



SVB - Strategic Plan 2023-2026

Paramaribo, April 2023

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Preface



Dear friends of the Surinaamse Voetbal Bond.

This is already the 4th strategic plan I have been able to work on. I should note that of the plan 2013 – 2016 and that of 2016 -2019, 80 to 90 percent of the goals have been realized, this however has not been the case regarding the Strategic Plan 2019 – 2023. The main reason was that due to the Pandemic and subsequently the government policies based on that, as football was partly and even completely forbidden in 2020 – 2022. In this 4th strategic plan much of what was written in the 3rd Strategic Plan will be repeated.

Apart from the fact that you will need to completely restart a few affairs, there are of course a few that have a continuous character, that eventually will need to be improved. Or that we need to reformulate them. There is thus also no other way than that the SVB Strategic Plan 2023 -2026 will further build on affairs that were realized in the previous planning periods,

simply because they have a cause – effect relationship towards each other. Investments and their targets that were achieved in the previous planning periods now need to be capitalized on in the planning period 2023 – 2026, while at the same time ground work needs to be laid for new prospects on the horizon for our sport.

Those who have closely followed our Strategic Plans closely will notice that in this annual report we no longer speak about the necessity of constructing a modern, and up-to-date new Andre Kamperveen Stadium. This unfortunately does not mean that this was not realized in the past plan cycle 2020 – 2023. Unfortunately, after all efforts that were made towards this in the past nine years and a promise made by the president during the 100th anniversary of the SVB it remained at a plan. Where necessary we will bring up the necessity of a new stadium, but future SVB boards and governments will need to focus on this.

In the planning period that this Strategic Plan covers, the realization of the following main objectives of the following 3 consecutive years will stand central, namely:

1. Year 2023 – 2026: Qualification of the national selection in order to participate in the World Championship Football 2026 in America, Mexico and Canada.
2. Year 2023: Qualifying and participating in the CONCACAF Gold Cup Championships.
3. Year 2024: Qualifying and participating in the COMNEBOL Championships in the USA.
4. Year 2025: Placing within the top 4 of the CONCACAF Gold Cup Championships
5. Year 2026: Participating in the World Championship Football in America, Mexico and Canada.

The art that we will need to understand in this planning period is that these aspirations should not lead to the development of all other football in Suriname coming to a standstill due to the financial pressure that the qualification, as participation in these “key events” in all of the aforementioned years will have that effect on the SVB funds. We will also need to continue giving further content to the philosophy that top football requires top facilities. Making a few big investments in our football infrastructure, such as the construction of bleachers with accompanying football fields in the districts thus also remains a requirement in this planning period.

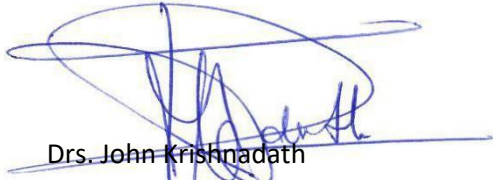
Investments in a sport-medical facility, where our football players and other athletes can undergo necessary testing, or can be monitored, will become an urgent necessity with the realization of a Professional League.

In the planning period 2023 – 2027 much effort will be given to a holistic approach of women football. Growth should not only be achieved in “length and width”, but moreover through “branding” and improving the image of women football, a sport that is still predominantly seen as a male sport in Suriname. The development of a women football league with its own identity, that has their own coaches and referees will also need to be part

of this development. It is unfortunate that we need to conclude that after almost 30 years, of which 20 years within the SVB not much has been done for women football. We will need – if we want it to be different in the coming planning period and especially this decade, to a huge extent make more use of the top expertise that is present within the KNVB and CONCACAF.

In the coming decade our goals will need to be aligned to our football by consequently placing us in the top 5 of the CONCACAF men's football and the top 10 of the CONCACAF women's football. The main goal of the SVB will thus be focused in this FIFA Cycle on qualifying Natio for the WC of 2026.

Thank you all who contribute in any manner to football, the number 1 sport in Suriname.



Drs. John Krishnadath

President Surinaamse Voetbal Bond

Our Vision, Mission and Core Values

We have spent much time thinking about what we are as an organization, what our goals are and how we will reach our goals. This is how we define ourselves and our actions:

OUR VISION:

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

OUR MISSION:

“THE SVB IS COMMITTED TO PROFESSIONALLY MANAGE, DEVELOP AND PROMOTE FOOTBALL ON ALL LEVELS”

1.0 Summary of the Strategic Plan 2023-2026

For the “lazy readers” among us we have made a matrix that gives you immediate insight on what the main priorities of the SVB are. It regards our “mission” as the Surinamese Football Association, the 6 main areas (“Strategic Pillars”) that we want to develop, the goals of such a main area, the core processes and the

THE STRATEGIC GOALS OF THE SVB IN A GLIMPSE						
Mission	Bringing Surinamese football to a higher level by professionally managing, developing and promoting football for players, officials, clubs and the community					
Strategic Pillar	Successfull National Team (NATIO)	Professionalize Football (Pro League)	Restructuring of our football. (Capacity building)	Adequate facilities	Increasing financial independence	Governance
Goals	Top 5 ranking in Concacaf and participation in the GoldCup '23 and 2025, Copa America '24 and WoldCup 2026	Club football belong to the top 10 of the Concacaf	Decentralization of football and development of Women’s football	National training facilities for courses and competitions	Budgets that consists for 30% or more from our own resources	SVB, Clubs and member associations are completely compliant
Core processes	Develop a football philospfy in which both diaspora and local players have their place	Statutory (legal) reforms in SVB and members	Football develop - ment plan to be executed by all members	Football Stands and fitness centers in all districts	Implement a plan that expands and increases involvement of stakeholders	Promoting and strengthening good governance both internally as well among all affiliated associations and club
	Set up a structure so that local players can progress towards Natio	Institutional strengthening of clubs	Develop and execute of a multiple year women’s football plan	Founding / set-up of a football academy and a sport medical center	Implement a P.R. and marketing plan	
	Setting up and installing a dedicated and professional executive board / staff for NATIO	Mandatory licensing for coaches, referees, clubs and member associations	Strengthening youth (Boys and girls) football	Convince the government of building an international stadium with an artificial grass field	Implement a crowd- and fundraising plan in order to include commercialization	Professionalizing SVB by hiring competent employees and leadership in the organization
	Software for player analysis and scouting players for Natio	Setting up a Professional competition	Training of youth coaches and referees for football and futsal (Boys and girls)	Set-up/ construction of a futsal hall	Negotiate and implement an MoU with the Gov. for financial and legislative support	
Enablers	Competent, professional and responsible team that understands and executes the SVB strategy		Adequate technology, information and processes in support of the execution of the SVB strategy		Visionary and collaborative leadership and management on all football levels.	

enablers, which will give you an idea how this will be possible. We hope that this matrix has inspired you to read further and to take in the details.

2.0 Our Core Values

Core Values

Content of these values



3.0 Our Country – Our Football

3.1 Demography of Suriname

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

From a geographic point of view, the Republic Suriname is part of the main land of South-America and culturally / economically part of the Caribbean. Administrative wise the country is divided into 10 districts. Of the 639.759 inhabitants around 535.000 people live in the coastal area. Reaching places in the south of Suriname such as district Sipaliwini, who together with district Brokopondo is part of the interior with a total size of 137.931 km² and a total population of 37.000 inhabitants is a very “adventurous” and costly operation.

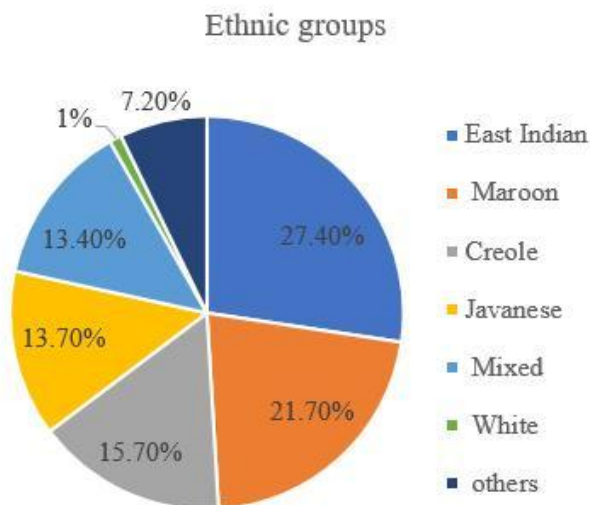
3.2 Population

The capital of our country is Paramaribo with around 300.000 inhabitants. Suriname has a very diverse ethnic population that consists out of a few various ethnic groups, including:



Hindustani: 27% of the population, as descendants of the 19th century indentured laborers from India.

Surinamese Maroons: 21.7% of the population consists out of descendants from the enslaved West-Africans that have escaped. They are divided into 5 main categories, namely: 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 as mixed descendants of West-African slaves and Europeans (for the majority Dutch).

Javanese: 14% of the population as descendants of indentured laborers from the former Dutch East-India or Java, Indonesia. They live in the districts of Nickerie, Saramacca, Wanica, Paramaribo and Commewijne.

Chinese: 9% of the population are descendants from the first 19th century indentured laborers. In the year 1990 and at the start of the 21st century we saw renewed immigration on a large scale. In the year 2022 there were more than 40.000 Chinese in Suriname.

Indigenous: The original inhabitants of Suriname form 3.7% of the population. The most important groups are the Akuriyo, Arawak, Caraiben, Trio (Tiriyo) and Wayana, who predominantly live in the districts of Paramaribo, Para, Wanica, Marowijne and Sipaliwini.



Europeans: Descendants of the 19th century migration of Dutch farmers, Portuguese from Madeira, and other European people. The descendants of the immigrated Dutch farmers are known as “Boeroes” (derived from “boer”). Most Boeroes left the country after the independence in 1975. Nowadays there are around 1000 Boeroes in Suriname, some of which are still present in the agricultural sector of Suriname.

Levantines: Mainly Maronite from Lebanon and Jews, predominantly descendants from Sephardic Jews and Ashkenazi Jews. In their history Jewish Savanna plays an important role. Many Jews have mixed with other ethnic groups.

Brazilians: Many of them are prospectors.

The majority of people (around 90%) lives in Paramaribo and at the coast. There is also an important group of Surinamese in the Netherlands. In 2014, 347.600 Surinamese were living in the Netherlands, which comes down to around 2% of the total population of the Netherlands, compared to the 573.311 Surinamese that were living in Suriname in 2014¹.

All these groups live in harmony with each other and enjoy the same love for the beautiful gave and for each other. The official language is Dutch but most people speak and understand English quite well. The lingua franca is Sranag Tongo, a local Creole language that was originally spoken by the Creole population and is now spoken on a large scale by the community.



¹ <https://www.landweb.nl/suriname/bevolking/>

3.3 Government and Community

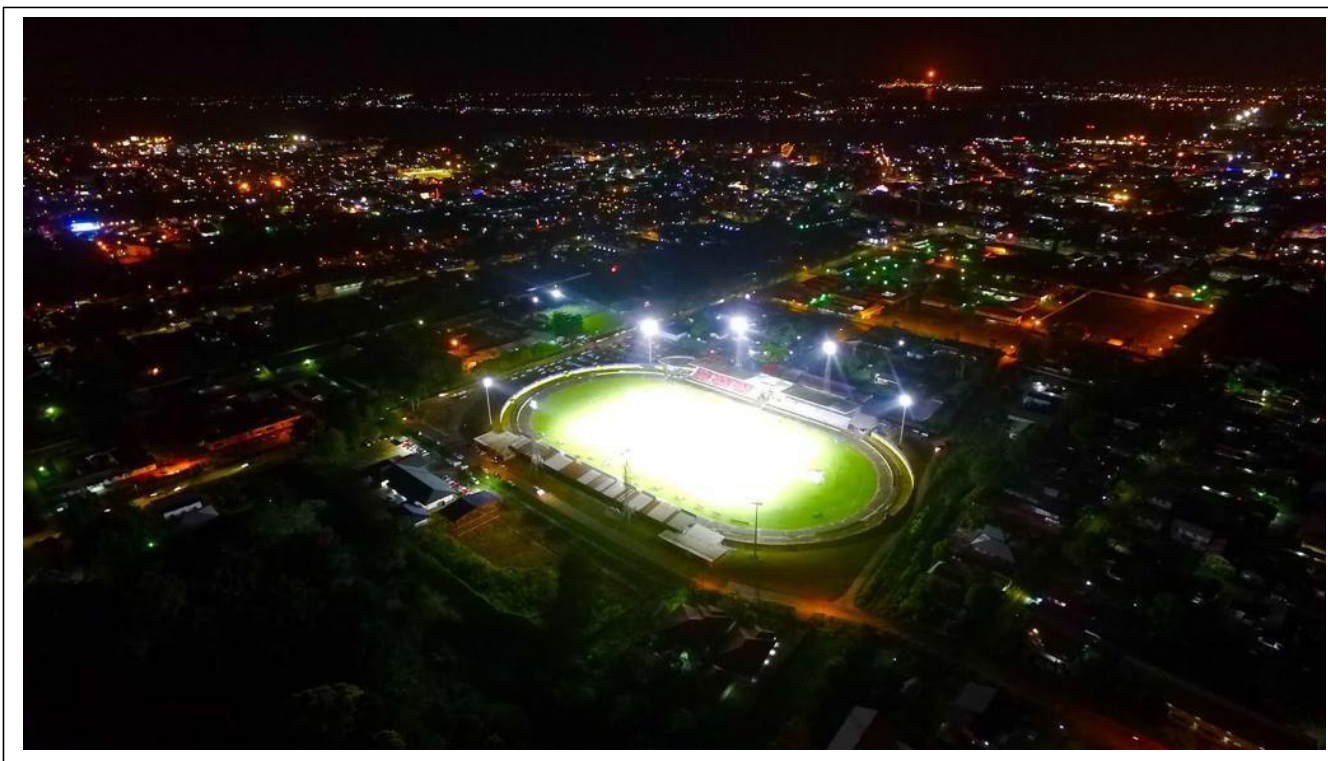
Suriname became independent from the Netherlands on 25 November 1975 but saw a coup d'état on 25 February 1980. After a period of military regime with a "revolution", various coups and an internal conflict from 1980 to 1987 democracy was restored in 1987.

Suriname had a so called "Telephone coup", after which an appointed government led the country for a year and once again organized elections. Since then we have seen free and fair general elections every five years in our democracy. Recent history has led to the destruction of a lot of physical and administrative infrastructure in the interior which are currently in the process of being gradually restored.

3.4 Economy

The main economic activities in Suriname are both the mining of gold as well as the production of oil with proven sizable reserves for both resources. In the coastal areas both agriculture as well as fisheries offer valuable income from labor with other important export products such as rice, bananas and shrimp. Around a quarter of the people work in the agricultural sector. The Surinamese economy is dependent on trade with their most important trade partners being the Netherlands, the United States, Canada and the Caribbean countries, of which Trinidad and Tobago as well as the former islands of the Dutch Antilles are the most important ones.

The government of Suriname consists out of 19 ministries, including a department Sport that falls under the ministry of Regional Development and Sport. The government is led by the President, under supervision of parliament which consists out of 51 elected members from all 10 districts in the country.



3.5 The Surinaamse Voetbal bond - Sport

The Surinamese Football Association (SVB) was established on 1 October 1920 and became a member of the FIFA in 1929. On their 50th anniversary the SVB had received the rights of the Queen of the Netherlands to carry the title of the Royal Surinamese Football Association. Another noteworthy thing of the SVB is that, as far as we know, we are the only FIFA member country that has their own stadiums and with that related facilities.

Humphrey Mijns who has played for both the Surinamese and the Dutch National Men selection "Oranje",

was chosen in 1999 as Suriname's footballer of the century. Many players who were born in Suriname, and players from Surinamese descent who were 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 have all played for "Oranje", the Dutch team, in the past years.



Another very famous player is Andre Kamperveen, who in 1940 was the captain of the Surinamese team and the first Surinamese who played in the Netherlands as a professional. He was one of the founders of the Caribbean Football Union in 1978, was the first chairman of the Union and made it to vice-president of the FIFA. As recognition for his extraordinary contribution to football in Suriname our National Stadium was named after him.

At the home game against Dominica in November 2019, Nigel Hasselbaink became the first player of Surinamese – Dutch decent who due to the realization of the double nationality, played for the Surinamese national selection.

Our goal is focused on using these good examples in order to lift our national football to the highest international level. In order to achieve this, we accept the challenge of necessity to improve a few

elements of the game, including general capacities in management, technical development, organizational skills as well as the capacity to improve the infrastructure of football across all aspects of our national football system.

The Surinamese Football Association (SVB) has a cooperation with the Surinamese government through various ministries including Regional Development and Sport, the ministry of Education, Science and Culture, the ministry of Finance and Planning, the ministry of Justice and Police, the ministry of Natural Resources as well as the ministry of Public Works.



4.0 National and International Competitions

4.1 FIFA Ranking of the Women's and Men's A selection

Suriname currently stands at number 141 of the FIFA ranking, issued on 6 April 2023, which is 2 spots higher than the "ranking" which we started with in 2019. That is still 30 spots lower than our highest ranking that took place in 1994 when we ranked at number 104. The worst position on the ranking list was in 2016 when Suriname ended on the number 175th place.



For both, the Senior Men's and Women's level, players of Surinamese decent and playing in foreign



Pro Leagues are being selected to play for the Surinamese National Selection. The women's team of Suriname is currently ranked at number 132 of the FIFA ranking, issued on 6 April 2023. The highest

ranking reached by the women's team was achieved in 2003, namely on the 85th place and the worst was in 2015 when Suriname ended up on the 141st place.

In our own country the SVB organizes multiple official competitions of in total 301 teams with 8115 registered players. District competitions registered an extra 181 teams and 16 youth clubs with respectively 4678 and 409 players. The SVB youth competitions registered 83 clubs and 2128 players. In our women football section, the youth competitions registered 24 clubs and 370 players and the senior women registered a total of 5 clubs with 88 players². The Covid pandemic which led to no organized football being played for around 2 years, has destroyed many of these numbers. Many players and talents were lost, remain invisible or once again need to be stimulated to pick up the sport competitively again.

In addition to competitions we annually organize the SVB Cup, the Presidents Cup and also the First Lady's Cup. All of this can be realized with the valued support of the important stakeholders in the business community, who we are very thankful for, for their meaningful support.

In the new planning period 2023 – 2027 Suriname will, due to the new FIFA guidelines, need to participate annually in a minimum of 24 official or friendly international matches. This can be matches or competitions organized by the FIFA, CONCACAF or CFU, as well as friendly matches that the SVB organizes against national selections from Dutch speaking countries in the region, the neighboring countries French Guiana and Guyana and other countries with whom they have special relations with.

For technical assistance and the financing of investments for the football infrastructure we execute projects in cooperation with the FIFA.



² SVB statistieken 2019

5.0 Technical and Infrastructural Projects

5.1 Current Projects

The SVB is delighted that in multiple areas they have received financial and technical support from their main governance body that is aimed on improving our football infrastructure. This has been an important achievement of the SVB in the past years and we will keep on focusing on these improvements. It should be said that the SVB is one of the few FIFA member countries in the Caribbean area that is fully utilizing the project funds that are being made available by the FIFA.

An as big as possible utilization of project funds from the so-called FIFA Forward Fund will also take place within this planning period. Project funds can, according to the in 2019 formulated Forward 2.0 program and now once again in Forward 3.0, only become eligible for different projects after a member country possesses the following 3 affairs, namely: 1) a Headquarter, 2) a Technical Center and 3) a Football stadium that meets the minimal FIFA standards.

With the completion in 2022 of the total renovation and upgrade of the Dr. Ir. Frank Essed Stadium to a stadium with an artificial grass field, suitable for playing international football matches, the SVB meet the three basic requirements that countries need to meet according to the FIFA, before other projects can be presented. You will no longer find the call for a new construction of a modern Andre Kamperveen Stadium in this Strategic Plan. Despite political promises and the willingness for financing by India through their “credit line” it will also not be realized now, once again.

A project to increase the level of participation in the boys and girls football is being executed, namely the grassroots football development project. This project is being tackled on 2 levels. A level of this project is the development of football through the schools in the whole country, while the second level is aimed on the general football development with young players in target neighborhoods in both urban as well as rural areas of the country, in which member associations and sport leaders of the ministry of Regional Development and Sport need to be included in.

5.2 Ingeplande Projecten

A project that sooner or later will need to be executed is the modernization of the in 1954 constructed national football stadium of Suriname. This project will need to bring our national facility to one that meets the international norms for a stadium with a natural grass field. The execution of this project is completely dependent on a guarantee that is given by the government to the SVB. New, future boards and governments will need to look into this. In addition, looking at the cost-aspect, it is seen as a necessity to invest in a futsal hall ourselves, as well as in football facilities in Albina with eventual cooperation of the French government.

The angle to bring professionalism on various areas in which we move in football brings along, as far as it is still not available, that the SVB will need to take care of operating, at least on a rudimentary level, a sport-medical testing facility. A department where our football players and other athletes can undergo the necessary health test and can be monitored on and off the field, and with the realization of a “Prof League” this is becoming an urgent necessity. In this framework a cooperation with the Medical Faculty will need to be reached.

Regarding the 68 projects that the SVB has in sight in order to execute the FIFA Cycle 2023 – 2026 we are referring to Chapter 12 and to the Appendix where the 12 project goals and areas are named and which are divided into being partly or completely executed through the FIFA Project financing..

6.0 SWOT Analysis

A SWOT Analysis has been executed in order to analyze the current situation and should be able to assess and visualize the SVB their strengths (S) and weaknesses (W), opportunities (O) and threats (T). This analysis also gives us insight on multiple possibilities and crucial issues. .

SWOT ANALYSIS	
Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Football is the No. 1 sport in Suriname ➤ Possibility to draw from Pro League footballers (Surinamese diaspora) ➤ SVB has various football facilities and accommodations in their possession ➤ Committed board members ➤ Good relation with FIFA and CONCACAF ➤ Availability of FIFA and CONCACAF financial resources and training and guidance ➤ Strong financial administration ➤ Writing project goals and plans (Strategic plans and resulting therefrom project proposals) ➤ Committed board members and volunteers ➤ Annual publication of annual reports and accounting reports and resulting therefrom complying to the IFSR legislation ➤ Stadium with artificial grass field that meets international standards and lighting (FIFA and CONCACAF) 	<ul style="list-style-type: none"> ➤ Limited financial resources in order to completely realize goals ➤ Insufficient sponsoring ➤ Minimal support from the government ➤ Weak marketing ➤ Weak public relations ➤ Shortage on management personnel on every institutional level (Both SVB as on Club level) ➤ Low stadium visits ➤ Weak data collection, processing and storage at the SVB and their members ➤ Weak usage of website potential and social media channels ➤ Low execution capacity of planned goals ➤ Not in possession of a stadium with a natural grass field that meets the international FIFA requirements in order to play international matches there
Opportunities	Threats
<ul style="list-style-type: none"> ➤ Use of players from the Pro League in favor of all national selections (Both men and women) ➤ Setting up of a local Pro League ➤ Opportunities for Surinamese to be included in FIFA, CONCACAF and CFU commissions ➤ Elimination of entertainment tax ➤ Media marketing and commercialization ➤ Through the use of the diaspora get a higher positioning for Suriname in the CONCACAF ranking ➤ Possibilities to place for the Football WC in 2026 	<ul style="list-style-type: none"> ➤ Party politics involvement at SVB ➤ National macro-economic and financial situation ➤ Relation with part of the Surinamese sport press ➤ Strongly colored misinformation that is being spread through social media ➤ Influence on our football from the black and grey money circuit ➤ Members that drop out when their sponsor drops out

While the goal from the SVB is to further develop football, our capacity in this should consists out of making the best use of our strengths, overcome our weaknesses, analyze our opportunities and make positive use of this and to assess and withstand our threats, completely supporting ourselves in this goal.

7.0 PESTLE Analyse

A PESTLE analysis has been executed in order to identify the main affairs in the Political (P), Economical (E), Social-cultural (S), and Technical (T) Legal (L) and Environment (E), in order to get a complete understanding of our current situation and future opportunities in which the SVB is supported in the development of effective strategies in favor of realizing their goals.

PESTLE ANALYSE					
Political	Economical	Social	Technological	Legal	Environmental
<ul style="list-style-type: none"> ➤ Elimination of entertainment tax ➤ Within the SVB avoiding political influence ➤ Government support needed for development ➤ No targeted sport policies ➤ Government support needed for the allocation of land for football infrastructure in districts 	<ul style="list-style-type: none"> ➤ Unstable exchange rate ➤ Unstable national macro-economic and financial situation ➤ Low purchasing power ➤ Economic situation is delaying the development of professional football ➤ Development of the oil and gas industry can play in on the CSR programs of these companies 	<ul style="list-style-type: none"> ➤ Social and cultural barriers influence the development of women football negatively ➤ Insufficient disciplined players ✓ Weak administration and the lack of a team culture 	<ul style="list-style-type: none"> ➤ Lack of a stadium for international games with a natural grass field ➤ Insufficient technical leadership and necessary attributes in order to better tackle the development of football ➤ Upgrading SVB infrastructure contributes to a better experience of the sport 	<ul style="list-style-type: none"> ➤ Statutes of SVB and the members are not in line with FIFA and need to be adjusted ➤ Lack of arbitrage institutes within the SVB ✓ Lack of or poor regulations for SVB bodies. 	<ul style="list-style-type: none"> ➤ Favorable climate ✓ CO² negative climate

A few remarks can be made to this table, as they give direction to existing or yet to be developed policies.

- ✓ The SVB will, and especially in the near future, need to make use of attracting infrastructural investments of FIFA and CONCACAF as well as tournaments.
- ✓ Decide that the shortcomings in the “legal” atmosphere in the period 2023 -2026 are solved.
- ✓ Entertainment tax remains a problem due to multiple SVB boards being initiated and can’t seem to find a solution. This despite promises and understanding due to the government.
- ✓ The development of women football is high on the agenda and it seems to come across a lot of cultural barriers. The policy is to start in the districts where this doesn’t seem to be a problem and hope that this will have a “spin-off” towards the other districts and women football in general.
- ✓ Regarding the “upgrade” of the current AK Stadium to a modern international football stadium, this “issue” will be left to future boards in this FIFA Cycle.
- ✓ Through our representatives more pressure will be placed on CONCACAF to provide the necessary leadership training

8.0 Stakeholders Analysis

The SVB wants to be a professionally led organization that obligates itself to develop the football sport in all of Suriname, in which people are encouraged as much as possible to be involved in all aspects of the sport. However, there isn't much that a national association can do by itself.

The total football family in Suriname consists out of players, coaches, officials, fans, sponsors, the government, the media and many more. In order to be successful with football in our country, unity and cooperation between all stakeholders is of vital importance. This recognition of the key role of these various groups, has resulted in this stakeholder analysis. For those who place our strategic plans next to each other, they will immediately recognize that the stakeholders that are mentioned in the previous plans are now no longer included or that new ones are named. All of this has to do with new top goals that the SVB focusses on, but also with the dynamic character that surrounds stakeholders.

8.1 Step 1 – Identifying our stakeholders

The first step in our analysis was to, compared to our goals, move towards identifying our stakeholders. In this we have thought of all people and groups that are of influence or importance in football or have share in the results of the operations of the SVB. Every one of these groups has been accordingly placed in the following table::

Stakeholders analysis				
General Management	Competition Technical	Marketing Communication	Administration	Financial
<ul style="list-style-type: none"> ✓ FIFA, Concacaf and CFU ✓ Departement of Sport (Ministry of Regional and Sports Affairs) ✓ NGO's ✓ Advisor's ✓ EXCO SVB ✓ Suriname Olympic Committee ✓ CEO Telesur ✓ CEO Staatsolie Nv 	<ul style="list-style-type: none"> ✓ Clubs, players and competitions ✓ Referees ✓ Various SVB commissions ✓ International football clubs ✓ Local football clubs ✓ Recreational groups ✓ Security personnel ✓ Medical personnel ✓ The professional players from the Surinamese diaspora 	<ul style="list-style-type: none"> ✓ Clothing sponsors ✓ Media ✓ Donors and sponsors ✓ Social media ✓ IT / Web service ✓ Fans ✓ Printing companies ✓ Aviation companies and travel agents 	<ul style="list-style-type: none"> ✓ Government (Part-timers) ✓ Volunteers ✓ Employees ✓ Service providers ✓ Immigration service ✓ Embassies ✓ Employees 	<ul style="list-style-type: none"> ✓ Banks ✓ Taxes ✓ Suppliers of goods and services ✓ Surinamese business community ✓ CEOs ✓ Owru-Cul

8.2 Step 2 – Ranking of our stakeholders

Some of these stakeholders have the capacity to noticeably influence the progress of the SVB, some show interest for what we do and some are not very involved. In order to understand the level of resources, the support that we need of each stakeholder, we have assigned each a priority in order to develop a clear image of how each of them stands in this regard. In the "Power/ interest" roster below the stakeholders have been listed and ranked according to the power that they have in relation to our activities and how much stake they have in our work. Stakeholders that were mentioned above, but received no score on the interest of power have been disregarded in this analysis.

Scaling of Stakeholders in Terms of Interest / Power (Low = 1, High = 20)			
Stakeholders	Interest	Power	Stakeholders
FIFA	17	20	FIFA
EXCO SVB	14	19	EXCO SVB
CEO Staatsolie	16	18	CEO Staatsolie
EXCO SVB	15	17	EXCO SVB
President	13	17	President
Concacaf	18	16	Concacaf
Pro players	14	15	Pro players
CEO Telesur	14	12	CEO Telesur
CFU	11	12	CFU
SVB Committee's	10	10	SVB Committee's
Media	14	9	Media
Small Sponsors	14	5	Small Sponsors
Volunteers	12	8	Volunteers
Airlines	14	7	Airlines
Fans	17	6	Fans
Coaches	12	5	Coaches
VSB	11	5	VSB
Local Natio	11	5	Local Natio
Advisors	12	4	Advisors
Embassies	4	13	Embassies
Referee's	7	12	Referee's
Immigration service	5	11	Immigration service
Employee's	9	10	Employee's
Tax department	4	7	Tax department
Dept. Sport affairs	9	6	Dept. Sport affairs
Banks	6	6	Banks
Suppliers	6	6	Suppliers
Suribet	5	6	Suribet
SOC	7	4	SOC

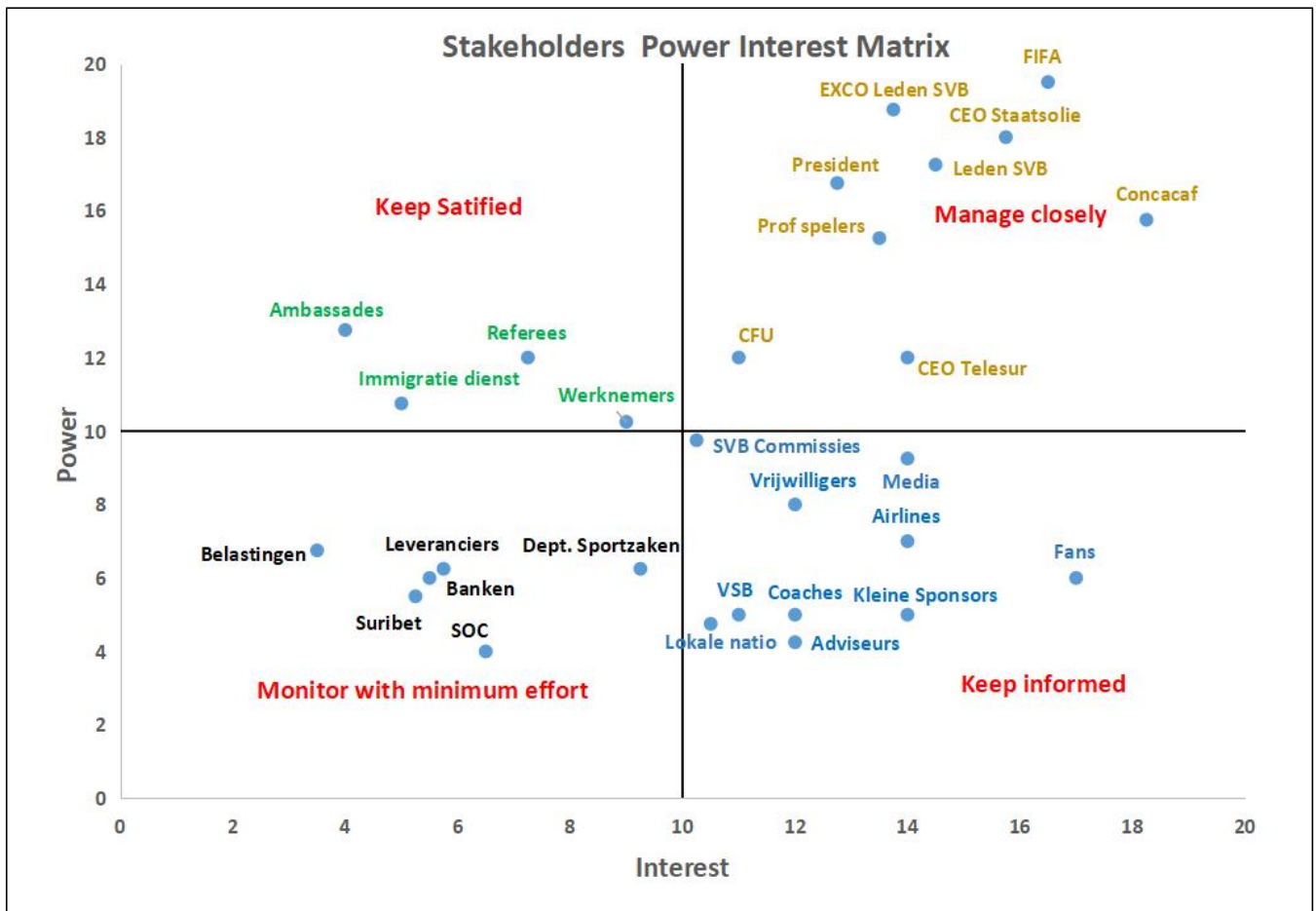
The following roster shows which stakeholder we need to: A) Follow, B) keep informed, C) keep satisfied or D) give a lot of attention to. During the writing of this strategic plan a whole analysis and ranking has taken place of the various stakeholders of the Surinamese Football Association.

In de navolgende figuur wordt de verschillende aanpak uitgelegd die we zouden moeten hebben voor de gesegegreerde/geprioriteerde stakeholders³.

- **High power - High interest:** these are the stakeholders are decision makers and have the biggest impact on the project success and hence you must closely manage their expectations.
- **High power - Low Interest:** these are the stakeholder needed to be kept in loop, these stakeholders need to be kept satisfied even though they aren't interested because they yield power. These type of stakeholders should be dealt with cautiously as well since they may use their power in a not desired way in the project if they become unsatisfied.

³ https://www.projectmanagement.com/contentPages/wiki.cfm?ID=368897&thisPageURL=/wikis/368897/Stakeholder-Analysis--using-the-Power-Interest-Grid#_=_

- **Low power – High interest:** keep these people adequately informed, and talk to them to ensure that no major issues are arising. These people can often be very helpful with the detail of your project.
- **Low power - low interest:** monitor these people, but do not bore them with excessive communication.



International governing bodies such as FIFA, CONCACAF and the CFU regularly give financing or donations in support of the development and growth of SVB. These organizations have a high degree of influence as well as a stake in the activities of the SVB, so we need to remain very alert and meet their requirements. We need to give them sufficient attention. It is expected that the Surinamese Football Association places the board, the EXCO, the member associations and the clubs (SVB members) and our diaspora players very high on the interest / power score board as they play an important role in realizing the goals of the Surinamese Football Association. The importance of the institute of the President and the directors of top companies should, due to our goal to participate in the WC 2026, be seen in the necessity of having access to external financing resources.

In particular, this last mentioned goal, brings along with it that in the coming years policies will need to be developed which are on one side focused on maintaining the stakeholder in the quadrant “Manage closely”, but that on the other side and at the same time we are working on migrating the various stakeholders that are now being identified as belonging to the quadrant “Keep informed” or the quadrant “Monitor with minimum effort” to the quadrant “Manage closely”. It in particular regards stakeholders such as the VSB (Suriname business association), the media, fans, aviation companies and the so-called small sponsors that belong to the quadrant “Keep informed” as well as companies such as banks and Suribet and department of sport who are now in the quadrant “Monitor with minimum effort”. Being typed as organization with the qualification “Low interest – Low Power” certainly need to be improved.

The determination of the immigration service (MP), the embassies, match officials and employees in the quadrant “Keep satisfied” seems to be correct for now and are important for the proper functioning of the SVB

and their growing group of international players that represent Suriname on the international football podia. This means that the SVB needs to have a close cooperation with these groups.

The groups that are not mentioned in the matrix of stakeholders, the volunteers, suppliers, coaches, the SOC etc., have minimum influence on the projects and programs of the SVB, yet still need to be monitored properly. Energy, resources and attention can therefore be spent on other stakeholders. With this group we can act on a “needed” base. This group usually is of great importance during activities but don’t have a lot of influence on the realization of the goals of the SVB.

8.3 Step 3 – Understanding our stakeholders

After identifying and allocating priorities to our stakeholders, we need to figure out what their feelings are towards the SVB. This way we can understand how we can involve them the best way possible in our activities and how we can effectively communicate with them.

In order to answer these questions, we have internally discussed this with a few stakeholders, while with others we have to immediately. Later on we summarized the information that we have received from the same “stakeholder power/interest roster”. This way we can easily point to which stakeholders are “obstructionists” and which are the critics, which stakeholders are supporters and advocates and which stakeholders are neutral. This shows that the media can be seen as critics, while “obstructionists” who can or have obstructed strategic goals are also identified, this partly due to hiccups in the communication channels. In this planning period we will work on this.

8.4 Summary stakeholders analysis

In order to further summarize our analysis of stakeholders, we have grouped the stakeholders in the following table.

Monitor Closely	Keep Satisfied	Keep Informed	Monitor
<ul style="list-style-type: none"> ✓ FIFA ✓ Concacaf ✓ Pro Players ✓ CEO Staatsolie ✓ CEO Telesur ✓ President ✓ CFU ✓ Members SVB ✓ Exco SVB 	<ul style="list-style-type: none"> ✓ Ambassies ✓ Immigration service ✓ Match Officials ✓ Employee’s 	<ul style="list-style-type: none"> ✓ SVB Committee’s ✓ Media ✓ Fans ✓ Local Natio ✓ VSB/ Surinaams Bedrijfsleven ✓ Volunteers ✓ Fans ✓ Advisors ✓ Coaches ✓ Small Sponsors ✓ Airlines (SLM/KLM) 	<ul style="list-style-type: none"> ✓ Dept.Sport Affairs ✓ Suribet ✓ Tax Department ✓ Suppliers ✓ Banks ✓ Suriname Olympic Committee

From the matrix we have put together the above mentioned table. Originating from our deliberations and conversations, we have placed embassies, the immigration service (MP), the employees and the match officials in the category “Keep satisfied”.

Furthermore, we have placed the SVB commissions, the media, the fans, our “Local Natio” players, the Surinamese business community (VSB), volunteers, coaches, sponsors, aviation companies and advisors in the group “Keep informed”. These stakeholders need to be informed about the opportunities and actions of the SVB, as these stakeholders not only need to bring along a commercial aspect, but can also be of support in our activities.

The group of “Monitor closely” regards all donators, sponsors and organizations that give financial input and are seen as more than a partner in the trajectory. We should try in particular to get the Surinamese business community, Suribet, the banks, small sponsors and the fans in a position of “High interest and high power” so

that they end up in the quadrant “Monitor closely” of the power/ interest Matrix. This will certainly be necessary looking at the financial challenge that our top goal, participating in the WC 2026, will bring along.

This shows the intensity in which the SVB executes board activities for a sustainable development of the association in their goal to achieve their goals.

The SVB will keep on making huge effort towards their networking activities and decent management of the association. Information shall be shared and published through our website, www.svb.sr, and an SVB newsletter in order to inform our stakeholders when necessary. In this the media is not only seen as a stakeholder, but as an important partner that needs to bring football closer to the public so that the amount of direct and indirect football supports as well as the passive and active participants of our beloved football sport can increase.

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)

9.0 Resource Analysis

A resource-analysis offers analytic support in the development, evaluation and implementation of policies, practices and programs so that people, budgets and company resources can function more effectively and efficiently.

Type of Resource	Resource		Value
Human Resource	Employee	The human factor within an organization is very important. It is the employees that keep the organization running. The SVB has a very good team of administrative employees, marketing manager, technical director, licensing manager, trainers, coaches, referees etc. They take care of the continuation of the core business of the SVB, taking into consideration the licensing process and the transition towards a commercial approach of thinking. The SVB understands very well that some employees are still in need of special training.	High
	Volunteer	The SVB has a few committed persons that work on a voluntary basis. They participate in commissions and steering committees and help during special projects.	High
	Committed EXCO members	The SVB has qualified board members. This will contribute to further improvement of the governing process and the long term planning of the association.	High
	Service Providers	The service providers are paid for their services but the constant monitoring of their commitment and quality is of importance for the realization of the SVB goals.	Medium
	Pool of Professional players from the diaspora in particular	The Surinamese in diaspora with a professional status are enthusiastic to play for Suriname. And with perspective to participate in a world or regional tournament this enthusiasm is further increasing, because this way they can also throw themselves into the world spotlight.	High
Financial Resources	Sponsors	The amount of sponsors of the SVB and its members has recently declined due to the long-lasting pandemic and the national financial crisis. Usually the sponsors would support a specific tournament, or they would sponsor on a monthly basis. The SVB has huge potential and is asking more support of the business community. The marketing manager of the SVB will need to create a general marketing strategy, aimed on bringing in more sponsors that are integrated in the programs of the SVB and in a more meaningful and profitable manner. This especially in the framework of the international matches that need to be played by Natio.	High
	Banks	The banks play an important role in the transactions of the SVB. Both inbound flows of the FIFA, CONCACAF and the CFU as well as the SBU.	Medium
	FIFA	The FIFA gives the SVB access to USD 3.000.000 for the 2023 – 2026 FIFA Cycle, intended for football projects such as playing fields, competitions and women's football. In addition to this amount the SVB is entitled to a maximum of USD 1.250.000 per year for the current expenses in the area of administration and management. This financial support of the FIFA has made development forward possible and is very important for the SVB.	High

Physical Infrastructure	Buildings, roads, lighting, drainage, parking facilities	The headquarter of the SVB, the EMI Guest house, the Owru Cul restaurant and the various mini-fields. The SVB is owner of all buildings and mini-fields. This infrastructure is (partially) rented out in order to generate more income. The buildings are thus commercially exploited, but not completely and there is room for improvement.	High
	Stadiums	The SVB is in possession of 2 stadiums: The Essed stadium and the AK Stadium. These stadiums are also being rented out to clubs, companies etc. for playing football or for other events.	Moderate
	Gym	The gym in the Essed Stadium is completed and needs to be rented out. No later than December 2024, this gym needs to be ready for use and needs to be rented out to a third party. The gym was already in use but served during the construction of the extra bleacher of the Essed Stadium as a storage room and was not re-opened afterwards.	High
	Mini playing field (artificial turf)	There are 2 mini playing fields at the EML complex and 4 at the Owru Cul complex that are rented out to clubs, government, companies, private persons etc. The demand for mini playing fields is bigger than the SVB can provide at the moment. Remark: A cash-flow study was done in order to map out all potential revenues of the SVB (through the exploitation of their facilities).	High
Intellectual Capital	Customer data base	A database of all players is important and will be implemented mid 2023-2024. This will not only benefit the SVB management processes but also potential customers (buyers) of our sporting goods store.	High
Partnerships	Supporting Govern, bodies, institutions and companies	FIFA, CONCACAF, CFU, State Oil, Telesur, Suribet, Klupp Sportswear and the KNVB. New partners will be added to this team of partners.	High
	Government	The SVB executes a few projects in cooperation with the ministries. The MoU with the ministry of Education, Science and Culture will be evaluated and if necessary renewed. Restarting the grassroots project will once again need to be discussed and executed. It regarded a cooperation with the ministry of Education, Science and Culture, the department of Sport of the ministry of regional development and sport and the ministry of Defense. The cooperation with the ministry of Justice and Police will also be strengthened regarding safety in and around the stadiums and the ministry of Home Affairs regarding Naturalization of Surinamese players with a foreign nationality.	High
	Local Clubs/Pro league	The section paid football will start in 2023 – 2024. The cooperation and effort from everybody is required in favor of bringing Surinamese football towards another level.	High



10.0 SVB Main Priorities period 2016-2026

Performance areas 2016-2019 /2019-2023 / 2023-2030



11.0 Main Objectives of the Strategic Plan

Football country Suriname is included in the world top and will play their 1st WC in 2026

Suriname together with “Natio”, their national selection, will be part of the top 5 of the CONCACAF starting in 2025 and will participate in all Regional and World football tournaments and with her football club will be part of the top 10 of Regional football.

Historical facts but also recent experiences domestically and internationally, the last one especially in Europe, show that Suriname can produce a lot of football talent. Names of top footballers in the current and former European competitions speak for itself. The interesting thing is that this is possible with a base of a relatively smaller group of around 1 million people with Surinamese “roots” that are evenly divided across Suriname and the Netherlands.

The influx of talent will increase strongly when Suriname both nationally and on club level books international success and can also supply top players to big European clubs. Export of Surinamese footballers that make a name abroad can create a “self-reinforcing loop” of incoming football talent. Success, a basis for more success.

Big foreign clubs will be more inclined to invest here in, for example, good football academies. These will not only deliver good football players but especially well educated individuals with a broad general development. Footballers who, after their football career, can be of service to the development of Suriname and football because they have a good education and life experience. In order to realize this, some structural approach at the bottom, in this case the youth, is necessary. After all, without good structure it certainly is possible to once end up in the top 5 of the CONCACAF but then maintaining that possession is not guaranteed.

Structural approach gives content by creating organizations all over the country. These organizations form the foundation of our goals so that it can create a continuous stream of football talent, that can escalate on the highest club and national football team level of the CONCACAF. This talent will need to proof themselves in a national competition paid football, which in terms of quality should be able to be measured with clubs in the professional competitions in the USA and Mexico.

This high level can only be realized when facilities and supporting services such as physical therapists, teachers, social workers, psychologists, fitness trainers, religious leaders etc. play a role in forming football talent. This multi-disciplinary group needs to be organized and managed like a well-managed business. Then the expected results can be delivered.

The realization of the main objective requires that conditions that contribute to that are fulfilled. From, for example, the SWOT analysis indications are gained from the areas where results should be obtained. The so-called “result areas”. Projects within this result area form the basis of the desired results.

Suriname

GOLD CUP

Copa America

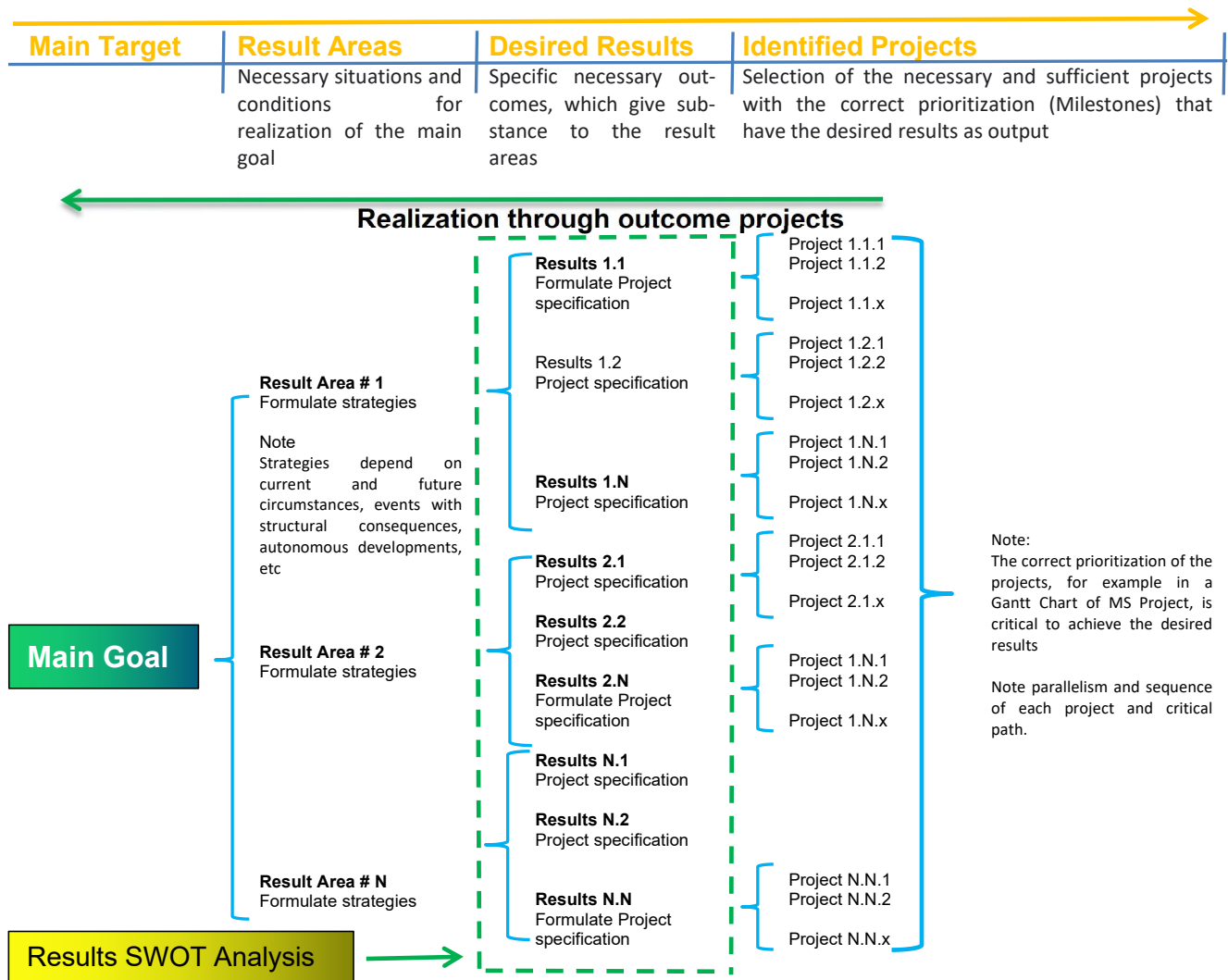
FIFA World Cup

We made it - Bribi na Krakti

Football is our passion

11.1 Used Methodology for Strategic Planning

Frameworks for the realization of the main goal



11.2 Result areas⁴ of the Strategic Plan

The realization or promotion of the main objective with its multi-disciplinary character requires the breakdown of the activities into sub-areas, or so-called result areas.

Result areas give direction to the activities to be carried out, in the form of projects. The output of the projects are the things that enable the result area to contribute to the realization of the main objective.

In contrast to the main objective, which is necessarily broadly and vaguely formulated in the distant future, result areas are somewhat more concrete, more specific and as homogeneous as possible in character. The policy formulated on the basis of the desired content of the result area helps with the selection, specification and dimensioning of projects. Projects are after all, concrete activities that deliver a certain result on an aforementioned date. In the proposed plan the milestones are the target dates of the projects..

⁴ Also called sub-goals. Result area describes the function better.

Nr.	Result Area	Desired Results
1	Making SVB 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 budget of which a maximum of 10% is covered by donations. c) Commercial activities based on a marketing plan that positively utilizes all appropriate resources of the SVB. d) Action plan for attracting external capital. e) Promotion that positively depicts the SVB in the community.
2	Professionalising Football	<ul style="list-style-type: none"> a) Legal business structure and internal organization clubs completed. b) Nationwide education and training structures are operational. c) Competition system adjusted and professional competition implemented. d) Quality club football is equal to top CONCACAF level. e) Qualification for and playing a meaningful role in the Gold Cup in 2023 and 2025. f) Qualification for COMNEBOL 2024 and g) Qualification FIFA World Cup through the Nations Leagues competition in 2023-2025, resulting in participating in the WC in 2026.
3	Restructuring football development and football talents	<ul style="list-style-type: none"> a) Preparing the Football development plan 2023 – 2030 and its financing and supported by the stakeholders. b) Realization of decentralized football development activities aimed on the youth and emphasis on women participation. c) Scientific guidance in the development of football talents has been arranged and is active. d) Institutionalized international exchange and support programs are operational.
4	Adequate Facilities	<ul style="list-style-type: none"> a) Nationwide coverage of facilities in favor of the education and training trajectories for the youth and women. b) Adequate football stadiums and practice fields in all districts. c) Adequate fitness and other training facilities in all districts. d) Football education center is operational. e) Medical sport center is operational. f) Football academy is operational.
5	Effective relation with the government	<p>Effective participation and support from the government in the execution of the Strategic Plan of the SVB formalized in a MoU that contains agreements in relation to:</p> <ul style="list-style-type: none"> a) Construction public infrastructure b) Participation of schools c) Taking care of the security d) Support through regional governance e) Support of the ministry of Health f) Act as guarantor for financing by foreign governments.
6.	Necessary regulations	<ul style="list-style-type: none"> a) The SVB, all clubs and football associations meet all CONCACAF and FIFA rules. That means that their statutes are in line with the FIFA Statutes. b) All clubs and football associations offer sufficient guarantees in relation to the safety and health of their players. c) All clubs and football associations offer sufficient guarantees in relation to their financial health. d) Revising sanction rules adjusted and applicable

12.0 Strategies, Prioritization and Project Areas

Strategies (policies) are intended to give direction to, and to be a reference for decisions, including prioritization, in relation to the desired outcome of activities, in this case the projects. Projects are the concrete content/implementation of the strategies by specifying goal, start/end, budget, etc.

Prioritizing projects promotes the efficiency of the implementation of strategies because this leads to working plan-based. A project can comprise out of multiple sub-projects. These are not mentioned here.

12.1 SVB Financially Self-supporting

12.1.1 Explanation

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

12.1.2 Strategy / Policy

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

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

In order to attract as much “mass social events” as possible, given the present facilities, specific products and services will be developed that will be promoted aggressively both locally and abroad.

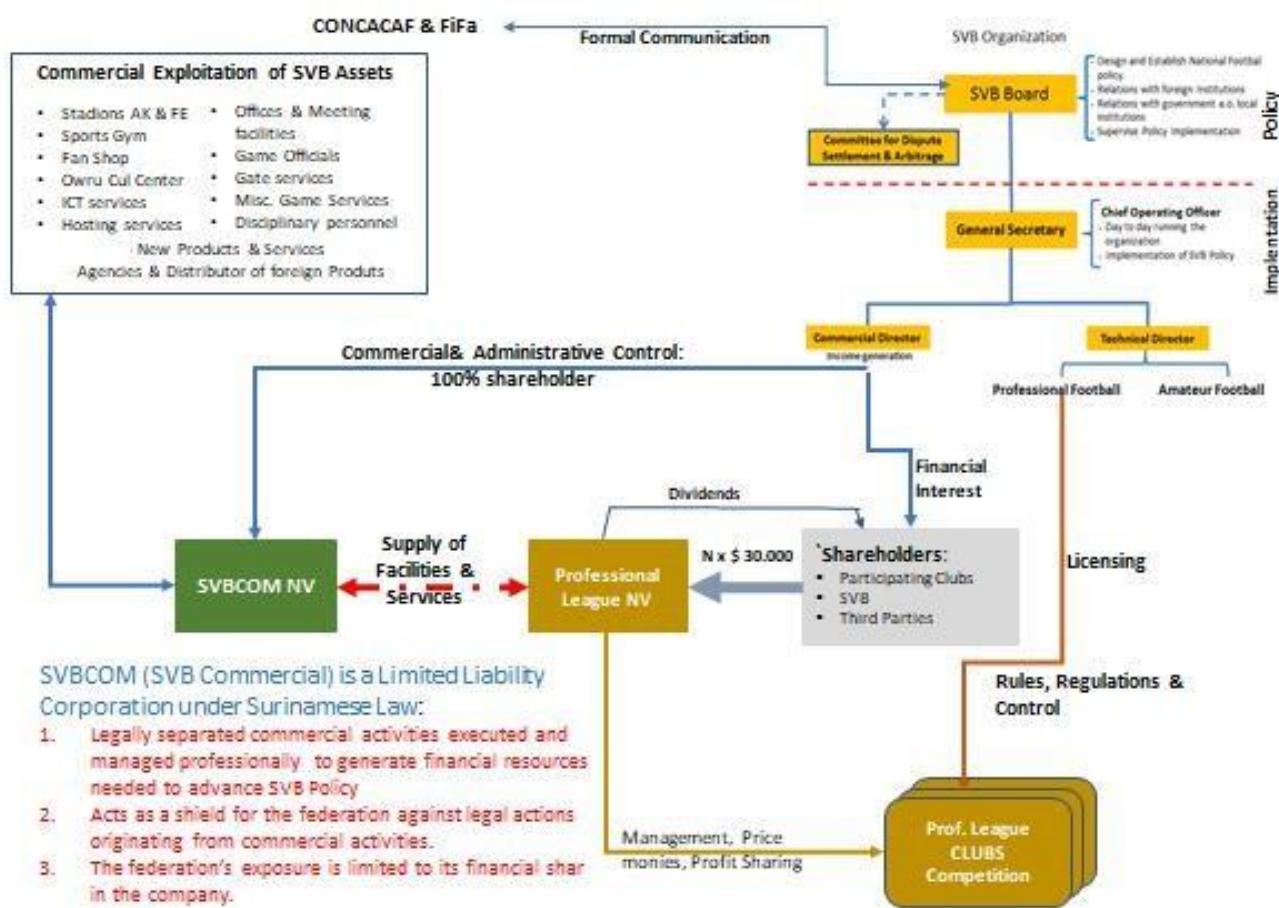
Sponsoring will not be based on favor donations but “merit based”. Sponsors will undertake quantifiable favorable and durable sponsorship's with the SVB”. The commercial activities of the SVB will thus also be aimed on developing adjusted products and services for specific sponsors.

Where possible, the SVB will attract financial resources from investors. This includes the diaspora in the Netherlands. The necessary investment products will be developed for this purpose. In this context, effective communication of what the SVB stands for and what its performance and plans are, is crucial.

Due to these non-football related commercial activities the organization will be adjusted.

The functional organization of the SVB must therefor be efficient and professionalized, preventing dependence on volunteers in management positions.

SVB Internal & External Structure and Relations



This conceptual model with in there a “SVBCOM”, the commercial business of the SVB, will independently conduct business under supervision of a board that will consist out of at least some SVB officials, namely the treasurer, the commercial director and the chairman.

12.3 Projects

Nr.	Project description	Realization
1	Re-positioning the “SVB Fan shop” as an important seller of self-developed products as well as being an agent and distributor with their own foreign relations.	2023-2024
2	Formulating an action plan for NATIO. A “Dedicated Fund Raising Committee” including actions	2023-2026
3	Implementation of a plan and budgeting system for management and governance of both the regular and project activities	2024
4	Adjustment and formalization of the functional organization with process descriptions, formal function descriptions, authorizations, and former consultation and decision making structures etc.	2024
5	Execute research into issuing shares in a Pro League, construction projects and attracting resources through “crowdfunding” abroad	2024
6	Expanding capacity and further modernization of the Frank Essed Stadium, the hotel facilities “Emile de La Fuente” and developing football and non-football related commercial products and services based on this, as well the intensive exploitation of Owru Cul on a “cost plus” basis by organizing activities that guarantee an occupation of at least 50%.	2024-2025

7	Selection and implementation of a CRM system	2024-2026
8	Establishment of a business (NV) for the execution of all non-football related activities	2025
9	Construction and exploitation Sport Medical Center	2025
10	Implementation of an effective formal administrative organization supported by an enterprise management system for managing all resources, operating activities and issuing reports of the SVB and related activities.	2025
11	Filling in critical management functions 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 successful track record.	2025-2026
12	Construction and exploitation of the new “Andre Kamperveen Stadium and Commercial Center”	2027-2037

12.2 Professionalizing Football

12.2.1 Explanation

Financial independence as well as a national approach of football forces the manner in which SVB currently operates and which has to change structurally. A necessary condition is thus that the SVB has a targeted, effectively functioning and administrative organization with professional management.

The SVB needs to operate like a business towards the football community. They need to develop, start-up and lead initiatives. In order to be effective the SVB is dependent on the professionalizing of its “counterparts”. The basis for this professionalism is a formal organization with whom enforceable agreements can be made with. “Counterparts” are the clubs with a formal legal status who guarantee accountability and new, yet to form formal organizations in the districts. These organizations which will be organized according to districts and will be responsible for the scouting, and programmatically educating and training football talents. The competition between districts teams will be the “pond” from which the clubs that participate in the national amateur and professional competition will be fed from.

12.2.2 Strategy / Policy

Introducing a training system in which, together with technical football skills and tactical insights, adequate general development and homework supervision is ensured, which will lead to a significant broadening of the supply of young, female and male players.

The SVB will promote the cooperation with clubs so that as many as possible clubs who participate in the national and regional competitions have similar effective internal management and governance structures and if desired give support by negotiating in attracting foreign expertise.

Effective promotion campaigns based on a communication model that will improve the image of football, the clubs and SVB. The promotional activities surrounding the to be established professional competition and the quality of the matches driven by attractive prize money needs to contribute to improving the image. The SVB will go public more, and make the community part of the “good things” that they do and the results that are realized.

The focus of the media campaigns in 2023 is on the Gold Cup, in 2024 on the Copa America, in 2025 once again on the Gold Cup and the important role we wish to play in these tournaments, will make the path towards qualifying for the WC 2026 a hype in the community.

12.2.3 Projects

Nr.	Project description	Realization
1	Develop exchange programs with foreign organizations.	2023
2	Setting up U-8, U-10, U-12, and U-14 football competitions in districts and between districts.	2023
3	Develop and execute a Surinamese curriculum for the training of players, officials and management of clubs with much emphasis on "Teamwork".	2023-24
4	Training and licensing according to international standards for trainers, coaches and referees.	2023-24
5	Formulating and implementing a standard contract for players.	2023-24
6	Participating in the Gold Cup 2023 and 2025.	2023-2025
7	Gain support from foreign football organizations for setting up a training structure for players, football officials, and management of clubs (Academy).	2023-2025
8	Annual participation in internationals or friendlies for boys and girls, eight (8) of each and for the men and female national selections each four (4).	2023-2026
9	Intensifying exchange programs and friendly matches with foreign clubs and nation teams.	2023-2027
10	Qualification and participating in the Cope America 2024.	2024
11	Introduction of standard organization structures among all clubs that participate in national competitions so that they can meet all SVB, CONCACAF and FIFA requirements.	2024
12	Implementation of a regional 3rd division competition, restructuring 1st and 2nd division competition and implementing the professional competition.	2024-2025
13	Develop and execute promotion campaigns and information sessions and media presentations aimed on further popularization and improvement of the image of football.	2024-2027
14	Agreement with the government and to create support with local governance bodies and neighborhood organizations in relation to the to be set-up in the districts structures and curriculum.	2024-27
15	Qualification for participation World Cup 2026.	2025
16	Participating in the finale World Cup 2026.	2026
17	Setting up and implementing a player development plan, with rewards for progress, based on the related curriculum.	2027

12.3 Restructuring Football Development - Football Talents

12.3.1 Explanation

In order to reach the world top and maintain the position, there will have to be a continuous supply of well-trained talents from both the Surinamese Diaspora and the local football market.

The local football training needs to closely match the regular, mandatory education of the youth. Through the structures in the districts talents should be scouted, guided, educated and trained as well as participate in the various competitions.

In order to have sufficient supply in football talent, in this case, permission from parents, the image of football in Suriname, the clubs and the SVB should strongly improve. This in addition to good facilities and qualified supervisors that make sure that both school results and football skills improve.

12.3.2 Strategy / Policy

The SVB will promote and support the establishment of education and training structures in all districts with the cooperation of the national government, clubs, regional administrations and neighborhood organizations. The challenge will be to find the necessary funding and expertise for this activity.

In collaboration with MINOW, the SVB will develop adapted curricula for after-school supervision of youth football players that are in line with their school curricula so that school performance improves.

In consultation with and with the support of, in particular, the Ministry of Health, the SVB will ensure that all youth football players receive adequate medical supervision and nutrition and are sufficiently assured of good health.

Challenging Surinamese young people through media campaigns to excel in sports, especially football, in addition to school performance, and strive to achieve the quality level of CONCACAF and UEFA. These programs should appeal to parents who will then be more willing to entrust their children to these football organizations after school.

In collaboration with the government and with sponsorship from local companies and contributions from CONCACAF and FIFA, the local education and training centers and associated facilities will be set up. As a result, the upcoming talented football players will be prepared in a high-quality physical infrastructure.

The SVB, in cooperation with foreign organizations, will ensure that good procedures are set up for scouting. Training of scouts, youth trainers and supervisors in effective scouting. Curricula will also be developed for teaching football skills, team spirit and football tactics.

The SVB will establish and maintain relationships with countries that have succeeded in implementing similar organizations and achieving successes in the field of football.

12.3.3 Projecten

Nr.	Project description	Realization
1	Organizing training for futsal referees and coaches.	2023
2	Annual national U-8, U-10, U-12, U-14, U-16, U-18 and U-20 talent tournaments that will be broadcasted by television.	2023
3	Increasing the amount of coaches for women football in line with the women football development plan of the SVB.	2023-24
4	Execute intensive media campaigns in order to inform parents and to motivate the youth to join a local, under supervision of the SVB, "football academy".	2023-2025
5	Setting up an SVB academy, where all top talents will be further trained and will receive special personal guidance.	2023-2027
6	Intensifying exchange programs and friendly matches with foreign clubs and national teams.	2023-2027
7	Develop and execute promotional campaigns and information sessions and media presentations focused on further popularizing and improving the image of football.	2023-2027
8	Setting up special "grassroots" activities among the schools 2023 – 2027.	2023-2027
9	Develop and implement a nationwide organization structure for the education and training of youth football talents.	2024
10	Design and implement district youth football competitions and competitions between districts.	2024
11	Developing adjusted curriculum for after school guidance programs, developing football skills, tactic and team spirit.	2024
12	Setting up an U-8, U-10, U-12 and U-14 school competition for girls.	2024-2027
13	Writing an SVB policy plan in relation to the development of futsal and beach football (men and women).	2025

14	Local and international Surinamese role model lessons and where applicable and possible give some training as part of the curriculum of the youth football training.	2025
15	Decentralization of the youth competition by setting up regional youth competitions	2025

12.4 Adequate Facilities

12.4.1 Explanation

The success of the efforts to realize the main objectives will to a strong degree depend on the image that is being projected. In addition to the “software” such a promotion, organization etc. the “hardware” works in the form of stadiums of good quality with corresponding good public infrastructure that catalyzes on the development of football.

Suriname will, at least need to have two modern stadiums that completely meet the FIFA demands and demands for High Definition TV broadcasting for among others, night matches as well as for hosting “Mass social events”.

Such facilities mean that Suriname can also position itself as a provider of facilities with which considerable amounts can be earned. In the case of hosting foreign competitions and events, this also means a significant source of income for the hospitality industry and other venues.

In addition, these facilities mean that hundreds of permanent jobs are created in Paramaribo and the districts. What we should not lose sight of is the appeal that playing in this stadium will have on upcoming football talent.

12.4.2 Strategy / Policy

The SVB will develop the infrastructural plans up to and including the design phase with an associated estimate of the investment required, so that there are presentable projects.

These initial expenditures will, as much as possible, be covered by the current SVB budget and through issuing shares, “crowdfunding” and possible sponsoring and gifts.

For the implementation from engineering onwards, financing and/or guarantees will be sought from the government and FIFA. The possibility and/or necessity of possibly issuing shares through a company to be incorporated abroad will also be investigated.

With regard to related facilities in the districts, such as existing fitness facilities, agreements will be made with local entrepreneurs to enable access and professional guidance for SVB members..

12.4.3 Projecten

Nr.	Project description	Realization
1	Rehabilitation and expansion of the guesthouse facilities at the “Emile de La Fuente” Sport complex.	2024-2026
2	Development, construction and exploitation of sport fields and training and fitness center with the focus on football in all districts.	2023-2027
3	Providing a fitness center in all districts.	2023-2028
4	Construction of a futsal hall and acquisition of a terrain / building plot for this.	2025-2026
5	Construction and exploitation of a national Sport Medical Center.	2025-2026

12.5 Effective Relation with the Government

12.5.1 Explanation

Football is not property of a select group of citizens but touches, as it is shown all over the world, the whole community and to a certain degree also the economy of the country. In addition to the permanent jobs that can be created, football can also have a positive influence on the well being of the community and with that support the government in their care obligation. But there are also wealth effects, especially when it regards professional football. In that case, as this Strategic Plan projects, well paid employment is created for healthy youths who in addition to getting a good education have also received a good general development. The necessary discipline with professional football will thus also yield positive results for them in their football career as well as for the Surinamese community.

Finally, there is also the positive image for Suriname as a country when Surinamese clubs, not to mention the National Team, penetrate the top of the CONCACAF and maintain their position there.

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

12.5.2 Strategy / Policy

The SVB will present this Strategic Plan to the government, in which the focus will always be on the obligations of the government towards the community that will be alleviated if the government supports this plan and the resulting projects financially and with manpower.

Parts of this plan must be included in the relevant government budgets and the SVB will, in periodic consultations with the relevant ministries, monitor compliance with agreements that will be included in a Memorandum of Understanding (MoU).

12.5.3 Projects

Nr.	Project description	Realization
1	Writing and formalizing a concept MoU with the government.	2023-2024
2	Actions focused on eliminating or reducing the to be paid percentage on entertainment tax for sport associations.	2023-2024
3	Restarting meetings for guarantees by the government so that financing of the Andre Kamperveen Stadium project can be realized.	2026
4	Financial support for the development and construction Sport medical center.	TBD
5	Exempted from import duties and "tax holidays" for infrastructural projects of the SVB.	TBD

12.6 Necessary Regulations

12.6.1 Explanation

Execution of this strategic plan will result in a large, complicated, nationally operating but decentralized organization with many stakeholders. In order to keep this organization with its many activities "in line", it will be necessary to standardize matters as much as possible through regulations and supervision of compliance with them.

Non-compliance with basic requirements by organizations related to or supervised by the SVB, resulting in damage to "goods and possessions", gives negative publicity and makes it more difficult to achieve the main goal..

12.6.2 Strategy / Policy

The SVB will host a seminar with as the speakers' foreign experts of the FIFA, CONCACAF and UEFA with the goal to find common ground regarding the minimum requirements that clubs need to meet.

In cooperation with the SVB, the speeches will be based on the formulated minimum requirements and the draft regulations that result from this.

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

12.6.3 Projects

Nr.	Project description	Realization
1	New SVB Statutes adjusted according to the FIFA and CONCACAF requirements.	2023-2024
2	All clubs that participate in national and regional competitions need to implement and update FIFA Connect and TMS System as well as CONCACAF COMET in their organization.	2023-2025
3	Guaranteeing the health and safety of players and if applicable, the public.	2023-2028
4	Guaranteeing the financial health of clubs in the short and long term.	2023-2028
5	Provide adequate insurance/ funds to cover medical costs and loss of income.	2023-2028
6	In addition to the FIFA and CONCACAF rules in relation to contracting or otherwise commit to youth players, SVB rules will also be formulated and be in force.	2024
7	Adjusting Statutes of the members of the SVB to the SVB, CONCACAF and FIFA requirements.	2024-2025
8	All clubs shall completely meet the FIFA and CONCACAF requirements in relations to players and facilities.	2025-2027



12.7 Estimated Financing needs of all projects over the 2023-2026 cyclus

All projects are listed in the table below to make it easier to determine the order of implementation and an estimate of the resources required per year.

Since this is a general strategic plan, projects have not been worked out in detail. Amounts and possibly even their content will be adjusted over time, but also as a result of further investigation and/or changed circumstances..

Estimated Expenditures SVB over 2023 -2026				
	2023	2024	2025	2026
SVB Financially Self-supporting	\$76,159.08	\$69,611.28	\$71,484.32	\$82,206.97
Professionalizing football	\$951,988.50	\$870,141.00	\$893,554.00	\$1,027,587.10
Restructuring football development / football talents	\$2,284,772.40	\$2,088,338.40	\$2,144,529.60	\$2,466,209.04
Adequate facilities (Infrastructure) (10%)	\$380,795.40	\$348,056.40	\$357,421.60	\$411,034.84
Effective relation with the government	\$38,079.54	\$34,805.64	\$35,742.16	\$41,103.48
Necessary Regulations	\$76,159.08	\$69,611.28	\$71,484.32	\$82,206.97
Totaal (Forecasted expenditures)⁵	\$3,807,954.00	\$3,480,564.00	\$3,574,216.00	\$4,110,348.40

Based on the forecast expenditures, it can be expected that there will be huge annual budget deficits that can only be covered by donor sponsorship and other income that needs to be generated. On the other hand, drastic cuts will have to be made in the annual budgets in terms of the number of projects to be implemented, the set-up of projects and all other expenditure where possible..



⁵ Assuming an average total annual contribution from FIFA and the Concacaf of usd 2,000,000, it can already be estimated that there will be huge budget shortfalls every year. The estimates for this are as follows: for 2023 \$1,005,454.00, for 2024 - \$250,564.00, for 2025 - \$451,716.00 and for 2026 - \$1,355,348.40.

Appendix: Elementen Contract of Agreed Objectives

Below various projects are placed for financing through the so-called FIFA Contract of Agreed Objectives that will be apply for the Cycle 2023 – 2026. If projects can't be placed here, there is talks of self-financing or through financing from the FIFA OCP/ Running funds or through CONCACAF resources.

Proposed Project Objectives and its Estimated Costs						
Project Objectives		Estimated Costs per Year				
A. Infrastructure		2023	2024	2025	2026	2023-26
1	Developing and/or maintaining essential infrastructure for the practice of football and for the purposes of governance, administration, development activities, competitions and associated Business.	\$10,000	\$20,000	\$10,000	\$5,000	\$45,000
2	Improving the football infrastructure of local member associations.	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000
3	Establishing Suriname Voetbal Bond (SVB) football infrastructure projects in the Country	\$50,000	\$150,000	\$200,000		\$400,000
4	Establishing a Football Academy		\$75,000	\$75,000	\$75,000	\$225,000
	Sub-total	\$85,000	\$195,000	\$235,000	\$30,000	\$545,000
B. Competitions		2023	2024	2025	2026	2023-26
1	Developing a fully fledged and sustainable grassroots, youth and futsal development structure that will serve as the basis for the identification, nurturing and continuous development of players with the potential to compete at the highest level.	\$50,000	\$40,000	\$20,000	\$10,000	\$120,000
2	Creating, growing and improving competitions and promoting participation in the game.	\$7,500	\$5,000	\$2,500		\$15,000
3	Developing a professional football league that is up and running by 2024.		\$75,000	\$75,000	\$75,000	\$125,000
	Sub-total	\$57,500	\$70,000	\$47,500	\$35,000	\$210,000



C. Capacity Development		2023	2024	2025	2026	2023-26
1	Supporting and improving the performance of players, officials and clubs and developing club statutes, structures and leagues	\$35,000	\$15,000			\$50,000
2	Creating more opportunities for girls and women to participate in football governance, football development programmes and competitions, domestically and internationally		\$25,000			\$25,000
3	Enhancing capacities in, among others, refereeing, coaching, grassroots, league development, administration, governance, child protection and safeguarding, stadium safety and security and/or social responsibility		\$20,000	\$20,000		\$40,000
4	Developing, improving and sustaining the governance, administration and management of the SVB	\$25,000				\$25,000
5	Developing and training of technical and administrative staff, officials and other stakeholders		\$25,000			\$25,000
6	Enhancing and supporting the SVB's Technical Department and Referee Department		\$25,000			\$25,000
7	Supporting member associations, clubs and committees in capacity building		\$25,000			\$25,000
8	Exchange programs for exceptional youth talents to develop into professional football players		\$10,000	\$10,000	\$10,000	\$30,000
	Sub-total	\$60,000	\$145,000	\$30,000	\$10,000	\$245,000
D. National Team Support		2023	2024	2025	2026	2023-26
1	Supporting / invest in all national teams, both male and female, to help them participate in regional and international competitions in all age categories,	\$125,000	\$175,000	\$175,000	\$175,000	\$650,000
2	Support the national team in order to be visible at the Gold Cups 2023 and 2025, the Copa America 2024 and at the World Cup of 2026.	\$300,000	\$350,000	\$350,000	\$350,000	\$1,350,000
3	Investing in a variety of amenities		\$75,000	\$75,000		\$150,000
	Sub-total	\$425,000	\$525,000	\$525,000	\$525,000	\$2,000,000
E. Subventions		2023	2024	2025	2026	2023-26
1	Subventions of a Professional League and its participants in the start-up phase (2023-2025).	\$75,000	\$50,000	\$25,000		\$150,000
2	Subventions of members organizing competitions on grassroots level, and especially focus on youth and for women/girls football.	\$35,000	\$25,000	\$15,000	\$10,000	\$85,000
3	Subvention to members regarding a variety of equipment related issues needed for maintenance and for technical, administrative or other football purposes	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
	Sub-total	\$160,000	\$125,000	\$90,000	\$60,000	\$435,000

F. Other		2023	2024	2025	2026	2023-26
1	Establishing an IT system within the Surinamese Football Association (SVB) to service all levels of football			\$25,000		\$25,000
2	Capitalizing on marketing opportunities to diversify revenue streams, promote the SVB's brand and proactively publicize the SVB's activities	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
3	Undertaking and/or supporting social responsibility programmes and initiatives	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
4	Further expansion, decentralization and professionalization of all youth leagues		\$5,000	\$5,000	\$5,000	\$15,000
	Sub-total	\$15,000	\$20,000	\$45,000	\$20,000	\$100,000
	(Sub-Total A - F = Total Costs)	\$802,500	\$1,230,000	\$1,122,500	\$755,000	\$3,910,000

