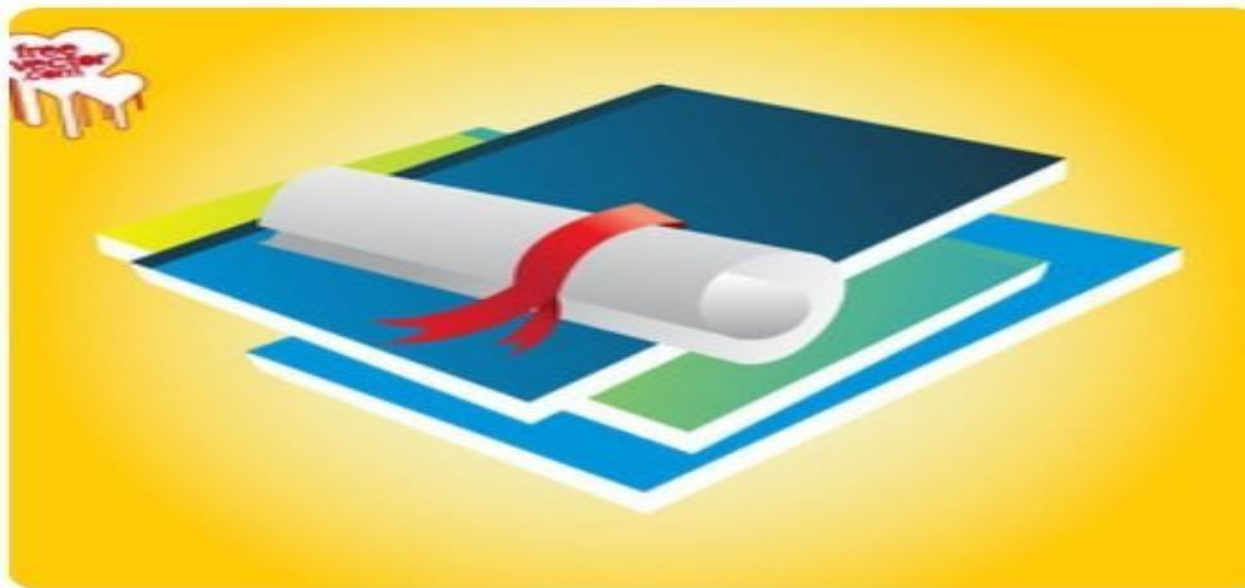


ALL NEPAL FOOTBALL ASSOCIATION



# ALL NEPAL FOOTBALL ASSOCIATION ANFA STRATEGIC PLAN 2023 - 2030



# The Introduction



**Pankaj Bikram Nembang**  
President  
ANFA

## The Presidents Message

All Nepal Football Association (ANFA), governing body in Nepal, aims to drive growth of football across Nepal in an inclusive and holistic technique. Football is at a number one sport in Nepal and it is widely acknowledged as the fastest growing.

We have been stressing on the need of collective leadership, transparency and decentralization of football and we will continue towards these after taking over the leadership of All Nepal Football Association on June 20, 2022. Keeping in mind that football is the most popular game in the country, we will leave no stone unturned to help flourish this beautiful game in the country.

Football is an ever changing game and we understand the need to keep up with it. The game in modern day is not limited to the players vying for the ball on the field but also all the aspects outside the field that directly affect the on-field performance. With our vision and mission to develop the infrastructure, grassroots and capacity building level of the game, we believe to lay a strong foundation for the coming future of the game.

It is also imperative to keep the football fans and community aware about the latest information of the game which they are passionate about. For that reason, we will publish every single news and information about the footballing activities in our website while also engaging fans through our social media channels. Our 12th man on the field: our fans have the right to know every single detail about their team and players and they will have statistics from every competition in their disposal.

At the end, we are indebted to everyone who gave us the responsibility to lead the football's governing body of the country. We are aware of the challenges that lie ahead in our joint mission to develop football and seek support from everyone to achieve the collective goal of developing the beautiful game. We will remain always open to your constructive comments and criticisms towards our duties and assure to incorporate them for the improvement of the game.

As a valued member of the football fraternity we look forward to your support in implementing these initiatives to ensure Nepal remains devoted on the road of football development.

Thank you to my executive committee members, our stakeholders and Staff for the unflagging support and work in making this period successful. We are now to undertake a new challenge and I pledge my continuous dedication and look forward to yours.

The following are the major area to steps forward in the right direction and indicators that positive change will happening.

## **An Overview of ANFA:**

All Nepal Football Association (ANFA) is the governing body of football in Nepal, recognized and authorized by National Sports Council (Nepal), FIFA and AFC with its main activity development & promotion of football in Nepal and exists to regulate and execute the programs as mandated by FIFA, AFC and NSC. ANFA is autonomous body.

Previous last elective ANFA Congress in 2018, the ANFA Ex. Co. formed its department and could not function effectively. So, it was necessary to form a new department as advised by FIFA & AFC. After the elective ANFA Congress in 2022, the newly formed ANFA Executive Committee ideas for the eight years long term (four years 2023-2027+another four years 2027-2030) strategic plan for the overall development of Nepali football. Further it provides football development in Nepal along with the roadmap on how to achieve them effectively.

The newly elected ANFA Ex. Co. leads to implement the overall development of players and football cultures. ANFA is willing to execute this short term action plan. This plan is 'player-centric' with the basic philosophy laying players first and all of the facets of football.

## **OUR VISION**

Our vision is to improve the football standards throughout the football game.

- ✓ **To win SAFF Championship by 2025 (Men & Women)**
- ✓ **To Qualify for the AFC Asian Cup by 2027**
- ✓ To scout talented young players for the national and age groups.
- ✓ To increase the number of young and talented football player.
- ✓ To build players ability and capacity
- ✓ To establish an Elite football academy
- ✓ To enhance age category (U-20, U-19, U-17 and U-15) football in men's/women's national teams.
- ✓ To be a leading MA in South Asia.



## **MISSION**

To enhance work environment by organizing more professional and well managed competitions, developing the performance of Nepalese football age group players while focusing on grassroots, age group, youth and national level players development to highest standards in order to win regional SAFF Championship and qualify for AFC Asian Cup through optimal use of available resources.

- ✓ To develop a football in the country;
- ✓ To increase the number of age group football players;
- ✓ To improve the quality of the specific age group players;
- ✓ To raise the standards of football in Asian level
- ✓ To improve coach education through the development of a syllabus and organization of courses.
- ✓ To develop a high performance football culture through the establishment of youth academy and training centers at National and professional level.
- ✓ Become more competitive at international exposers competitions in both men's and women's football.
- ✓ Make football a career that young players can aspire.

What exactly is the All Nepal Football Association about, what is its mission and how is it able to achieve and implement its ultimate goal? How do we persevere and achieve in such a competitive environment?

The Mission must be realistic and achievable, it must encompass partnerships. They must be allowed to play a significant role in its execution and realization.

Our Vision must define what we want our future to look like and in so doing become a shared view that inspires and energizes our partners and stakeholders on a national level.

It was therefore very important for us to develop a Vision statement that encompasses the scope of the issues that we must address in order to achieve our set goals.

The stated Vision encompasses the aspirations of the association and its stakeholders and we believe that these can be reasonably achieved. This perceived Vision is meant to carry us to the year 2030 and entails the following expectations:

## **The Strategic Planning Process**

### **What is strategic planning in football ?**

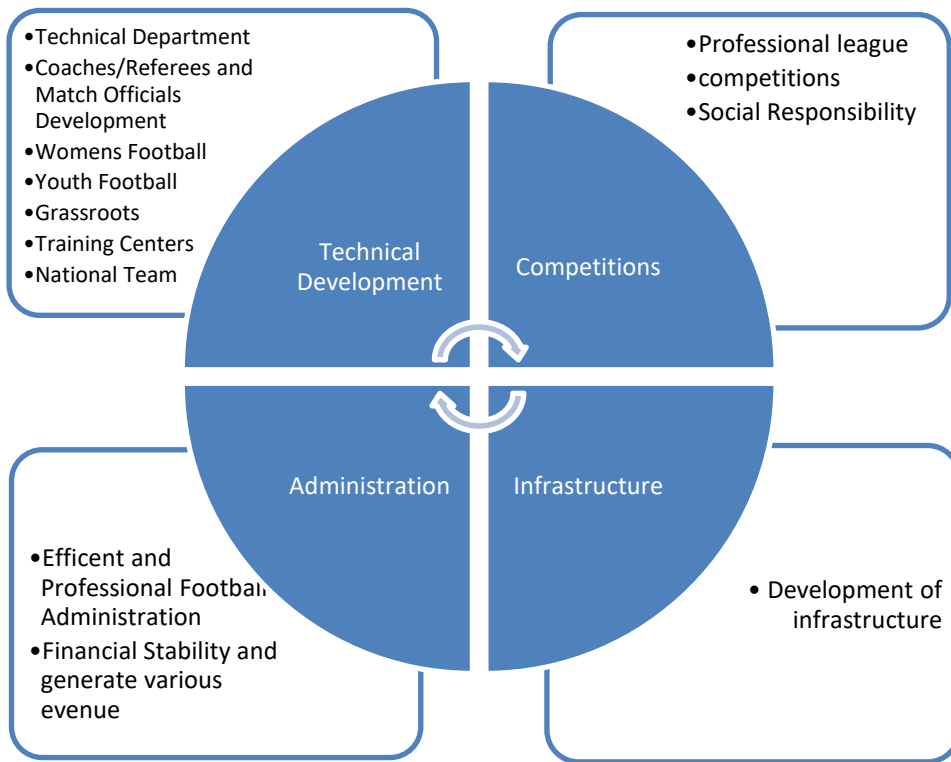
It is about setting tactics, game plans to collectively achieve our goals. If we want to be a champion, we put together a set of plans which make up the tactics that will help us achieve the specific goals/objectives using a scientific methods.



**The set of ideas comprises a Strategic Plan.**

What is a Strategic Plan ?

The Strategic Plan is the road-map clarifying where we want to go and how we will get there. This Plan will outline the various processes and the mind-set that is required to achieve the goals.



The following areas ANFA have to achieve the goal and implement the main action plan to implement for achieving the goal.

	<b>Areas</b>	<b>Action Plan</b>
<b>Technical Development</b>	<b>Technical Department</b>	- to setup a technical department
		- appoint Technical Director and a local Deputy Technical Director to sustain continuity in the long term
		- appointment of appropriate staff and specialists
	<b>Coaches / Referees / Match Officials Development</b>	- update and maintain a register of qualified coaches, referees and match officials
		- organize and conduct courses with the support of District Football Association and Clubs
		- identify and develop ANFA Coach/Referee Instructors/ Referee Assessor/VAR Courses
		- increase the number of qualified coaches, referees and match officials (LGC, LMO, RA, MC etc)
		- more FIFA/AFC Coaching Courses/(Pro-License)
	<b>Women's Football</b>	- appoint a Women's Football Development Officer
		- organize the proper league competitions and activities for girls/women
	<b>Youth Football</b>	- organize U-14, U-16, U-18 & U-20 youth leagues for men's and women's
		- setup high altitude football training centers in various regions of Nepal
		- set up 3 ANFA Elite Academy (men's and women's)
	<b>Grassroots (6-12) years</b>	- mobilize coach educators and provide equipment support for DFA and Clubs to implement grassroots programs
		- keep a record of boys and girls training under the grassroots programs
	<b>Training Centers</b>	- setup the men's women's training centers in DFA/ Clubs/football related private organization for men's and women's U-13, U-15, U-17 & U-20
	<b>National Teams</b>	- set up the senior national team men's women's training programme throughout the year
		- more friendly matches for men's and women's
		- Friendly Exposure in Europe
		- SAFF Champions (Men's and Women's)
		- Qualify for next AFC Asian Cup 2027 - improve FIFA Ranking

Areas		Action Plan
Competitions / Social Responsibility	Professional Leagues / Competitions	- more organized 'A', 'B' and 'C' Division League system and setup the women's and futsal league
		- more professionally managed leagues and competitions
		- implement club licensing system
		- more football and futsal club development programs
		- national league setup to feature home & away system with inclusion of clubs from different cities of Nepal
		- establish a proper football season & calendar to sustain continuity
		- activate more sponsorships to help sustain the league
		- more football fans activation
		- ANFA TV activation to broadcast the national league
	- online registration system of all players & officials	
Social Responsibility	- promote the participation of everybody through football	
	- social responsibility programs in various regions	

Areas		Action Plan
Infrastructure	Development of Infrastructure	- plan and finalize FIFA Forward projects
		- identify and finalize AFC infrastructure and Enhance programme.
		- work with government to build more artificial pitch and internationally approved stadiums
		- help district associations for maintain their playing and training facilities
		- further develop existing ANFA technical centers
		- Establish minimum 10 Technical Center
		- Install the artificial football pitch at various place
		- Support to clubs for football academy
- Install the flood lights in proper pitch		
- Establish the modern and multi re-habilitation center		
- maintain & develop existing ANFA owned		

Areas		Action Plan
Administration	Efficient and Professional Football Administration	- setup a more professional organizational structure
		- setup all the relevant departments
		- appointment of appropriate staff and specialists
		- administrator training and refresher courses
		- internal publication of job descriptions
		- publication of regulations and other information online
	Financial Stability and generate various revenues	- increase types of revenues (Broadcasting/Marketing and Commercial rights)
- increase in sponsorships		
- host more international competitions AFC Group stage competitions		

The benefits of strategic planning,  
**As a MANAGEMENT tool**

- ✓ To identify where we are now, where we want to go and how
- ✓ To have a better balance of management
- ✓ To direct staff and allocate resources
- ✓ To manage activities
- ✓ To measure performance



**As a COMMUNICATION Tool**

- ✓ To share with stakeholders
- ✓ To promote future direction
- ✓ To market our association

**As a Financial Tool**

- ✓ To manage the allocation of funds for specific activities,
- ✓ To allow for easy financial reporting and management
- ✓ To install the accounting software in financial department
- ✓ To appoint the qualified financial expert (CA)

**The Strategic Planning Process**

There are four steps in Strategic Planning. As outlined in the pictorial representation, these are essential as they dictate the use of scientific methodologies in determining the various factors that directly impact the organization. These are important for us to understand as these are what we will use to develop the appropriate actions that will bring us closer to achieving our goals and objectives. In essence the Strategic Plan will unearth the issues and develop appropriate solutions and strategies to be employed.



## Strategic plan for development

### Why do we need a strategic plan?

- ✓ Proper direction for development.
- ✓ Evolution in development of football in Nepal to the top level.
- ✓ Establish a more unified structure.
- ✓ Uplifting the standards of football and promoting professionalism in the game.
- ✓ To win the SAFF (Man's & Women's) Championship by 2025
- ✓ To qualify in the 19<sup>th</sup> edition of AFC Asian Cup by 2027
- ✓ To be the leading football association in South Asia in terms of football development and achievement.



## Togetherness for Success

The success factors that will enable football to flourish include.

- ✓ Good Governance
- ✓ Resources
- ✓ Philosophy
- ✓ Opportunity for quality players
- ✓ Key factors to Goals



Through the implementation of this plan we aim to:

1. Develop a consistent style of play that produces better result and introduce this style of play throughout all age group.
2. Improve coach education through the development of a syllabus and the organization of courses that emphasizes the Nepali style of play.
3. Develop a high performance football culture through the establishment of youth training Centers at National Level and club level.
4. Become more competitive at international tournaments in both men's and women's football (SAFF Championship and AFC Asian Cup, South Asian Games, Olympic Qualification and World Cup 2026 Qualification)
5. Significantly increase the number and quality of players, coaches, referees and officials.
6. Introduce a more competitive structure for Youth League and Cup Competitions including a fully professional level.
7. Make football a career that young players can aspire to choose.



At present, the newly elected ANFA Ex. Co. have given importance to the training and tournaments. Hence, the action plan for introducing a new framework for training and conducting the training are as follows;

### **Grassroots football**

Current Situation : Because there is no consistent style of play or curriculum to follow, youth players are introduced to football in different ways and at different times. The quality and effectiveness of teaching and learning is variable. The importance of this stage of players development cannot be over-stated, Players must acquire the core skill, techniques and basic understanding of football between 6 to 12 years of age. The core function of coordination, technique and attitude must be instilled. Tactical awareness, physical conditioning and mental toughness can be built if basic skills are lacking after this period, it will be very difficult to catch up. ANFA already started the Grassroots since last 2 years and received the AFC Grassroots Bronze medal and after two years 2024 ANFA willing to get AFC Grassroots Silver medal and after two years will Gold. So we have to organize wide Grassroots programme based on the new Curriculum and coach Education syllabus.

### **Youth Development**

Youth development (14-20) as a progression from grass roots football is fragmented across Nepal. The quality of coaching training and competition is variable and there is no recognizable style or coordinated coach syllabus.

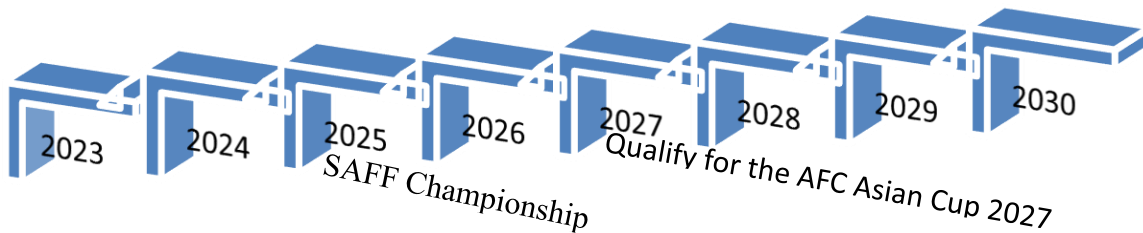
The biggest problem at this age is lack of opportunity to play often enough competition. In developed football countries aspiring footballer train and play between 10-15 hours a week. Due to the lack of facilities, variable standards of coaching and other pressure, footballers from Nepal suffer from a lack of both quality and quantity of training and competitions.

A systematic approach is required. Coaches should adopt the curriculum so that players are taught in structured way. Access to good quality facilities must be improved so that the frequency and intensity of training can be significantly enhanced. From the age of 14, children should progress to play 11vs 11, building on the grass roots small-sided games approach.

There is no systematic approach to the identification and development of talent players with exceptional ability are often not scouted or given any special treatment if found. Potential footballers must be spotted at any early age and given preferential treatment. They should receive expert guidance and be given opportunity to train more frequently and to compete in a more structured environment where the best players against the best. Better players should be selected for additional training and coaching during their formative years. Talented player should be given every assistance and should play against other talented players base on the best philosophy. Their development and performance should be constantly monitored to ensure that they continue to improve. Therefore ANFA should work with other stakeholders such as schools and club academy to provide coordinated opportunities.

**Exposure**

After implementing and executing the above programme to run the training center and club academy, ANFA will provide them the necessary exposure. ANFA will provide the exposure to all age category to organize the different age group tournament which will be conducted on league basis. Further it will select the best elite players from the tournament and then keep them in elite academy to provide the special football training. After implementing and executing the training programme, Nepal will compete the next **SAFF Championship 2025** and hence senior team will be qualified for the next **AFC Asian Cup in 2027**. With this path way, we believe, Nepal be successful to lift the SAFF Championship by 2025



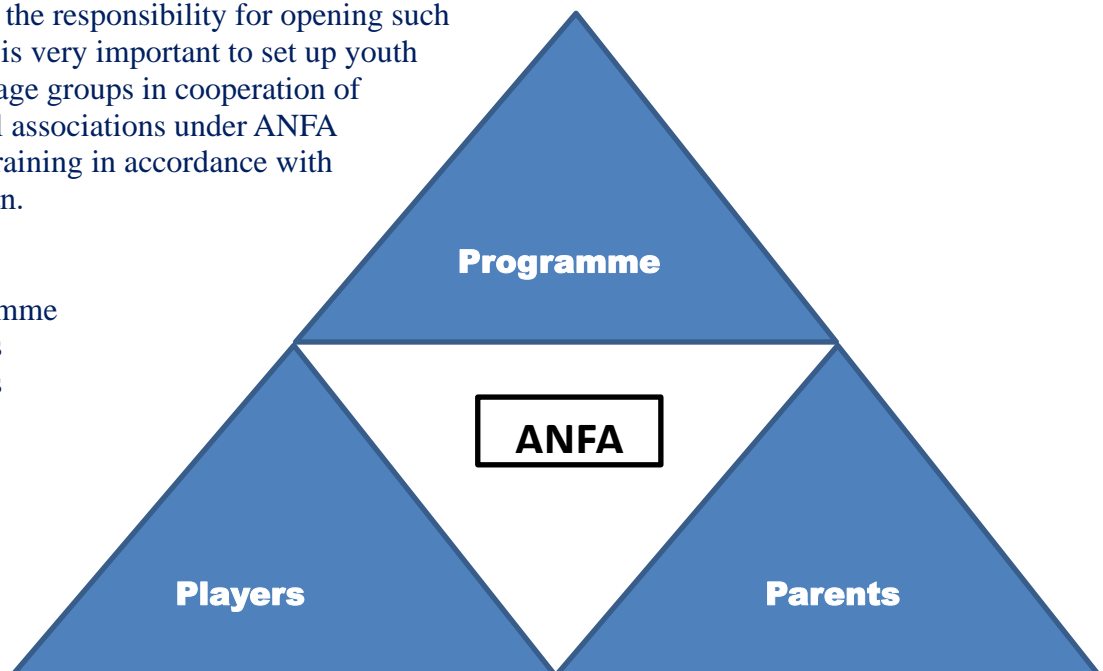
**Training development framework:**

**i) Training Centers**

ANFA plans to establish the training centers in different districts of Nepal in collaboration with DFAs who are associated to ANFA,

ANFA will initiate the responsibility for opening such training centers. It is very important to set up youth teams of different age groups in cooperation of the district football associations under ANFA and carry out the training in accordance with this '3P' action plan.

- 1. P- Programme
- 2. P- Players
- 3. P- Parents



The District Football Associations, affiliated in All Nepal Football Association, have major role to execute the programme. The implementation of this programme will go smoothly only if DFAs express their interested in its implementation. DFA must comply with the following conditions and fulfill the following minimum criteria for the establishment of the Training Centers in their respective district.

Criteria

1. Full size ground
2. Ground maintenance and marking
3. Changing room and toilets

The interested DFA which full fill the above criteria can apply for established the Training Centers in their respective districts for the 4 years programme. ANFA will give the priority to establish at least one age group training centers (U-20, U-19, U-17 and U-15).

To make the training plan successful ANFA will provide all the required football equipment (balls, kits, ladder, cone, markers etc.) on quarterly basis. DFAs will have to manage the requirement of junior coaches or goalkeeping coaches if need be. ANFA will provide all the necessary equipment's to the coaches. In addition to this ANFA will also make an arrangement of providing refresher course to the hired coaches.



## Targets and Performance Indicators

The success of this strategy will be measured by the extent to which we can deliver the following outcomes:

Revised Coach Education Course linked to the new curriculum by 2023 onward.

1. Increase the number of young people taking part in ANFA grassroots and youth football activities and programs within 4 years.
2. Increase in Girls and women's participation on ANFA programmes
3. within 4 years.
4. Increasing qualified coaches from 800 to 2000
5. Introduction of representative age group national teams for men's and women's football within 4 years.
6. Restructured Leagues "Revise the traditional league"

- GRASSROOTS PLAYER (8 venues X 25=200)
- PLAYERS AGE OF 12-14 (8 Venues X 25=200)
- PLAYERS AGE OF 16 (8 Venues X 25=200)
- PLAYERS AGE OF 18 (8 venues X 25=200)
- PLAYERS AGE OF 20 (8 Venues X 25=200)

This new strategic plan will help us to prepare 1000 New different age group players every year.

**If this rate is achieved, the number of players will reach 4000 by 2025.**

### Identification of talent and development

There is no systematic approach to the identification of talent and development. Players with exceptional ability are often not 'scouted' or given any special treatment if found.

Better players should be selected for additional training and coaching during their formative years. These 'future stars' should be given every support and should play against other talented players based on the best philosophy. Their development and performance should be constantly monitored to ensure that they continue to improve.

*ANFA faces many problems but undoubtedly the biggest one is the inadequate supply of good quality football facilities. The geography and topography of ANFA is such that there are too few facilities to cater the demand. The facilities that do exist are over-used and the quality of the playing surface is often seriously compromised.*



## SWOT ANALYSIS

The hindrances are categorised under traditional headings of **SWOT analysis theory**:

- **Strengths,**
- **Weaknesses,**
- **Opportunities,**
- **Threats**

This plan has various strengths and opportunities despite of some possible threats and weaknesses which can be observed during the execution of the plan.



STRENGTH	WEAKNESS
<ol style="list-style-type: none"> <li>1. Number one sport</li> <li>2. Availability of fund</li> <li>3. Sufficient participation</li> <li>4. No restriction/discrimination</li> <li>5. Media coverage</li> </ol>	<ol style="list-style-type: none"> <li>1. No proper Department</li> <li>2. Lack of education and awareness</li> <li>3. Lack of proper supervision</li> <li>4. Lake of Government funding</li> <li>5. Inappropriate financial support</li> <li>6. Lack of infrastructure</li> </ol>
OPPORTUNITY	THREATS
<ol style="list-style-type: none"> <li>1. Scouting of emerging talents</li> <li>2. Make career through the training</li> <li>3. Career base opportunity</li> <li>4. Name &amp; fame</li> <li>5. Achieving a glorious goal in football Career</li> </ol>	<ol style="list-style-type: none"> <li>1. Geographical &amp; topological structure</li> <li>2. Lack of participation from hilly regions</li> <li>3. Insufficient good training facility</li> <li>4. Lack of player Career Prospects</li> <li>5. Inconsistency in fund.</li> </ol>

## Strategic Pillars

If we are achieve any success in football, we are to determine the areas that need to be developed and sustained, how long it should take to undertake the development plan and the resources that are required to undertake the programs.

It is this premises that after some vibrant discussions that we decided on five core areas that would comprise the Strategic Pillars and should be given attention over the next four years.



## Responsibility of Technical Department

- ✓ To follow the regulation of ANFA as well as FIFA & AFC
- ✓ Execute the programme assignments, tasks, courses and meetings.
- ✓ Keeping a close watch on each DFA activities conduct by DFA & ANFA.
- ✓ Scheduled the talent hunt programme and competitions organized by ANFA, DFA & Province as well as mofasal.
- ✓ To conduct the proper training.
- ✓ To appoint the Mentos and coaches.
- ✓ To enhance the quality of recruiter.
- ✓ Maintain harmony in the department with ANFA Ex. Co.



The ANFA should work with this programme.



### Time lines of programme

S.No.	Activities	Date
1	ANFA Start the programme	Oct.11
2	Interacting with stakeholders	Nov. 5
3	DFA apply the programme at ANFA	Nov. 25
4	ANFA give approval and pass the programme from ANFA Ex Co	Dec .15
5	ANFA DFA lunch the programme	Jan 1-15
6	ANFA monitor the programme	Jan 15-30
7	ANFA Organize the refresher course for coaches	Feb-5
8	DFA Start the Training Programme	Feb.-25
9	ANFA monitor quarterly	Jun.-5
10	ANFA monitor & revise the programme	Sept.5
11	ANFA organize the tournament simultaneously with different age	Sept 25
12	ANFA select the potential player after the tournament	Oct. -5
13	Potential Elite Players training start	Next year Dec 5

## **Conclusion**

This plan and programme can help us find potential talents residing in different parts of the nation. Proper trainings can help to shape them to make better player, to represent the age group national team of Nepal.

Proper and planned management and organization of the programme can be fruitful which will be a platform to show their skills in the game of football.

This can motivate and encourage them to show their ability in the national and international arena.

Apart from this, regular national level competitions are also a boost for emerging talents.

- After executing the above programme yearly, it will support us to produce new talented players in various age group football tournaments and national league properly.
- The plan will be implemented from 2023 to 2030.(8 Years)

**Our goal:**  
**'Football 4 all**