	Construction of an Indoor Football Hall and acquisition of its site/building plot	2024

Effective Relationship with the Government

Explanation

Football is not the domain of a select group of citizens, but, as is always apparent throughout the world, it affects the entire community and, to a certain extent, the country's economy. In addition to the permanent jobs that are created, football can also exert a positive influence on the well-being of the community and thus support the government in its duty of care. However, in addition there are welfare effects, especially when it comes to

professional football. In that case, as this strategic plan projects, well-paid jobs are created for healthy young people who have also received good training and good general development. The necessary discipline in professional football will pay off to those involved, both during their football career and after that, and also to the Surinamese community.

Finally, we have to consider the positive image for Suriname as a country, when Surinamese clubs, not to mention the National Team, have reached the CONCACAF top and it can make a name for itself.

Support by the government of football in general, and this Strategic Plan in particular, is therefore not a favor, but part of its obligations with regard to the Surinamese community. As outlined above, certain obligations of the government are relieved by football and in some cases taken over.

Strategy/Policy

The SFA will present this Strategic Plan to the government, where its focus will always be on the obligations of the government towards the community that will be alleviated if the government will financially and with manpower support this plan and the resulting projects.

Parts of this plan must be included in the relevant government budgets and in regular consultation with the relevant Ministries, the SFA will monitor compliance with agreements that will be contained in a Memorandum of Understanding (MoU).

Projects

No.	Project Description	Realization
1	Preparation and formalization of a draft MoU with the government.	2020
2	Action aimed at eliminating or reducing the percentage payable of entertainment tax for sports associations	2020
3	Guarantee by the government so that financing of the André Kamperveen stadium project can be realized	Q1 2021
4	Adapting the infrastructure around the new André Kamperveen stadium for a good access for the audience	2025
5	Financial support for the development and construction of the TBD Sports Medical Center	TBD
6	Exemption of import duties and 'tax holidays' for SFA infrastructure projects	TBD

Necessary Regulations

Explanation

Implementation of this strategic plan will result in a large, nationally operating but decentralized organization with many stakeholders. To keep this organization along with its many activities 'under control', it is necessary to standardize as many things as possible through regulations and monitoring compliance.

Non-compliance with basic requirements by organizations related to or under the supervision of the SFA, harming the body and property, gives negative publicity and complicates the realization of the main objective.

Strategy/Policy

The SFA will host a seminar with foreign expert speakers of from FIFA, CONCACAF and UEFA with the aim of creating common ground with regard to minimum requirements that clubs must meet.

The introductions will be based on minimum requirements formulated in collaboration with the SFA and the resulting draft regulations.

Participation in these seminars will be made mandatory for club managers and the clubs will be discussed in working groups during the seminar and given the opportunity to propose amendments.

Projects

No.	Project Description	Realization
1	New SFA Articles of Association adapted to FIFA and CONCACAF requirements	2020-2021
2	All clubs participating in national and regional competitions must implement and maintain FIFA Connect and TMS systems and CONCACAF COMET in their organization.	2021
3	In addition to the FIFA and CONCACAF rules with regard to contracting or otherwise binding youth players, SFA rules shall also be formulated and shall apply.	2021
4	All clubs will fully comply with FIFA & CONCACAF requirements with regard to players and facilities	2021
5	Adjusting the Articles of Association of the SFA members to SFA, CONCACAF and FIFA requirements	2021-2023
6	Guaranteeing the health and safety of players and, where applicable, the audience.	2021-2023
7	Guaranteeing the financial health of clubs in the short and long term	2021-2028
8	Ensuring adequate insurance/funds to cover medical costs and income losses	2023-2028



Estimated Financing requirement 2020-2023

All projects are included in the table below to make it easier to determine the sequence of implementation and to estimate the required resources annually.

As this is a strategic plan, many projects will **not or hardly have been worked out** and the amounts and possibly even their content will be adjusted with the passage of time and as a result of further research and/or changed circumstances.

Strategies (policy) are simply formulated in order allow given and expected circumstances, and anticipated and unforeseen developments to function in a targeted manner.

Estimated annual investment needs in USD				
Overview Parallellity and Sequence of Projects				
	2020	2021	2022	2023
Projects: "SVB Financially Independent"				
1 Adjustment and formalization of the functional organization with process descriptions, formal job descriptions, authorizations and formal consultation and decision-making structures etc.		PM		
2 Creation of a public limited company for the implementation of non-football related activities		\$500		
3 Introduction of an effective formal administrative organization supported an Enterprise management system for the management of all resources, the management of activities and the provision of reports from the SVB and related activities.				\$2,000
4 Introduction of a planning and budgeting system for management and administration of both regular and project activities.		PM		
5 Filling of critical management positions of General Secretary (Director SVB), a Financial Manager, Communication Manager and a full-time Commercial and Marketing Manager, all with extensive experience and a proven track record of success.	\$48,000	\$48,000	\$48,000	\$48,000
6 Selection and implementation of a CRM system	PM			
7 Expansion of capacity and further modernization of Frank Essed Stadium, the hotel facilities 'Emile de La Fuente' and the development of football and non-soccer related commercial service products and services based thereon, as well as the intensive 'cost plus' exploitation of 'Owru Cul' by organizing activities that guarantee a possession of at least k%.	\$50,000	\$10,000		
8 Repositioning of the "SVB Fan Shop" as an important seller of products developed in-house, but also as an agent and distributor with its own foreign relations.	\$25,000	\$25,000		
9 Conduct research into the issuance of shares and Formulating a plan of action for crowd funding actions	PM			
	\$123,000	\$83,500	\$48,000	\$50,000
Projects: "Professionalization of Soccer"				
10 Qualification for participation World Cup 2022	\$900,000	\$900,000		
11 Participation 1-4th place Gold Cup in 2021		\$150,000		
12 Participation in the World Cup 2022			\$2,000,000	
13 Introduction of standard organisational structures for all clubs participating in national competitions in order to meet all FIFA, CONCACAF, and SVB requirements.			\$50,000	
14 Agree with the government and create support with local administrative bodies and neighbourhood organisations for the structures and curricula to be set up in the districts.			\$25,000	
15 Seek support from foreign football organisations in setting up a training structure for players, football officials and club management		\$35,000		
16 Development and implementation of Surinamese curricula for the training of players, officials and club management with a strong emphasis on teamwork.	\$20,000			
17 To set up U11, U13 and U17 football leagues within districts and between districts			\$75,000	
18 Introduction of a regional 2nd division competition, restructuring 1st division competition and introduction of professional competition		\$25,000		
19 Develop exchange programmes with foreign organisations				\$40,000
20 Preparation and implementation of a player development plan, with reward for progress, based on the relevant curriculum				\$30,000
21 Training and licensing in accordance with international standards of trainers, coaches and arbitrators		\$25,000		
22 Drawing up and implementation of standard contracts for players	\$20,000			
23 Intensification of exchange programmes and friendly matches with foreign clubs and national teams.	\$200,000			
24 Development and implementation of promotional campaigns and information meetings and media presentations aimed at further popularizing and improving the image of football.		\$75,000		
	\$1,140,000	\$1,210,000	\$2,150,000	\$70,000
Projects: "Restructuring Football development of Football talents"				
25 Development and implementation of a national organisational structure for the education and training of young football talents.			\$75,000	
26 Developing adapted curricula for after-school coaching, developing football skills, tactics and team spirit				\$75,000
27 Establishment of the SVB Academy, where all top talents receive further training and special personal guidance.				\$100,000
28 Local and international Surinamese role model lessons and, where applicable and possible, some training as part of the curricula of the youth soccer courses.			\$20,000	
29 Conducting intensive media campaigns to inform parents and encourage young people to join a local "football school" under the supervision of the SVB.			\$25,000	
30 Organize special "grassroots" activities among schools 2020 - 2023	\$45,000	\$45,000	\$45,000	\$45,000
31 Design and implementation of district youth football competitions and a competition between districts.			\$75,000	
32 Decentralizing the youth competition by setting up regional youth competitions			\$50,000	
33 Annual national U 13, U-15, U-17, U-20 talent tournaments broadcasted on television				\$70,000
34 Increasing the number of coaches for women's football in line with the women's football development plan of the SVB 2020 - 2024	\$50,000	\$50,000	\$50,000	\$50,000
35 Set up a U 11, U-13 and U-15 school competition for girls 2020 - 2023	\$50,000	\$50,000	\$50,000	
36 Organizing training courses for indoor football referees and coaches 2017				\$50,000
37 Formulate an SVB policy plan related to the development of indoor and beach football (male and female)				\$75,000
	\$145,000	\$145,000	\$390,000	\$465,000

Projects: "Adequate Facilities"				
38 Construction and exploitation of the new Andre Kamperveen Sport & Commercial Center			PM	PM
39 Exploitation of the "Owru Cul" Sports and Entertainment Center			\$10,000	
40 Provide fitness centres in all districts				\$200,000
41 Rehabilitation and expansion of hotel facilities "Emile de La Fuente" Sports Complex	\$25,000	\$15,000		
42 Construction and exploitation of a national Sport Medical Centre		\$100,000		
	\$25,000	\$115,000	\$10,000	\$200,000

Projects: "Effectiveness of Relationship with Government"				
43 Drawing up and formalizing a concept MoU with the government.	PM			
44 Government guarantee so that new Andre Kamperveen building can be financed		PM		
45 AK project can be realized.		PM		
46 Adjust the infrastructure around the new AK stadium for a good supply and discharge of the public.			PM	PM
47 Financial support in the development and construction of Sports Medical Centre			\$15,000	PM
48 Construction and exploitation of sports and training centres with a focus on football in all districts				PM
49 Exemption from import duties and "tax holidays" for x years on SVB infrastructure projects	PM	PM		
	PM	PM	\$15,000	PM

Projects: "Necessary Regulations"				
50 All clubs will fully comply with FIFA & CONCACAF requirements regarding players and facilities		\$75,000		
51 In addition to the FIFA and CONCACAF rules with regard to contracting or otherwise binding youth players, SVB rules will also be formulated and applied.		\$50,000		
52 All clubs participating in national and regional competitions must implement and maintain FIFA Connect and TMS systems in their organization.		\$60,000		
53 Guarantee the financial health of clubs in the short and long term 2021 - 2023		\$25,000	\$25,000	\$25,000
54 Ensure the health and safety of players and, where appropriate, the public. 2021-2024		\$50,000	\$50,000	\$50,000
55 New SVB statutes adapted to FIFA and CONCACAF requirements	\$2,000	\$1,000		
56 Ensure adequate insurance / funds to cover medical costs and loss of income	\$18,000	\$18,000	\$18,000	\$15,000
	\$20,000	\$279,000	\$93,000	\$90,000
TOTAL FINANCING NEED for 2020 - 2023		\$1,453,000	\$1,832,500	\$2,706,000
			\$875,000	

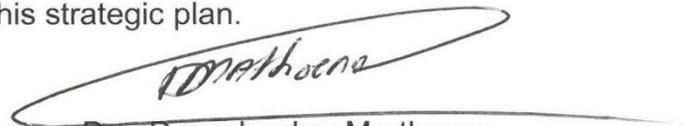


Board Members



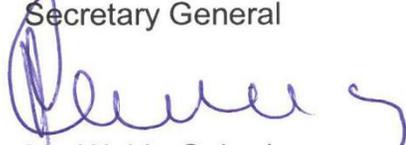
We, the SFA board, promise you and all our partners, that we will commit ourselves with a positive inspiration for the realization of this strategic plan.

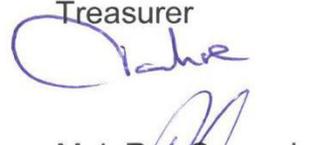

Drs. J. Krishnadath
President

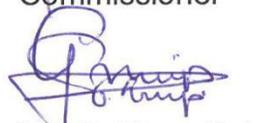

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Mr. Guilliano Snip
Commissioner



Annex: Key subjects in Contract of Agreed Objectives

In the following, the various projects are included in a FIFA format, the so-called Contract of Agreed Objectives that will apply to the 2020-2023 cycle. This concerns projects in the sphere of: Infrastructure, Football, Women's Football, Competitions, National Selections, Capacity Increase and other projects.

FOOTBALL DEVELOPMENT

No.	Project Descriptions, Restructuring Football Development, Football Talents	FOOTBALL
1	Development and implementation of a national organizational structure for the education and training of young football talents	<p data-bbox="1205 733 2069 893">⇒ Development and implementation of special grassroots activities for primary schools in all districts together with the implementation of a national decentralized organization structure for the development of adapted curricula for after-school guidance, and development of and training in football skills, tactics and team spirit of youthful football talents</p> <p data-bbox="1205 953 2069 1016">⇒ Establishing an SFA Academy, where all top talents are further trained and receive special personal guidance</p> <p data-bbox="1205 1075 2069 1138">⇒ Conducting intensive media campaigns to inform parents and to encourage young people to join a local ‘football school’ supervised by the SFA</p>
2	Developing adapted curricula for after-school supervision, developing football skills, tactics and team spirit	
3	Establishing the SFA Academy, where all top talents are further trained and receive special personal guidance	
4	Classes with local and international Surinamese role models and where applicable and possible, some training as part of the curricula of youth football training	
5	Conducting intensive media campaigns to inform parents and encourage the youth to join a local ‘football school’ supervised by the SFA	
6	Setting up special grassroots activities among schools in 2020 - 2023	
7	Intensification of exchange programs and friendly matches with foreign clubs and national teams	
8	Development and implementation of promotional campaigns, information meetings and media presentations aimed at further popularizing and improving the image of football	

WOMEN'S FOOTBALL

	Project Description Women's Football	WOMEN'S FOOTBALL
1	Drawing up an SFA policy plan with regard to the development of indoor football and beach football (men's and women's)	Developing and implementing a plan for increased participation of girls in football by organizing school competitions starting with U 9, training women's football coaches, development of adapted training methods, the obligation for professional clubs to have at least 1 women's team and to organize a national competition
2	Organizing a U 11, U 13 and U 15 school competition for girls	
3	Increasing the number of coaches for women's football in line with the SFA women's football development plan	

COMPETITIONS

	Project Descriptions COMPETITIONS	COMPETITIONS
1	Designing and implementing district youth football competitions and a competition among districts	⇒ Introduction of regional second division competition, national and district youth competitions and restructuring of first division competition. ⇒ Introduction Professional League ⇒ Youth competition media campaigns and television broadcasts
2	Decentralizing the youth competition by organizing regional youth competitions	
3	Broadcasting on television of annual national U 13, U 15, U 17, and U 20 talent tournaments	
4	Introduction of a regional second division competition, restructuring the first division competition and introduction of a professional competition	

INFRASTRUCTURE

No.	Project Description Adequate Facilities	INFRASTRUCTURE
1	Construction and operation of new André Kamperveen Sport & Commercial Center	<p>⇒ Development and implementation of a program for organizing and furnishing adequate facilities, such as district stadiums that also function as community activity centers for the development of football in all districts</p> <p>⇒ Furthermore, the construction of a national football stadium and the maintenance and upgrading of the SFA facilities in Paramaribo</p> <p>⇒ Construction and operation of a national Sports Medical Center</p> <p>⇒ Construction and operation of an international stadium with a synthetic turf field</p>
2	Construction and operation of the Owru Cul Sports and Entertainment Center	
3	Construction and commercial exploitation SFA Fan Shop	
4	Providing fitness centers in all districts	
5	Rehabilitation and expansion of hotel facilities 'Emile de La Fuente Sports Complex'	
6	Construction and operation of sports and training centers with a focus on football in all districts	
7	Construction and operation of a national Sports Medical Center	
8	Expansion and conversion of Dr. Ir. F. Essed Stadium	

NATIONAL SELECTIONS

No.	Project Descriptions National Selections	NATIONAL TEAMS
1	Qualification for participation in World Cup 2022	<p>⇒ Preparation for and qualification for participation in World Cup 2022, semi-finals Gold Cup</p> <p>⇒ Preparation for participation in the FIFA World Cup Qatar 2022</p> <p>⇒ Preparation for CFU and CONCACAF and World Championships</p>
2	Participation 3rd place Gold Cup in 2021	
3	Participation World Cup 2022	
4	Annual participation in 8 international friendlies for the boys, 8 for girls and 4 women's national selections	

CAPACITY BUILDING

No.	Project Descriptions National Selections	CAPACITY BUILDING
1	Introduction of standard organizational structures at all clubs participating in national competitions so that all CONCACAF, FIFA and SFA requirements can be met	<p data-bbox="1234 550 2089 644">⇒ Developing and implementing programs and structures aimed at improving the quality of all players in football, including referees, coaches, trainers, players, club management, etc. with reference to international standards</p> <p data-bbox="1234 702 2089 765">⇒ Control of the financial health of clubs in the professional league and compliance with CONCACAF and FIFA rules and regulations</p> <p data-bbox="1234 823 2089 885">⇒ Introduction of FIFA Connect and TMS systems in the organization of all clubs participating in national and regional competitions</p>
2	Preparation and implementation of a player development plan, rewarding progress, based on the relevant curriculum	
3	Development and introduction of Surinamese curricula for players, officials and club management training with a strong emphasis on teamwork	
4	Preparation and implementation of standard contracts for players	
5	Training and licensing in accordance with international standards by trainers, coaches and referees	
6	Developing exchange programs with foreign organizations	
7	Agreement with the government and creating support together with the local governing bodies and neighborhood organizations with regard to the structures and curricula to be set up in the districts	
8	Supporting foreign football organizations in setting up a training structure for players, football officials and club management	
9	Intensification of exchange programs and friendly matches with foreign clubs and national teams	
10	Organizing training courses for indoor football referees and coaches 2017	

OTHER PROJECTS

No.	Project Description SFA Financial Self-sufficient	OTHER
1	Adjustment and formalization of the functional organization including process descriptions, formal job descriptions, powers and formal consultation and decision-making structures, etc.	<p data-bbox="1193 570 2069 727">⇒ Implementation of structural adjustments in the SFA organization, also with a view to 'Good Governance', and the implementation of commercial activities at home and abroad focused on both football and non-football related products and services, that must ensure a significant increase in the revenue stream</p> <p data-bbox="1193 843 1585 868">⇒ Attracting a Marketing Manager</p> <p data-bbox="1193 931 2002 987">⇒ Implementation of projects aimed at improving the image of football in general and the SFA in particular</p> <p data-bbox="1193 1050 2069 1107">⇒ Complementing football investments from government investment in district sports</p>
2	Creation of a public limited company for the implementation of non-football related activities	
3	Introduction of an effective formal administrative organization supported by an Enterprise Management System for management of all resources, management of activities and provision of reports from the SFA and related activities	
4	Introduction of a planning and budgeting system for management and administration of both regular and project activities	
5	Filling in critical management functions of a General Secretary (SFA Director), a Financial Manager, a Communication Manager and a full-time Commercial and Marketing Manager, all with extensive experience and a proven successful history	
6	Selection and implementation of a CRM system	
7	Expansion of capacity and further modernization of Frank Essed Stadium, the 'Emile de La Fuente' hotel facilities and development of football and non-football related commercial services products and services, as well as the intensive exploitation on a 'cost plus basis of 'Owru Cul' by organizing activities that guarantee a possession of at least k%	
8	Repositioning of the 'SFA Fan Shop' as an important seller of, among other things, products developed in-house, but also as an agent and distributor with own foreign relations	
9	Conducting research into the issue of shares and raising funds through crowd funding abroad	
10	Construction and operation of the new 'André Kamperveen Stadium and Commercial Center'	

11	Construction and operation of the Sports Medical Center
12	Formulating an Action Plan for crowd funding campaigns
No.	Project Description Effective Relationship with the Government
1	Preparation and formalization of a draft MoU with the government.
2	Guarantee from the government so that foreign financing of the AK Project can be realized
3	Adapting the infrastructure around the new AK Stadium for a good access of the audience.
4	Financial support for the development and construction of the Sports Medical Center
5	Exemption of import duties and 'tax holidays; for x years for SFA infrastructure projects
No.	Project Description Regulations
1	All clubs will fully comply with FIFA & CONCACAF requirements regarding players and facilities
2	In addition to the FIFA and CONCACAF rules with regard to contracting or otherwise binding youth players, SFA rules shall also be formulated and shall apply
3	All clubs participating in national and regional competitions must implement and maintain FIFA Connect and TMS systems in their organization
4	Guaranteeing the financial health of clubs in the short and long term
5	Guaranteeing the health and safety of players and, where applicable, the public
6	Ensuring adequate insurance/funds to cover medical costs and loss of income

