

LAKSHYA

One Vision. One Dream.



ALL INDIA FOOTBALL FEDERATION

Robert Baan
Technical Director, AIFF



LAKSHYA *One Vision. One Dream.*

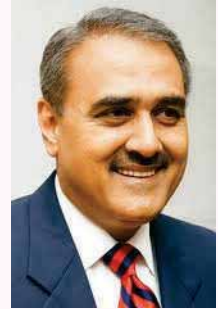


ALL INDIA FOOTBALL FEDERATION

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Dear Friends,

It gives us immense pleasure to present to you Lakshya: One Goal. One Vision. – a Master Plan for the future development of Indian Football.

This document is aimed at giving all of us a consistent sense of direction for developing the beautiful game in India. We see increased roles to be played by our esteemed state associations, clubs, coaches, referees and all other stakeholders – all of us have to work in unison if our Lakshya is to be met successfully.

Maximum focus and efforts have been directed at youth development as that is our future. Rob Baan and his team comprising of Scott O'Donnell (Technical Director of AIFF Academies) and Arthur Papas (Head Coach – Pailan Arrows and India U-23 Team) have been working relentlessly since their first day in India to give shape to our most talented youth and set up a high quality supply line of players for the India Senior Team under Wim Kovermanns. We are very glad to have all these gentlemen here and are very confident that they will lead Indian Football in the right direction.

At the same time, much also needs to be done towards improving the marketability of our matches and tournaments, developing better infrastructure and giving top quality exposure and learning paths to our coaches and referees. All these and more have been addressed in this Master Plan. What I am glad and also proud about is that some of these initiatives such as, setting up of the AIFF regional Academies, restructuring of coaches curriculum etc. have already taken off and are progressing well.

As you might know, we have also been working continuously towards putting in a competitive bid to host the U-17 FIFA World Cup in 2017. This Master Plan is very detailed, however, a successful bid for the U-17 World Cup will help us to go beyond what is outlined here. For instance, it will not only give our existing infrastructure a much-needed boost,

Foreword

but will also help attract a lot of investments into Indian Football.

I would like to heartily thank as well as congratulate Kushal Das, General Secretary, AIFF, Robert Baan, Technical Director, AIFF and their entire team for diligently putting this document together which is the first-of-its-kind vision document that has ever been written for Indian Football. We hope that this Master Plan will be a very useful guiding light for all of us to work dutifully towards restoring the glory of Indian Football.

Praful Patel
President
All India Football Federation



Dear All,

I firmly believe that there are multiple aspects that we need to work on to significantly improve the state of football in India. Further, this can only be achieved through a collective and streamlined effort from all the stakeholders involved in football, who are working towards a common vision.

The master plan is developed with this aim in mind, and it integrates all stakeholders in a structured manner; the goal is for everyone, be it an administrator, club, player, coach, referee or scout to know the part that he/she has to play in the progress of Indian football and as importantly, know how he/she can progress professionally and personally through football. Additionally, there is focus on making our leagues and youth development programs financial sustainable as commercial viability is key to ensure the longevity of progress.

Additionally, I emphasize, that it is NOT just a plan on paper or a guideline. It has been specifically structured to be realistic and achievable, with clearly defined short term and long term objectives. I am happy to share with you that a number of initiatives that have already been set in motion and that we will soon see results from.

I thank Rob for putting together this pathway towards progress and the entire team in AIFF for contributing towards its formulation and hope for their continued support in implementing it.

Kushal Das
General Secretary
All India Football Federation

Executive Summary



Enough has been discussed in the past about various aspects of Indian Football that need to be given urgent attention in order to elevate the sport in the country to global standards. The problems are far too many and deep-rooted. One can begin with the lack of organization, budget, youth development, talent identification, infrastructure, coach education, referee education, technical know-how, efficient club structure, nutrition, fitness, medical support, career support to ex-players and go on and on. Add to these India's poor standing in world football and it seems as if we have only problems at hand with no sight of solutions.

However, the good thing is that all the problems cited above and more are solvable. The AIFF recognizes these issues and are committed to work towards improving the situation in the best possible manner. However, since the problems are many and tricky, it is important that we tackle these in an organized and systematic manner. There needs to be a detailed plan which **MUST** be adhered to. All measures and steps need to be **UNITED** in a common and consistent direction, and all stakeholders need to be aware of the path towards achieving our goal. It is with this intent and purpose that we have come up with this Master Plan for the holistic development of football in India – ***Lakshya: One Vision. One Goal.***

Lakshya aims to show all players, coaches, referees, clubs, officials and other stakeholders in India a potential roadmap to success. To be able to compete at the international level and be successful in qualifying for AFC or FIFA tournaments with our clubs and National Teams, we need to understand that we all have to work in the same direction and with the same philosophy. *Lakshya* aims to create that common ground whereby all stakeholders of Indian Football are aware of a common roadmap to excellence and thus are able to share it. This will help the AIFF to synchronize all efforts to develop the game with a view to achieving maximum results.

Lakshya proposes to develop a National Curriculum to help us to define a typical “**Indian**

Style of Play” without copying any other country. It also proposes a new National Talent Identification Plan (NTIP) and a National Youth Development Program (NYDP) which, it is hoped, will form the basis of future results (*see Chapter 2: Youth Development*). Youth development, undoubtedly, is one of the most important cogs in the wheel simply because it is the future of Indian Football. Unless our efforts can create an Indian National Team of international standards, any achievement will be nothing but superficial.

In order to support the youth development initiatives, a strong community of coaches and referees is a necessity. Coaches with the knowhow of state-of-the-art coaching methodologies and tactics are an absolute must not just for the professional club teams but also for the grassroots and youth teams so that bright talents are not lost. Laskhya proposes to restructure the existing coach development program significantly with a stronger and more effective coach education program based on the latest content and definite targets (*see Chapter 3: Pathway for Coaches*).

Referees, on the other hand, are instrumental in providing a competitive environment to the players, which is an integral part of a player’s development during his/her younger days. Referees are also key to making the game more entertaining at the higher level, thus, drawing in more fans and interest into the game. Efforts have been made in this Master Plan to give a right structure and pathway to develop world-class referees in India (*see Chapter 4: Pathway for Referees*).

Chapter 5: National Club Development Plan is more like a set of guidelines which the clubs in India should follow in order to reach competitive standards along the lines of other successful clubs around the world. All Indian clubs should realize the importance of being self sustainable through a slew of initiatives including but not limited to fan development programs, maximizing ticket sales, exploring alternate revenue streams from stadium infrastructure etc etc.

We also share our ideas on how the country’s elite competitions, such as the I-League and the Federation Cup can be improved upon to make them more marketable and interesting (*see Chapter 6: Elite Domestic Competitions*). These changes have been suggested keeping in mind the budgetary and other constraints that we face today.

Given India’s FIFA rank of 52 in Women’s football, we have a huge opportunity to do well at the international stage. Hence, a few initiatives to provide the basic infrastructure and

Executive Summary

technical support to Women's football in India have been discussed in *Chapter 7: Women's Football*. *Chapters 8 and 9* talk about erecting the various support structures that we should try to provide for our players, clubs and teams to succeed. These support structures include basic infrastructure (such as, a National Football Training and Development Center, stadiums, practice pitches etc), administrative support, medical support, communications, events etc. We end with an examination of the social spill-overs of football and a discussion on how post-playing career opportunities can be developed for our footballers in *Chapter 10: Football and Society*.

In order to make this Master Plan more objective, various short, medium and long-term initiatives have been summarized at the end of each chapter and also presented together as an **Appendix** at the end of this document.

Finally, I would like to point out that *Lakshya* is a vision document. We do not claim this to be the one-stop solution to all the issues facing Indian football today. This is only the first version of an attempt to give a common direction to football stakeholders in India. Several of the initiatives suggested herein may undergo changes/modifications based on ongoing developments and suggestions that we continue to take from various quarters. But what is clear is that Indian Football will benefit a lot by taking such an approach in the right direction. In fact, the AIFF has already taken key steps towards implementing sections of this Master Plan which will hold us in very good stead in the near future.

Robert Baan
Technical Director
All India Football Federation

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CHAPTER 1 Introduction



This Master Plan is intended to be a guideline document wherein the vision of the AIFF for football development in India is discussed in detail. Various technical and organizational aspects of the game in India have been examined and appropriate solutions have been suggested. However, it has to be noted that the contents of the Master Plan are only intended to serve as guidelines for various stakeholders and are in any way not binding upon any entity including the AIFF and its affiliates.

1.1 Why a Master Plan?

This Master Plan shows players, coaches, referees, clubs, officials and other stakeholders a potential road to success.

To be able to compete at the international level and be successful in qualifying for AFC or FIFA tournaments with our clubs and national teams, we need to understand that we all have to work in the same direction and with the same philosophy.

Introduction

The Master Plan aims to create a common ground whereby all stakeholders of Indian Football are able to share a common roadmap to excellence. This will help the AIFF to synchronize all efforts to develop the game with a view to achieving maximum results. The Master Plan proposes to develop a National Curriculum to help us to define a typical “Indian Style of Play”. It also proposes a new National Talent Identification Plan (NTIP) and a National Youth Development Program (NYDP) which, it is hoped, will form the basis for future results.



1.2 For Whom a Master Plan?

This Master Plan has been prepared to inform all stakeholders of Indian football about the responsibilities and vision of the AIFF on the future roadmap for the game in India. This document has been prepared to be read by the various clubs and their administrators, players, referees, coaches, other officials, fans and the public in general to understand the AIFF's vision of working together with everyone involved so that a concerted effort can be made towards uplifting the game in India to global standards.

1.3 How to Use this Master Plan?

This Master Plan must lead to a typical Indian Style of Play. Therefore it is necessary that all parties involved train, coach and play with the same philosophy and with similar ideas regarding talent identification and youth development. Further, this should lead to a strong foundation for the professional setup in India wherein the clubs, the national team and the grassroots players benefit from each other from working in a consistent manner over a long period of time. This Master Plan is developed in to various sections, each section focusing on a certain technical or organization aspect of football in India. Individual sections will also be released separately to the public so that interested persons can read only the relevant contents.

A brief illustration of the structure of the Master Plan has been presented below:



Introduction

As per the above figure, the AIFF would like to follow a two-pronged strategy to drive the development of football in India. Given the existing structure of Indian football, two groups of entities have been at the forefront of most football activities in India under the aegis of the AIFF –

a) State Associations – The state associations are instrumental in promoting the game at grassroots levels and shaping the young players’ dreams by being at the centre of developing and maintaining various youth teams at the district and state levels which finally culminate into senior state-level teams which participate in the Santosh Trophy and other open national competitions.

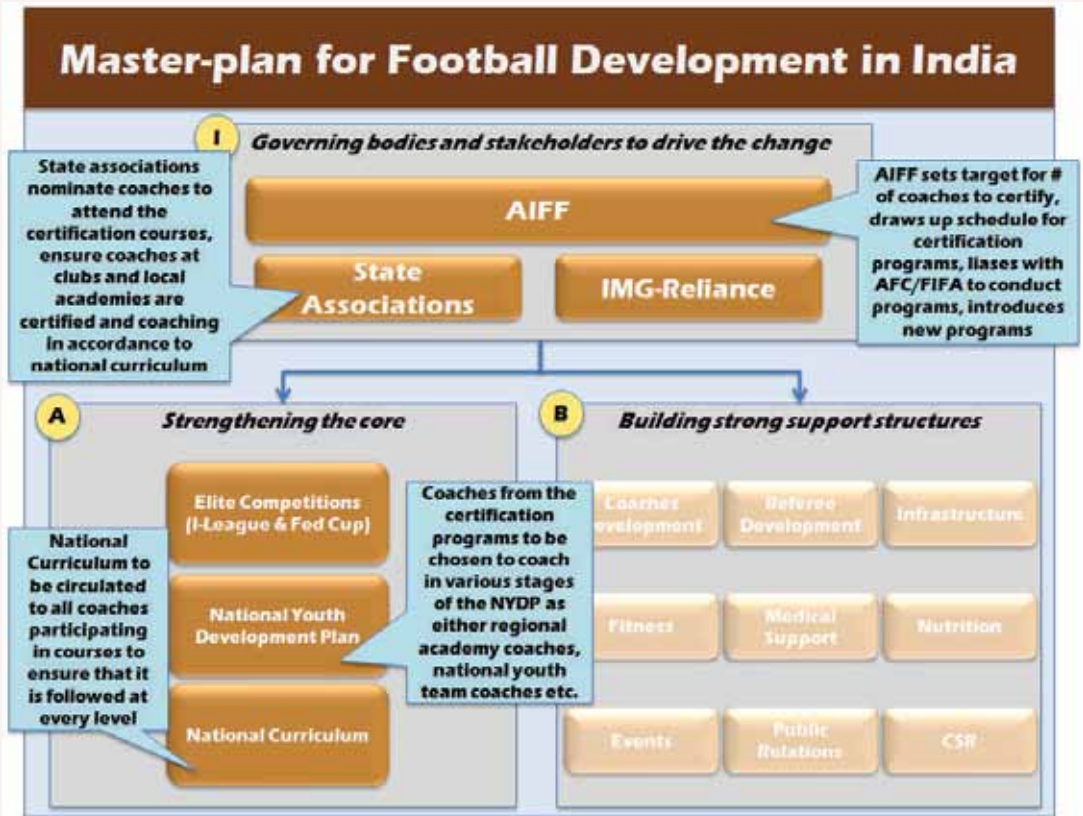
b) IMG-Reliance – IMG-Reliance has a long term commitment to work with the AIFF in improving the standard of football in India. This would include working towards developing an entire ecosystem for the sport in India spanning the grass-roots, youth development, semi-professional and professional football.

The AIFF believes that the above two groups of entities will continue to play an important role in driving future changes and growth of football in India. With the help of these entities, all developmental initiatives will be carried out with a two-pronged strategy aimed at –

a) Strengthening the core: This includes improving the quality of players and competitions at all levels

b) Building strong support structures: This includes developing our core technical capabilities such as development of high quality coaches, referees, medical support, infrastructure etc which will form the base on which the first strategy will be implemented

It has to be noted that both the above strategies are not independent of each other and the two have to be executed hand-in-hand for the success of the plans discussed in this Master Plan. An illustration of the structure of the Master Plan has been provided below.



1.4 How this Master Plan will be presented?

As soon as this Master Plan is finalized it will be launched to all fans, stakeholders and the media. Subsequently, the AIFF will circulate the plan to all its member associations, clubs, coaches, officials and sponsors.

It will also be available in the public domain and can be downloaded from the AIFF official website.

1.5 Mission Statement and Values

The AIFF wants to play an important role in making football a way of living. The 'beautiful game' must be at the forefront to stimulate young kids to play outside,

have fun and socialize with other kids. It must contribute to the development of young boys and girls into becoming physically and socially active individuals, thus building healthy new generations.

Besides that, the success of the professional leagues as well as the National Teams must bring joy, relaxation and motivation to the players and the supporters. Local heroes will play an important role as 'icons' and 'role models' for future talents. 'Fair Play' on and off the field will also play a key role in the future development of the game.

1.6 Information Inquiries

To be able to determine our roadmap to success, we do not need to reinvent the wheel. Therefore, it is important for us to study successful football countries as Brazil, Spain, France, Holland as also some of our neighbour countries such as Japan, South Korea and Australia to learn from their experiences.

Why is Spain ranked number 1 in the FIFA rankings, why are Holland, England and Brazil always in the top 10 of the FIFA rankings? How did Japan recently reach the top 20 in 15 years time?

The answers can be found through a detailed study of their infrastructure, their respective 'footballing' philosophies and their sports culture.

One common thing that all these countries have is that they love the game immensely and are supported by all stakeholders: clubs, schools, academies, associations, corporate and the government. They have a common vision which is based on:

- Good infrastructure
- Widespread support of the philosophy, vision and strategy
- Focus on youth development
- Focus on coach education
- Focus on referee education
- Arrangement of high level competitions
- A club based foundation
- A well organized football association
- A clear separation of community football and elite football

However, all of the above aspects together have helped these countries to achieve success through: motivation. A positive support from all stakeholders is thus very important for a country to be successful on all developmental fronts.

1.7 Information Sources

We have studied curriculums from other countries, visited many other football associations and assembled all relevant information from other developing countries. All this information was put together and discussed in panels formed by coaches, referees, club officials, consultants etc. Also, members of FIFA and AFC have made reports for the AIFF which underline how to make the right steps forward.

1.8 Conclusions

All the collected information was examined by our technical committee and the board.

The final outcome of this Master Plan and its execution must be an Indian Style of Play which can bring us success at all levels.

Coach education will be the key factor to implement this typical Indian style. We must focus on youth development and therefore need more educated coaches at all levels - elite and community level - who can teach our young players how to train and play to enjoy the game and become better players.

This Master Plan is an attempt at developing a pathway for boys and girls, coaches and referees that will help each individual to reach his or her goals.



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CHAPTER 2 YOUTH DEVELOPMENT

“At a young age winning is not the most important thing... the important thing is to develop creative and skilled players with good confidence.”

Arsene Wenger, Manager, Arsenal FC

If we look at the topmost football countries in the world today in terms of the FIFA rankings, it is evident that each of those countries has an excellent youth development system. Youth development is the pipeline of talent for the future; we cannot think of improving upon our current status in football without improving our youth development system. This section of the AIFF Master Plan lays down the basic structure of a National Youth Development Plan (NYDP) which is targeted at all stakeholders related to youth football in the country – youth players, coaches and referees, schools, students and their parents, academies and football schools as well as the administrators will find it useful to read this document. It not only describes AIFF’s vision in terms of developing different aspects of youth football in the country but also links all these aspects together to provide a consistent and well structured pathway for our young players to realize their dreams of becoming professional footballers.

2.1. Strategic Choices

Our future vision will be explained in the following plans:

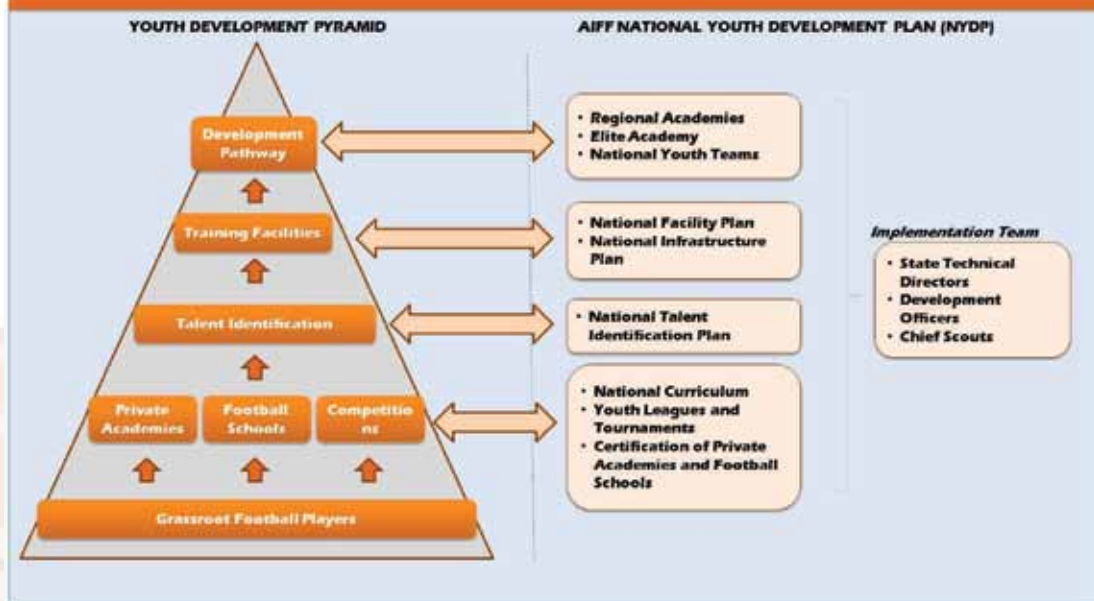
- a National Curriculum
- a National Youth Development Plan
- a National Talent Identification Plan
- a National Facility Plan
- a National Infrastructure Plan

Youth Development

Master-plan for Football Development in India (Youth Development)



National Youth Development Plan (NYDP)



2.2. National Youth Development Plan (NYDP)

To become a successful footballing nation and be able to compete against the best, it is clear that the AIFF needs to focus on youth development.

The NYDP will be the guideline for all stakeholders of football youth development in India. This NYDP is not just meant for the most talented players; it will give all players, with abundant or limited talent, the chance to play and train. In addition to providing us information on players who just want to play for fun and recreation, the NYDP will also provide promising talents a platform and pathway to play at their highest possible level.

The plan will provide a complete vision of youth football; it will bring structure in youth competitions, coach education for youth coaches and referee education for youth referees.

All parties will find in this plan the most relevant information about talent identification, youth training and coaching and a match plan for youth teams.

Once this plan is implemented, it needs to be evaluated on an annual basis so that it can be updated as per the latest developments.

As discussed earlier, the development of young players in any country goes hand-in-hand with the development of coaches. After all, it is the coaches who will be most closely involved in the development of players. At the same time, the most promising talents must be identified and trained in a structured manner so as to utilize the efforts of the coaching fraternity more effectively. Accordingly, the National Youth Development Plan (NYDP) will aim to focus on both aspects equally.

As far as identification of young talented players is concerned, two major age groups require specific attention:

- Grassroots level > 6 to 12-year olds
- Junior level > 12 to 19-year old

For players at the grassroots level, efforts should be focused on engaging more and more youngsters to play the game by providing a fun-filled and safe environment. On the other hand, junior level players should be assisted with good all-round

Youth Development

football training within a structured framework whereby they can take gradual steps towards becoming a professional player. It is recommended that Small Sided Games (SSG) should be played for players in 6 to 12-year old age group while players who are **12 years and older should play 11 v 11 according to the FIFA rules.**

Players within the above age groups can further be identified as Community players and Elite players. It is very important for the coaches to be aware of this and be able to identify the players accordingly, so that the right approach for each group can be adopted.

- Community players: players who just want to have fun, relax and play a game
- Elite players: players who want to use their talent and enthusiasm to become better players through training and coaching

The detailed NYDP will be attached to the National Curriculum separately. The NYDP will discuss in detail how to train and coach the various age groups, provide medical and physical background information to support basic training and also information and guidance on how to treat these young players mentally. The NYDP, thus, will help to establish a pathway of growth for both players and coaches. However, the NYDP will never be successful if we are not able to back it up with the right infrastructure by realizing a National Facility Plan (NFP).

The objective of the NFP will be to develop the support infrastructure for realization of the NYDP. More specifically, the NFP will aim to achieve the following:

- A National Football Training and Development Center (Elite Center) for all our National Teams plus administration staff
 - Regional academies in every State for the age groups 12 -19 years
 - Football School Centers in every State for the age groups 6-12 years
- but also:
- Typical football stadiums for each I-league club
 - Training facilities for all I-league clubs
 - Enough natural grass or artificial pitches for matches and training in every State
 - Small sided fields in every part of the city and villages

Last but not the least, the AIFF shall create an implementation team responsible for ground-level execution of the NYDP. This team will consist of State Technical Directors, Development Officers and Scouts who will report directly to the Technical Director of the AIFF. It is worth mentioning that apart from the aforementioned professionals, the NYDP will also look to engage many volunteers for the successful execution of these plans.

The following pages talk about various components of the NYDP in greater detail.

2.3. National Curriculum

A National Curriculum will be written and published in 2013. This National Curriculum will inform all stakeholders the vision and strategy of the AIFF on how to develop and raise the total level of Football in India in detail.

The main focus will be on:

- Community players and elite players
- Talent identification
- Grass root football
- Youth development
- Coach education
- Referee education

2.4. National Talent Identification Plan (NTIP)

At present, almost all of the clubs registered with the AIFF have no youth department. They do not realize that the youth is the future for the club. The recruitment of the young players varies at all clubs, but in most cases starts at the age of 16 years or more.

The National Curriculum will inform the clubs how to establish a National Talent Identification Plan. This will be coordinated by the AIFF and will lead to recognition of possible elite players in the age group of 8-19 years.

Also for the future results of our National Teams and professional I-league teams it is very important that we have a perfect 'talent identification system'. A perfect system is a system from which we can prove that no talent is missed. Former players, former coaches, former teachers and former club officials could all be part

Youth Development

of the scouting system. To recognize a talent is not an easy job. Certain criteria are easy to recognize, such as mastering of the ball, quality of dribbling and passing, way of controlling the ball, heading, etc. But in the end it is also a matter of having 'a nose' for talents.

As part of the NTIP, we would like to propose a multi-tiered scouting system connecting all levels of the 'football pyramid'. We need to identify organized tournaments and events at various levels which can then form the basis of talent scouting framework.

Scouting should also be done from the well-known youth tournaments that currently exist in India such as, Subroto Cup and the School National Games conducted by the School Games Federation of India (SGFI). Efforts should be made to improve the communication and coordination between the AIFF and the organizing bodies of these tournaments for the benefit of our youth players.



Proposed scouting system:

A National Database system will be created based on information provided by the State Technical Directors. A standard scouting form will make it possible to put all relevant information in this system in a consistent manner.

Example of a standard scouting form:



ALL INDIAN FOOTBALL FEDERATION Talent Identification Form

Name of the Scout:.....

Name of the Player:.....

Date of Birth:.....

Club:.....

Position in the team:.....

Match report:.....vs.....

Date:.....

Final score:.....-..... half time score:.....-.....

Substitutions:

In no:.....out no:.....minute:.....

In no:.....out no:.....minute:.....

In no:.....out no:.....minute:.....

Goal scorers and time:

Name:.....no:.....time:.....

Name:.....no:.....time.....

Name:.....no:.....time:.....

Name:.....no:.....time.....

Field circumstances:

Pitch: dry/wet/high grass/bumpy/.....

Weather:.....wind:.....rain:.....

Flood light:.....

Youth Development

Technical abilities:

- dribbling left..... right.....
- passing/receiving left.....right.....
- shooting left.....right.....
- crossing left..... right.....
- heading defensive..... offensive.....
- controlling the ball chest.....thigh.....feet.....
- tackling block.....sliding.....

Tactical abilities:

- reading the game.....
- creativity.....
- decision making.....

Physical abilities:

- running speed/short distance.....long distance.....
- stamina
- coordination.....
- jump.....

Mentality:

- never gives up yes – no
- has a positive attitude – takes initiatives yes – no
- is aggressive – positive – negative yes – no
- is a personality – is dominant yes – no
- is afraid – is not afraid yes – no
- reacts to every decision yes – no
- is always arguing with team mates/coaches yes – no

Signed by:.....

Date:.....



2.4.1. National, State and District Championships

The introduction of National, State and District Championships across various age groups from 10 to 19 years will benefit the players and the National Teams by providing a well-structured career development path. It will help to select the very best players for the regional academies and later for the National Elite Academy. Additionally, these elite players will be offered an international calendar whereby they will be able to participate in international tournaments and/or play international friendly matches on a home and away basis. In many (smaller) countries the elite players play the best against the best in a National Youth League. For instance, two years ago Football Federation Australia (FFA) started a National Youth League to close the gap between the A-league and the Youth Leagues. Now the Youth League is the main pool from which young talents are chosen for the A-league clubs. The FFA and the government participate in the budget to pay for travel costs and accommodation. The clubs have to pay the players, either through a 'youth' contract or by paying him 'cost' compensation.

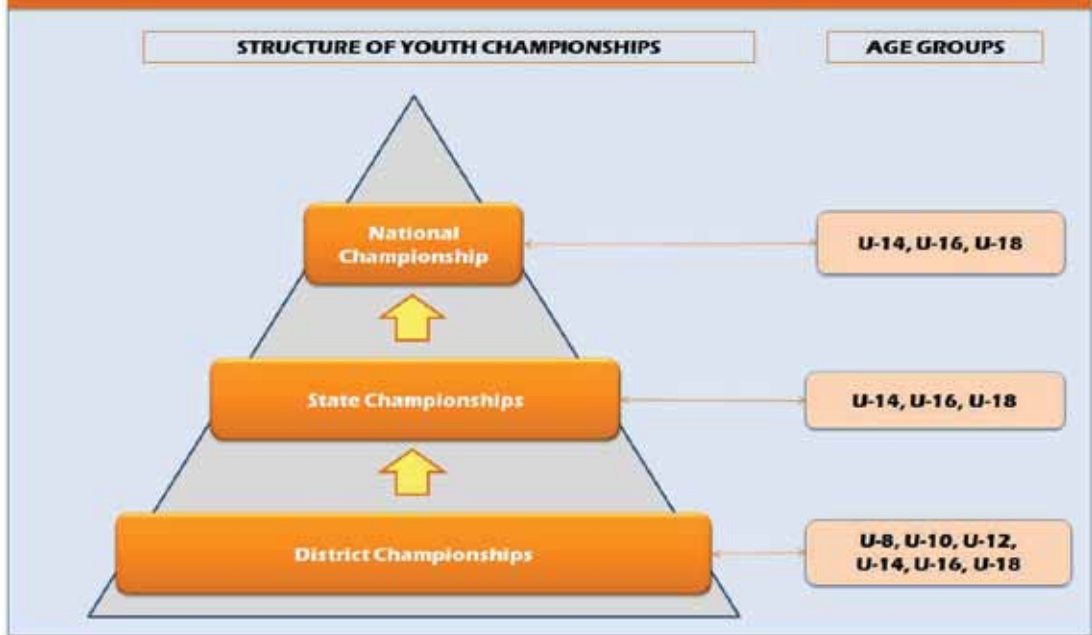
However, to copy the FFA example ditto would be impossible due to the enormous costs for travelling and hosting involved in a huge country like India. An alternative system has to come in place such that at least all districts and states organize a 6 to 8-day festival every year. This will give the under 14, under 16 and under 18 year old players a platform to participate several times a season to play against the best. That motivates them instantly as they now know that they are training again for the next month in preparation for the next tournament/festival. This is assuming that no matches can be played in 3 months of the year for reasons such as heat, humidity and monsoon.

Each district should have a competition for elite players for under-14, under-16 and under-18 teams. The champions of each district can then play in a State Championship. At the end of the season all states participate in the national Championship organized by the AIFF.

To realize a successful pathway for talented players, it is of great importance to facilitate the best to compete against each other. Therefore, it is important that all I-league clubs have their own youth academy, consisting of players from **8 to**

Youth Development

National, State and District Championships



Playing Guidelines Across Age-Groups

AGE GROUP	GAME DURATION	FREQUENCY PER WEEK	FREQUENCY PER SEASON	PLAYING LEVEL
8-10 years	2 X 25 minutes	1 per week	30-40 weeks per season	District Championships
10-12 years	2 X 30 minutes	1 per week	40 weeks per season	District Championships
12-14 years	2 X 35 minutes	1 per week	40 weeks per season	District/State Championships
14-16 years	2 X 40 minutes	1-2 per week	40-45 weeks per season	District/State Championships
16-19 years	2 X 45 minutes	1-2 per week	40-45 weeks per season	State Championships

19 years of age. To be able to compete in the near future with Europe, South America and the top Asian countries like Japan, Korea, Australia and Uzbekistan it is necessary that the clubs take up their responsibilities.

Various age groups should play in locally organized competitions with the intention of playing the best against the best with maximum number of competitive matches. The champions of each league should play against the winners of other district leagues for the State Championship. The winners of the State Championships will play against each other for the National Club Championship.

AIFF viewpoint:

The National Youth Festivals/Tournaments and the National Championship for under 14, 16 and 18 players is essential for the elite players to develop into professional players capable of playing in the I-League.

2.4.2 Street Soccer Competitions

As we all know 'street soccer' or like in Brazil, 'beach soccer' could act as the base for the development of exciting talents. Especially in countries such as Brazil, Argentina and the rest of South America, we see that several of the big football stars have developed playing in the streets, favellas or beaches. On the other hand, advanced cities in more developed countries nowadays have very limited space for kids to play. Local governments and clubs have to compensate for the lack of room and provide the neighbourhood with small artificial fields, surrounded by gates for safety. For the development of football in general and to make the participation for kids easier, it is necessary that the AIFF together with its sponsors take the initiative to create artificial 'mini soccer fields' all over India.

2.4.3.Soccer Clinics

Soccer clinics will be organized by the Development Officers in regions where football is not yet very popular. Kids 3-5 years of age will be offered a program in which they will discover how much fun football has to offer. In a 'circuit training model' they will practice all kinds of techniques and play small sided games. At the end of the session, they should receive a ball and kit to take home and a brochure which discusses the possible avenues for them to continue playing football on a

regular basis and become a part of the 'football fraternity'.

2.4.4 School Football

In India, there is a tremendous amount of school football with several inter-school tournaments being organized on a national as well local basis. A school team is often the first organized football team that a child becomes part of. Hence, football in schools must play an important part in promoting football among students. Clubs and schools should cooperate in recruiting talents, in helping them to register for a club and to give them proper training and coaching.

Physical education teachers and school football coaches must be encouraged to participate in a grass root coaching course or become an instructor in these courses.

The AIFF and their DO's should also assist the schools in training and coaching the students and in organizing festivals, skill tests programs, etc.

2.4.5 Investment by Foreign Clubs in India

At present, we see that many European Clubs have been exploring an entry into the Indian football market. Clubs like Barcelona, Manchester United, Blackburn Rovers, Bayern Munich and recently Real Madrid have already started to invest in India through various short-term initiatives. Currently, the AIFF does not exercise any control over the entry of foreign clubs into India as a result of which it is difficult to ascertain the true intention of these clubs. Although in principle, their intention looks positive and focussed on football promotion, however care should be taken to ensure that initiatives constituting mainly of academics where participating kids are required to pay a hefty fee for training are not structured solely to make profit.

The AIFF - in close cooperation with AFC and FIFA - wants to streamline all these initiatives so they can be directed towards developing the game in India. Without the written permission of the AIFF, these clubs should not be allowed to start an academy or a football school. Once these clubs receive a go-ahead from the AIFF, the academy/football school can be classified as an AIFF certified academy or

football school. One of the criteria must be that they create their own ground and facility.

2.5 Development Pathway for Players (Boys and Girls)

The AIFF, together with the clubs, will look at the present competitions and wherever necessary take new initiatives to make the pathways open for all participants. The new youth development plan will provide good competition for young boys and girls at all levels. The establishment of elite centers and academies must form the top of the pyramid from which the best talents can be signed by I-league clubs.



Although the AIFF plans to start the initiative this year with the establishment of 3 regional academies following it up with another 3 or 4 next year, its future strategy will be to ensure that all I-league clubs have their own academies and their own youth development plans for grass root players. As soon as these plans are implemented by all clubs, the AIFF wants to take up a different role with its academies. The clubs will then be responsible for scouting and developing the talents in India, while the AIFF will be responsible to give an ideal pathway for development of elite players. The 8 regional academies plus the one elite academy should be transformed into 4 elite academies in due course of time.

- a. An under 16/17 elite academy > forms the National under 17 team
- b. An under 18/19 elite academy > forms the National under 19 team
- c. An under 20/21 elite academy > forms the National under 21 team
- d. The 'Arrows' elite academy > forms the 'Olympic' team

2.5.1. Regional Youth Academies and National Elite Centre

Quote: *'It is clear that the lack of high quality and dedicated football training centers is one of the key factors that prevent the development of football in many countries in Asia'.*

The AIFF has learnt from the study of other football countries that Elite Centers and National Academies play a very important role in producing sufficient elite players. France is famous for producing nearly all its talents through their academy system (Claire Fontaine Academy).

Many English premier league clubs have their own academies. Such academies offer young talented players the opportunity to combine their football development with good school education. The AIFF sees it as its responsibility not only to produce good players, but also to build adequate support structures to assist the players once their playing career is over. In these academies, football development and mainstream education will go hand-in-hand under a well-balanced week-by-week plan.

Academy:

An academy is a residential setup wherein young players are engaged full-time with the aim of providing them with holistic football development and education.

Elite Centre:

An Elite Centre will comprise of the very best young talents of the country, who would be selected through a rigorous and transparent process. They will be treated as (future) international players and get world-class football coaching, schooling, competitions, foreign exposure trips, etc.

In addition to the above, there is also the concept of a Football School or Soccer School where grass-root players and junior players receive training and coaching. After training the players go home and study, sometimes in accordance with the football training. Players first go to school and after school travel to the facilities for their football training. Sometimes training is in the early morning and school starts after the morning training session. However, unlike academies, such football or soccer schools are non-residential.

2.5.2. National Academies

Due to the enormous size of our country, the AIFF would ideally want to establish an 'academy' in each State. In the near future, the AIFF will try to have at least one such academy in each of the regions where football is immensely popular. Each academy must meet the minimum requirements of accommodation and education facilities to provide the best possible opportunities to the selected players to develop them into professional players. The AIFF will come up with a 'model' according to which each academy will be formed. The academy will also practice according to the National Curriculum. The technical staff will be appointed by the TD of the AIFF together with the TD of the Academies appointed by FIFA (Scott O' Donell) and all of them will be required to train and coach in the same philosophy under the guidance of the TD. An yearly evaluation will take place and will be the basis of renewing the contracts of the selected players in the academy.

The AIFF has started with 3 regional academies in 2012: one in Mumbai, Kolkata (Pailan) and Bangalore. These academies will focus on players under 13, under 14 and under 15 years of age. The AIFF will take care for all expenses relating to their accommodation, education, nutrition etc.

In 2013, another 3 to 4 regional academies and 2 elite academies are planned to be established across multiple locations in India.

2.5.3. Private Academies

In principle the AIFF will not encourage private academies to take talents away from club football. However, neighbourhood private academies do have a role to play in the popularizing the game especially at the grassroots level. Therefore, if a private academy provides good training and good coaching, it can be seen as supplementary for the development of the players. The AIFF will come up with certain criteria which need to be fulfilled by the private academies to be eligible for 'certification'. A certified academy would give parents sufficient information about what they may expect from the academy and what quality of training sessions and coaching methods will be offered to their sons and/or daughters. This information will help the parents and guardians to make the right choice.

2.5.3.1. AIFF Certification for Private Academies

To receive a 'Certificate' an academy will have to meet certain criteria laid down by the AIFF. These criteria will be based on the following elements:

- Number and level of licensed coaches
- The curriculum of the Academy
- Quality of the facilities
- Medical supplies
- Equipment
- Expert assistance for nutrition, psychology, video analysis

A checklist in the following form can be used in order to make a transparent certification and accreditation system for private academies. It has to be noted that any such certification will have to be renewed by the AIFF every 2 years to ensure ongoing quality of services of the concerned academies.



ALL INDIA FOOTBALL FEDERATION

Certification of Private Academies

Checklist of Certification Criteria

Name of academy: _____

Type of academy: Residential / Non-residential

Address: _____

Email: _____

Contact nos: _____

1. Coaching Team

No. of 'A' licensed coaches

No. of 'B' licensed coaches

No. of 'C' licensed coaches

No. of 'D' licensed coaches

TOTAL NO. OF COACHES (as on date: _____)

2. Age Group of Players

No. of active students registered in

- Under 8 category

- Under 10 category

- Under 12 category

Youth Development

- Under 14 category
- Under 16 category
- Under 19 category

TOTAL NO. OF STUDENTS (as on date: _____)

3. Curriculum Employed

- National Curriculum
- Other curriculum certified by AIFF / AFC / UEFA / FA / FIFA

4. Training Facilities

- No. of practice pitches (artificial)
- No. of practice pitches (natural grass)
- Type of ownership

5. Quality of Training Facilities (to be filled by AIFF inspector)

- A (Excellent)
- B (Good)
- C (Satisfactory)
- D (Poor)

6. Medical Facilities

- No. of physios attached to academy
- First aid facility available on-the-spot
- Nurse/Physio/First-aid help available on the spot

7. Peripheral experts

- Nutritionist
- Video Analyst
- Fitness Instructor
- Psychologist

Based on fulfillment of the above criteria, the All India Football Federation would like to grant AIFF 1-star / 2-star / 3-star / 4-star / 5-star Certification status to _____ Academy.

The aforementioned certification status will be valid for a period of _____ years from the date of certification on the expiry of which, the certification will have to be renewed.

On behalf of AIFF:

Signature & Seal: _____

Name: _____

Designation: _____

All India Football Federation

Football House, Sector 19

Phase 1, Dwarka

New Delhi - 110075

2.5.4 National Youth Teams

The National Youth Teams form the last step in the development of the elite players. It is a final step in the pathway which the AIFF wants to offer to the talented youth in Indian football.



2.5.4.1 Under 14/15 National Team

The under 14/15 National Team is the first team which will be chosen from the National Talent Identification Plan. Club competitions as well as school competitions will deliver reports from which the National Coaching Staff will recruit players who are then invited to the National Talent Identification camps. Finally a group of 32 players will be staying for several days in the National Training Centre and will train and play according to a training schedule established by the coaching staff. The National team coach will select the final group of players who would play qualification matches for the AFC and/or FIFA youth tournaments. All players will be registered in a centralized database and will be regularly examined in their progress.

2.5.4.2 Under 16/17 National Team

The under 16/17 National Team will be recruited in the same way as the under 15 National Team. The talent identification system will report new talents who were not selected for the under 15 National Team. However if the identification system works well and clubs pay enough attention to their already selected talents, a significant number of players will go from under 15 to under 17 and further to the under 19, 21, 22 and National A-Team. This pathway would form a significant part of the roadmap to success for the youth players.

This team is expected to qualify for the Asian Championship or the FIFA World Cup games two years.

2.5.4.3 Under 19 National Team

The under 19 National Team will normally be recruited from former National Team selections, from players playing in the State Leagues, Academy players and unregistered players from School Tournaments and other talent identification reports.

This team is expected to qualify for the Asian Championship or the FIFA World Cup games every two years.

2.5.4.4 Olympic Team - under 21

The Olympic Team will be seen by the AIFF as a 'visit card' for Indian Football.

AIFF will try to reserve enough budget for the four year long Olympic cycles to create the best possible terms for this team to qualify.

2.5.4.5 B-National team or under 22 team

The investigation in other football countries has taught us that the step up for the players playing in the Olympic Team to the A-National Team is for many players not easy. Therefore, the AIFF wants to have a 'safety net' for talents who are not yet ready for the National Team. By giving these players still enough international matches and national camps, the AIFF helps these players to stay focused and within sight of the National coaching staff.

2.6 Implementation Team

2.6.1. Appointment of State Technical Directors

To implement our National Curriculum and National Youth Development Plan, it is essential that all States will have their own State Technical Director (STD). The STD will work under the guidance of the AIFF Technical Director and will be responsible for the implementation of all technical facets, such as Small Sided Games, Junior Competitions, Coach Education, Referee Education, School Football, State Teams, tournaments, festivals, football promotion activities, etc.

2.6.2. Appointment of Development Officers

The former players of the national team will be expected to play the role of 'icons' and will be appointed as Development Officers (DO's). The AIFF certified DO's will be responsible for promoting football in schools, communities and clubs.

Together with the Technical Directors, the Development Officers will take care of the quality of football development in the States.

Development Officers - educated and licensed by the AIFF - must play a key role in the development of the game, from grassroots to elite level. The employment of these 'Development Officers' (DO) will be done by the State Associations with the support of the AIFF. The DO will be responsible for the development of all football activities in the designated area. He will focus on grassroots programs, talent identification and providing opportunities for elite players. Another part of

his job must be the development of grassroots coaches.

Summary of activities to be undertaken by the DO:

- o Start introduction festivals for 3-5 year old children
- o promote soccer in schools
- o establish a Talent Identification Program
- o educate teachers for the AIFF Grassroots' license
- o educate referees at youth level under the umbrella of instructors from the AIFF
- o create linkages between schools and the nearest local professional club
- o assist in organizing tournaments
- o offer football scholarships to the 'elite' students for Centers of Excellence and/or the National Football Academy
- o promote soccer at various occasions from time to time

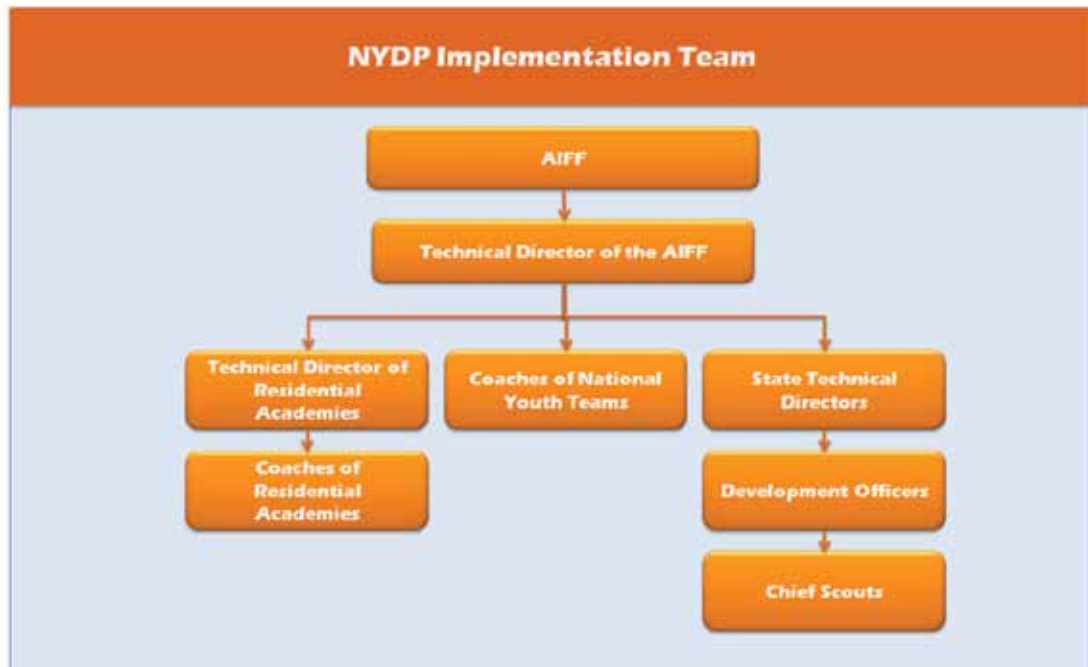
2.6.3.Appointment of Chief Scouts

“I am never looking for a result — for example, which boy is scoring the most goals or even who is running the fastest. That may be because of their size and stage of development. I want to notice how a boy runs. Is he on his forefeet, running lightly? Does he have creativity with the ball? Does he seem that he is really loving the game? I think these things are good at predicting how he'll be when he is older.”

Ronald De Jong, Coach, Ajax Amsterdam Academy - TIPS (Technique-Insight- Personalilty- Speed)

The appointment of a Chief Scout in each State will help to identify the talent in the State. The Chief Scout will be assisted by other part time scouts or tippers in the regions who will inform him about possible talents. A standard form will be implemented to fill in all the details of such players. Subsequently, the information thus gathered will be put in a centralized database to be used for various selection processes.

The Chief Scouts will work on a part time basis and will be paid by the AIFF. The other scouts in different regions will not be paid but receive a 'cost' compensation.



SUMMARY OF INITIATIVES – YOUTH DEVELOPMENT

SHORT AND MEDIUM TERM INITIATIVES (Year 2012-13)

Youth Development

1. Write and Publish a National Youth Development Curriculum
 - 1.1 The curriculum will realize a specific 'Indian Style of Play'
 - 1.2 The curriculum will also realize the same philosophy about training and coaching in India
2. Launch a website with 'readymade' training lessons for youth players.
3. Encourage each State to organize a youth league for players between 12 and 19 years of age.
4. Encourage each State to organize 9 v 9 ('9-a-side') School Leagues for players between 10-12 years of age.
5. Lobby with the School Games Federation to organize school football festivals in each State for players between 8 and 10 years of age.
6. Appoint a 'Technical Director' and a 'Development Officer' for each State.
7. Registration and medical examination of each player wanting to participate in a league, tournament or festival.
8. Encourage 'local football schools' to focus on recruiting young kids from poor areas and give them support education and food besides football training.

Talent Identification

1. Each State will have a full time scout (Chief Scout) who will be responsible for the scouting of talents from 12 to 19 years of age for the Academies and the National Teams.

Youth Development

2. Each Chief Scout will be supported in each district by a 'District Scout'. The Chief Scout and the District Scouts will organize tippers and assistant scouts who will work under their guidance.
3. All tippers and scouts will work with a standard form published on the AIFF website and will send their information to the Head of Scouting.
4. The Chief Scout will put all information in a database.
5. Final selections will take place in cooperation with the National Team coaching staff.

LONG TERM INITIATIVES (Year 2013-15)

Youth Development

1. Each State must have a full time Technical Director, Development Officer and Chief Scout.
2. Each State must have a 9 month competition for various age groups, such as, under 8, under 10, under 12, under 14, under 16 and under 19.
3. Each State must have competition for community players and elite players
4. Each State will have a budget for grass-root development
5. Each State will have a budget for a State Team for under 13, under 14, under 15, under 16, under 17, under 19 and under 21





CHAPTER 3

Pathway for Coaches

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CHAPTER 3 PATHWAY FOR COACHES

“People always said I was so quick. But they missed the point. I wasn’t that quick, I just started my run a fraction of second earlier than my opponent. So I looked quick. It’s all in the eyes.”

- Johan Cruyff, Dutch football legend and visionary

For the development of all youth levels, it is very important to have coaches available who are educated on how to teach players at every level. For instance, coaches must be taught the difference between boys and girls playing football. Similarly, they should know the difference in coaching methods that need to be adopted while coaching different age groups. They should be aware of the difference in motivation, emotion and passion in different groups of players, e.g. some players might be interested in just playing for fun while others may actually want to play at the highest possible level.

3.1 Coach Education

There can be no player development without good coaches. Better coaches make better players. With this in mind, the AIFF will restructure the existing coaching program and focus on the development of specific youth coaches as well on the development of coaches for elite players. At present the AIFF have the following number of licensed coaches:

Pro-License	License-A	License-B	License-C	License-D
4	48	176	1012	479

3.2 Coaching Licenses

As can be seen from above, for a huge country like India, the number of well-trained coaches available is a big scarcity. We have a big gap when it comes to producing enough coaches to lead our football to a higher level. Hence, in the coming years, we need a step by step approach to educate enough coaches so that

Pathway for Coaches

we can raise the level of our players.

The AIFF recognizes the need for qualified coaches working solely in youth development. Hence, at the youth level the AIFF will introduce a new license called 'Youth Development License' C and in the near future, will also introduce a corresponding 'B License' which can also be used later as senior license after passing 1 or 2 modules focusing on coaching senior teams.



Additionally, the AIFF will have 3 Goalkeeping courses: level 2, level 1 and 'Advanced'. The different levels of licenses and their applicability will be:

- Level 2: goalkeeper trainer/coach at youth community level; lower amateur level
- Level 1: goalkeeper trainer/coach at youth elite level (Academies) or goalkeeper trainer/coach at senior amateur level

- Advanced: goalkeeper trainer/coach at seniors professional level

The present coaching courses will be restructured with an aim to have a logical and challenging pathway for coaches.

The diagram on the left side depicts the different levels in the coaching license hierarchy, promotion from one level to the other as well as avenues of coaching for each level:

3.3 Scholarships for coaches

To support and promote the level of coaching, the AIFF will every year, select 3 coaches, male and/or female who will be granted 'scholarships'. Each scholarship will bear a value of about Rs. 2-3 Lakhs which will be aimed at giving these promising coaches the possibility to work with famous clubs and coaches in other countries. On returning, they will be required to write a report from which the AIFF could use the relevant information or suggestions for the further development of its coaches and curriculum. Other clubs or coaches can invite these 3 scholarship coaches for a lecture about their experience during the scholarship period.

3.4 Clinics and Seminars

The AIFF both independently, as well as with the State Associations, will organize several coaching clinics and seminars every year. Speakers and demonstrators of AFC and FIFA will discuss and present the latest developments in coaching methodologies, learning techniques and evolving styles of play etc. These clinics and seminars will be aimed at constantly updating the knowledge of our Indian coaches as well as to propagate a consistent Indian Style of Play at all levels.

SUMMARY OF INITIATIVES – COACHES DEVELOPMENT

SHORT AND MEDIUM TERM INITIATIVES (Year 2012-13)

1. Restructure coach education
 - 1.1 Educate more instructors for D, C and B-license
 - 1.2 Produce sufficient coaching courses in all States
 - 1.3 Organise refresher courses for A-license and Pro License coaches
 - 1.4 Organize an annual Coaching Conference
 - 1.5 Nominate 3 coaches for scholarship every year
2. Start a possible cooperation with the Australian FA or Dutch FA to realize all points mentioned in point 1





CHAPTER 4

Pathway for Referees

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CHAPTER 4 PATHWAY FOR REFEREES

“The referee is going to be the most important person in the ring tonight besides the fighters.”

- George Foreman, retired American professional boxer

4.1 Pathway for Referees

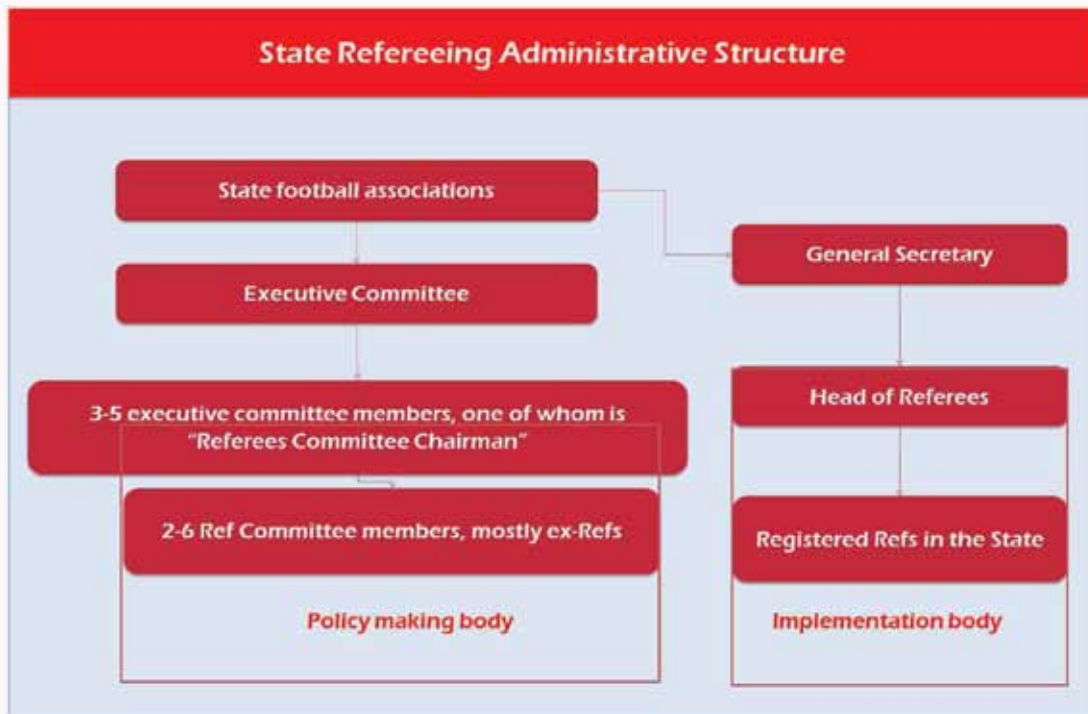
A new generation of referees will be recruited to start a career as referee. There will be a pathway for both men and women referees which will enable talented individuals to reach a professional level within 5 years. Players, teachers or other personalities will be approached through the media to start a career as referee. It is envisioned that some of them will be just be happy to referee at various youth levels, while others will be ambitious and will want to reach the top as soon as possible.

4.1.1 Referees - Administrative Structure

In order to ensure successful nation-wide implementation of referee development plans chalked out by the AIFF, it is imperative that an ideal administrative structure for referees is set up in each state.

Of particular significance is the segregation of the “policy making” and “implementation” arms within the refereeing domain. This is currently not the case where often the ‘Head of Referees’ is also the Chairman of the Refereeing Committee. This inherently produces many instances of conflict of interests. The ideal recommended minimal structure required in each state is as per below –

Pathway for Referees



4.1.2 Referee Education

Referee education has to go hand-in-hand with coach education. As the technical ability and playing level of our players increase, so will the quality of our matches and competition. The game will become faster and the importance of the competitions will grow significantly. As the stakes become higher, with increased involvement of sponsors and supporters, it will be imperative that the competition is played fairly and without corruption.

“The objective of a referee is not to get mentioned. I tell a lot of young referees that not being mentioned is king. If you can achieve that, that then it has been a pretty good game.”

Alan Lewis, former Irish cricketer and current Rugby Union referee

Referees must become fitter, mentally stronger and have strong personalities. Making the right decisions in split seconds should be their trademark. In parallel to the restructuring of coaching courses, the referee courses will also get a totally

new set up. The referee courses will be closely linked to the coaching courses and will have similar levels.

The pathway for referees will be as depicted below, also included are the age-criteria, promotion mechanism, instructor details and employment avenues:

4.1.3 Referee Development Plan

Currently, we have only about 2,000 referees in total across all grades. Japan in comparison has over 250,000 referees. Given the size of the football playing population in India, there is a gaping need to enhance and promote referee education in the near future.

The AIFF also plans to pay special attention to evaluation and training of instructors, training of fitness instructors for referees, establishment of strict fitness tests, appointment of full time instructors and appointment of full time referees.

In addition, the AIFF has planned the following initiatives to address the aforementioned problem:

4.1.3.1 Uniform Refereeing Education Model across States

Every year, the AIFF will strive to have in each State, courses for basic, elite and amateur levels. The AIFF also plans to provide financial support to States for training lower level referees. The model will be compulsory to adopt in all states and will mention the number of referee courses which have to be organized by the States on a yearly basis.

4.1.3.2 Collaboration/Support from AFC, FIFA

Various initiatives by the AFC and FIFA, which we can be used for the benefit of our referees include:

- AFC Future Program
- AFC Development Program
- Project Future India
- Pro Level courses will be organised by AIFF in close cooperation with AFC and FIFA
- Instructor Training Program in association with AFC and FIFA

By 2016, the AIFF will strive to have 7 top level referees who will be signed by the AIFF as full-time referees, out of which a minimum of 4 should be selected by the AFC and FIFA to officiate in qualification matches and international tournaments.

After 2016, the AIFF aims to have its own qualified pro referee instructors and the permission from AFC and FIFA to organize its own pro referee course for maximum 8 to 10 participants on an annual basis.

4.1.3.3 Promotion at the Grass-roots

Referee courses will be promoted through:

- Propaganda via State Education Departments and Schools
- Propaganda via lectures, supported by video films, brochures, quizzes etc.

4.1.4 Success at International Level

Like in the case of players, it is very important to have 'referee icons'. Potential referees need to have examples who are acting on international level and attract positive publicity. Together with local initiatives, the AIFF wants to promote players, teachers, instructors, other personalities to start a career as a referee. The success prospects of top referees will give every talented referee the motivation to earn enough credits to reach pro level or even international level.

4.1.5 Elite Academy for Referees

To create a pathway for young promising referees the AIFF will start an Elite Referee Academy in 2013.

Talented young referees will firstly be educated in so called 'weekend academies'. During 26 weekends per year students will be prepared for a semi-professional referee level. During these weekends young referees (minimum age for entry being 21 years) will be educated in rules and other parts such as physical, mental, psychological and practical aspects. AIFF will initially start with pilot projects in 4-5 states. After two years, the very best will be promoted to the newly established Elite Academy. The Elite Academy will have 12 to 16 selected young referees from these weekend academies.

They will stay for 2 years in the Elite Academy and will then be promoted to a full

time position as 'top level referees'. In case, they are unable to pass the required criteria they can get another chance via the normal pathway for referees in the States.

4.1.6 Importance of Women Referees

With Japan winning the World Cup for Women in Germany, Asia has proven that it is on the right track. Women football is one of the fastest growing sports and India has given a wake-up call to all the states that they should embrace women's football and give young girls a pathway to play their favorite sport.

The need for referees is essential to develop the level of competition and the level of the games. AIFF will introduce young girls to referee courses and assist them in their road to become a top level referee. All World Cup matches in Germany were led by women referees and women linespersons. Their performance exemplified that not only the level of women football, but also the level of women referees is rising at the same time.

4.1.7 Graduation and Referee Appointment

The system to promote to the next level for referees will be open and transparent. The system will be based on monthly reports of the performance of the referees, their results on the referee course, their physical fitness and psychological aptitude.

The referee department of the AIFF will appoint the referees for the I-league and 2nd Division I-league matches, for the elite tournaments/festivals, for Academy matches and for the soon to be established National Academy Tournament.

The referee departments of the various States will appoint the referees for the (top) amateur matches, youth competitions and school competitions and evaluate their performance.

4.1.8 Referee Scholarships

Each year the referee department will together with the State Associations appoint 1 or 2 referees who will be granted a scholarship to go abroad and have a 3 week instruction period with the referee department of a foreign country. Countries that produce top referees will be regularly visited. These 3 referees have to report

back to the referee department of the AIFF about their experiences and share their learnings with other referees.

4.1.9 Clinics

The AIFF together with the State Associations will organize yearly referee clinics. Speakers and demonstrators of AFC and FIFA will discuss and present the latest changes in the rules of the game, lessons from top referees, discussions, physical advises, psychological tests, mental attitude, etc.

SUMMARY OF INITIATIVES – REFEREES DEVELOPMENT

SHORT AND MEDIUM TERM INITIATIVES (Year 2012-13)

1. Introduce a new referee education program
2. Introduce a pathway for referees
3. Assist the state associations to organize referee courses

LONG TERM INITIATIVES (Year 2013-15)

1. Establish a National Referee Academy for men and women



CHAPTER 5

National Club Development Plan

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CHAPTER 5

NATIONAL CLUB DEVELOPMENT PLAN

“I don’t like champagne, I don’t smoke cigars, I haven’t any real jewellery at all, apart from the 8 pieces of gold I picked up at Anfield, the most important relationship at a football club is not between the manager and the chairman, but the players and the fans”

- John Toshack, former Liverpool FC player and currently coach of Macedonia

In any country, football clubs play a significant role in development of football. They must provide good facilities, good coaches and an apt social environment to the players. Clubs make football competitive at various levels from community, town to national level and help in development of amateur & professional players. Clubs are also essential for development of football across sections of society i.e. boys, girls, men & women.

The AIFF realizes the importance and potential Indian clubs (professional & amateur) offer for development of football in the country and hence want to help them grow in right direction and at the right pace. I-league, the top flight professional league organized by the AIFF has been successful but to a certain extent only. Usually clubs gain a lot from playing in top league, both tangible (additional revenue streams, infrastructure development) & intangible (fans following, branding) benefits. But unfortunately I-league has not been able to unlock these benefits for Indian clubs. Some of the major problems facing the current I-league are as follows:

1. Infrastructure: 80% of I-league matches are confined to 3 stadiums.
2. Localization: 8 of the 14 clubs are from Kolkata & Goa.
3. Fan Base: Only 4 clubs have strong fan base and are community oriented.
4. Marketability: TV coverage is Goa & Kolkata centric & matches are held during the day restricting viewership.
5. Financial strength and lack of incentive for the clubs: Due to unattractiveness of the league for investments.

National Club Development Plan

To unlock the benefits for clubs, the AIFF is formulating a Super I-League which is essentially a super structure on existing I-league based on IPL model. The Super I-league has been designed with the following key objectives:

1. Improve marketability of Indian Football
2. Attract investments
3. Incentivize completion & professionalism in Indian Clubs
4. De-localize competitive club football in India

First two objectives will ensure that funds are generated and standard of the game in India can be raised to international level. Later two will make sure investments made by existing clubs and new franchisees are rewarded and benefits trickle down to grass root level. Objective 4 will also ensure that premier club competition in India is actually pan-India, popularizing the games on a country-wide basis.

Benefits to the clubs:

1. Financial benefits: Funds generated through auction of franchise teams will be used to increase prize money and shared amongst clubs on basis of performance.
2. Addition revenue streams: Super I-League will create additional revenue sources for Clubs, few of the new sources will be:
 - a. Increase marketability will lead to better sponsorship, merchandising revenue etc.
 - b. Player transfers e.g. loans, permanent transfers
 - c. Media rights
3. Competitiveness: Design of Super I-League will ensure that league is competitive throughout the season and every club has motivation to perform

But to make this initiative successful clubs also have to contribute by focusing their efforts on the right developmental areas. The AIFF has formulated following important guidelines/best practices in this direction

5.1 Club Structure

For success of a club in the long run it should have a proper structure ensuring that priorities are not misplaced. The AIFF has laid down following guidelines for the clubs:

1. Clubs must have a standard structure as mentioned in the National Curriculum, to get registered with the AIFF.
2. Professional League License Rules mention mandatory guidelines for professional clubs willing to play in professional leagues. Every professional club should adhere to these guidelines before playing in any of the professional leagues.

5.2 Club Mission

Mission defines the fundamental principle on which the foundation of a club is laid. It gives a club sense of purpose and direction. Every club should have a mission to work for, which should be formulated keeping in mind both society & football. Clubs should give equal emphasis to their 'social development plan' and deploy proper resources e.g. trained staff, to achieve it. Such developmental activity around society & football by a club gives rise to a "club culture".

5.3 Club Vision

National team is the flag bearer of any nation's footballing culture, one of longstanding efforts of AIFF has been to raise standard of the National team.

The AIFF wants clubs to share & contribute to this vision. Better structure and better coaches at club level will lead to more professional players and will help in raising the level of National team.

In doing so, clubs should stick to their culture, developing and strengthening it. For example Barcelona constantly feeds quality players to Spanish national team and at the same time has its unique club culture i.e. fan following, style of play.

5.4 Club Philosophy

History plays a major part in developing a clubs philosophy. Many clubs in India were established before independence by the English, post-independence Indian footballing centers such Goa, Kerala and West Bengal founded their own clubs.

Every club had its own background which was closely tied to the society or community it represented, membership to a club was granted on the basis of family background, socio-economic class, community and place of residence etc. and sometimes clubs would also conduct tests before granting membership. In modern football such a connection between a football clubs background and its members is displayed in many countries. Now a days we see in typical “football countries” like Brazil, Argentina, England, Germany, Holland etc. clubs not only have different background but also different philosophy.

In Rio de Janeiro Flamengo and Botafogo, Boca Juniors and River Plate in Buenos Aires, Manchester United, Manchester City and Liverpool in England, Schalke '04, Bayern München and München 1860 in Germany and Ajax Amsterdam, Feyenoord Rotterdam in Holland. One club is formed by the working class e.g. Arsenal and other by 'elite' or one is funded by a big company e.g. Bayer München by Mercedes Benz & Audi and other by its members e.g. Schalke. Many clubs also have a strong connection to a religion or sect like Ajax is always associated to Jewish people, Celtic to Catholics and Glasgow Rangers to Protestants. Clubs philosophy and culture is the fabric that defines, connects and build life-long fans.

Indian clubs should also nurture such a culture and philosophy. Every club should take great care to maintain and live up to such a culture & philosophy.

Some important attributes that define the 'culture' or 'philosophy' of a club are:

- **Socio-economic Background:** Clubs for elite or higher class, club for rich people (many of the members are doctors, lawyers, solicitors, etc.) or club for middle class or poor people (lower working class)
- **Political/Religious Background:** Barcelona wants to be known as Catalans, Ajax has Jewish connection
- **Style of play:** Clubs who always promote Fair Play; clubs who stand for an attacking style of play, clubs who want to play on counter attack or defensive

style of play and clubs who always play rough, brutal but fair.

- **Structure:** Clubs with an open structure or with a close structure
- **Ownership:** Clubs owned and run by fans or by one single owner with authoritarian vision, clubs owned by a factory or big sponsor(s) for example: Juventus and FIAT, Wolfsburg and Volkswagen, Bayern München and Audi/Mercedes.

Financial problems led many European and South American clubs to be sold off to rich investors. Rich Sheikhs from middle-east, oil billionaires and rich businessmen across Asia now hold majority stake in well-known European clubs. For example: Manchester City owned by Sheik Mansour, FC Malaga owned by Al Thani Sheik from Qatar and Paris Saint Germain is owned by Qatar Investment Authority, a sovereign fund founded in 2005 to manage the oil and natural gas surpluses by the Government of Qatar.

5.5. Club Strategic Plan

Keeping in mind the club's culture, philosophy and above all mission each club should design its strategic plan. However these strategic efforts should also be aligned with overall development of football within India. To streamline and harness the efforts of the clubs in the right direction, AIFF has formulated a new National Curriculum (NC) and it must play an important part in the strategic planning of the clubs. The clubs must adopt the ideas and philosophy of the NC which will equally benefit both the clubs and national football. Once streamlined, these efforts will lead to high quality training & coaching at various levels and hence better nurturing & management of talented individuals. The final result will be better players through better coaching.

Another important aspect of successfully running a club is Club Organization. Every department, committee and individual across the hierarchy of club organization plays an important part in success of the Club. Finance, marketing, administration to youth development, coaches, players and managers everyone has to contribute. A sample model of a clubs organizational structure is shown below.

National Club Development Plan

Typical Organizational Structure of a Football Club



5.6. Club Infrastructure

Our research has confirmed that India lacks the infrastructure for conducting training & coaching at basic & high technical level. AFC has set certain mandatory guidelines for clubs in order to participate in Champions League or AFC Cup. These guidelines are adopted by the AIFF and professional clubs in India have to strictly adhere to these guidelines. Technical Director of the AIFF will monitor the clubs and ensure that they follow these guidelines. If unsatisfied, a warning will be issued to clubs explaining the areas of inadequacy. Strict action, which can be as rigid as cancelling the license, will be taken if clubs do not respond to subsequent warnings.

For professional clubs willing to participate in the I-League the AIFF will define standards to get a license to play in the I-League. These standards will be based on following attributes:

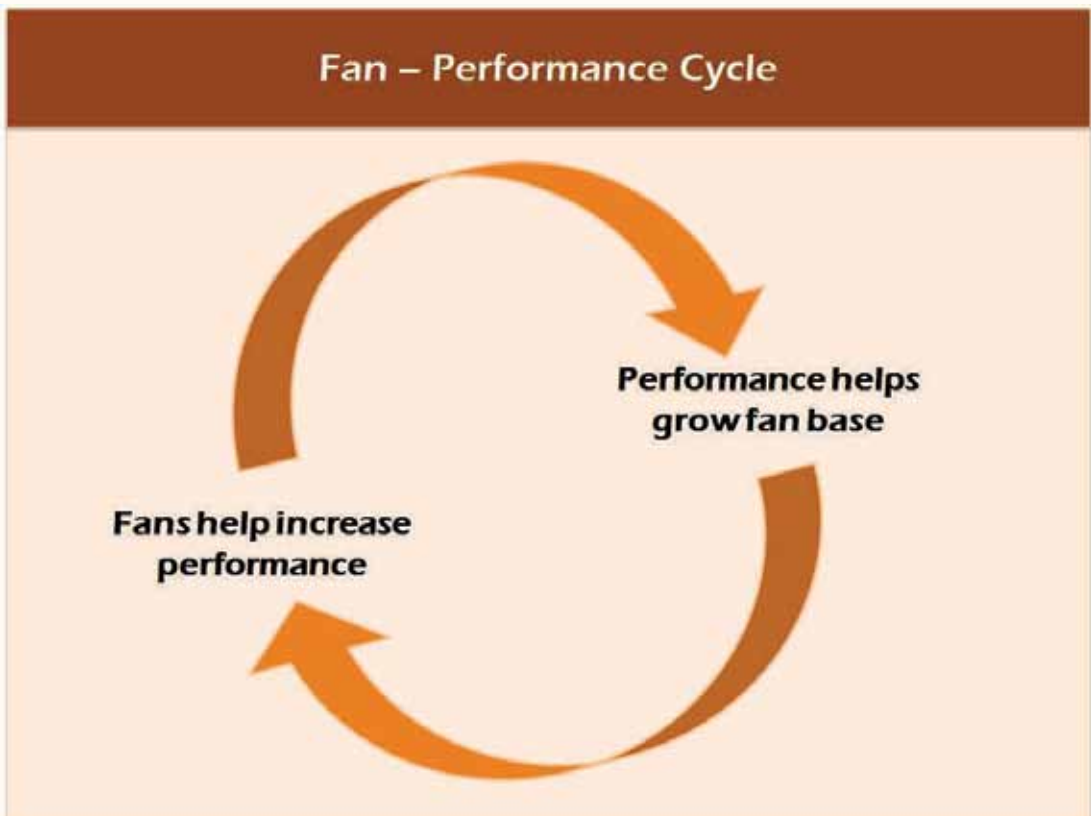
1. **Stadium:** Seating capacity, floodlights, playing field, parking facilities etc.
2. **Training:** Training field, equipment & gear, dressing rooms, medical rooms, player accommodation, physiotherapist room, etc .

3. Optional: Swimming pool for recovery, sauna, bath rooms, toilets etc.

Such infrastructure meeting the standards of the AFC & FIFA can only be developed with support from Government & local authorities/governing bodies. The AIFF together with clubs and their business partners will come up with a comprehensive plan to develop new & improve existing facilities.

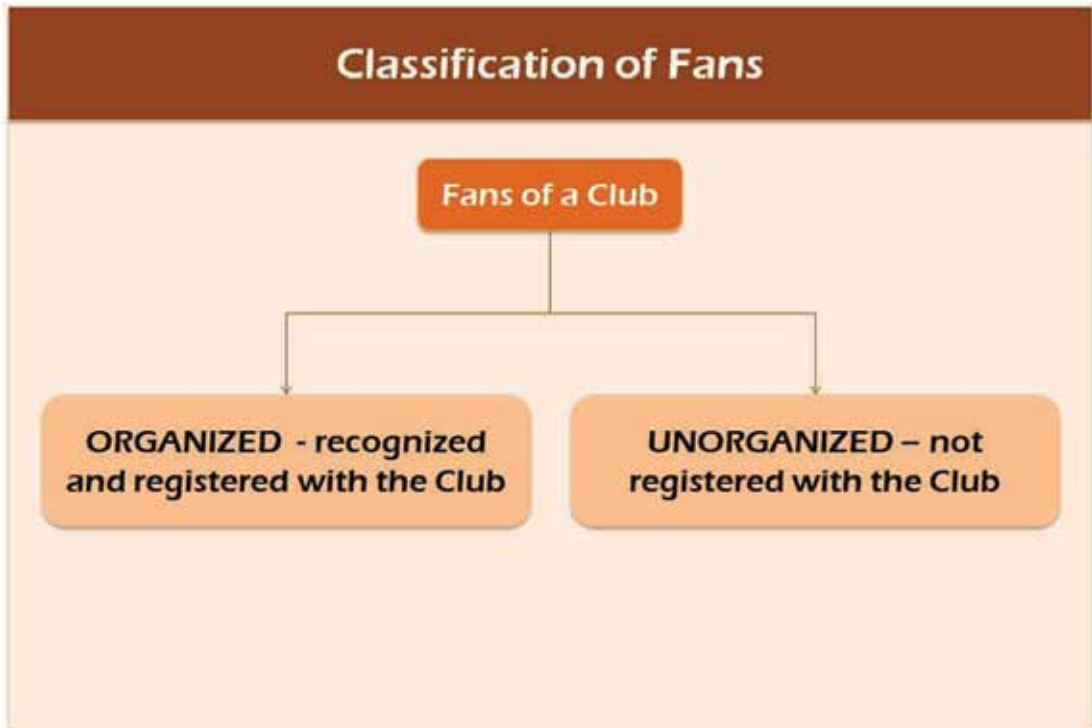
5.7. Fan-Club Policy

Fans are indispensable for the growth of any club. More number of fans will help a club in a number of ways e.g. revenue, local support and motivation and will result in better performance and vice-versa better performance will grow the fan base.



National Club Development Plan

Fans can be divided into two groups:



The AIFF realizes the importance of utilizing fans for the growth of a club. Hence AIFF along with the clubs will involve official fan-clubs in formulating the strategy and vision of the club. Official registered fans will have a greater say in matters relating to the club. A delegation representing the fan-club will have regular meetings with the board or the management. Historically, loyalty of fans has helped clubs grow & survive through difficult times and it is very important to give fans enough attention. Through proper representation and involvement fans can be connected well with the club.

SUMMARY OF INITIATIVES – CLUB DEVELOPMENT

SHORT AND MEDIUM TERM INITIATIVES (Year 2012-13)

1. Formulation of the Super League (based on the existing IPL model)
2. Each professional club should have a standard organizational structure as mentioned in the National Curriculum to register with AIFF.
3. AIFF and the professional clubs to involve official fan clubs in formulating the strategy and vision of the club.



CHAPTER 6

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CHAPTER 6

ELITE DOMESTIC COMPETITIONS (I-LEAGUE & FEDERATION CUP)



6.1 I-League

The history of our professional league goes back to 1996 when the National Football League was established by the All India Football Federation. The I-league was founded in 2006 after India's former top league the National Football League was disbanded in a successful effort aimed at professionalizing the game in India. The I-League currently consists of 14 clubs, with the first-placed team crowned champions, and the last two teams relegated to the second division. The I-League second division has 21 members divided over 3 groups. The top two teams from each group play against each other in a final round consisting of six teams. The top two from the final round gain promotion to the I-League.

6.1.1 Present

The I-League has been a successful endeavor in increasing the viewership and popularity of Indian Football as compared to the National Football League before 2006. Most of the clubs are backed well financially by passionate owners, and the players are paid well. Through publicity and media coverage, it can be said that the I-League has put Indian football back in the national consciousness.

However, the league falls way short of the potential that a country as large as India offers. With only 14 I-league clubs and 21 I-league 2nd Division teams in a country with 1.3 billion, the AIFF takes up the challenge to have a league with an exciting format to further increase viewership, generate money and create buzz. However, there are many problems that exist in the current system, including at the level of the individual clubs. All these must be addressed if India is to boast of a national league of good quality, which acts as an appropriate feeder system to the national teams, and which is exciting and attractive enough for budding players and their parents to consider playing professionally as a viable career option.

Problems with the present I-League

- **Infrastructure:** No club owns its stadium. Many clubs share stadiums, as a result of which matches often have to be played during day time under extreme warm conditions. 80% of the I-League clubs are confined to just 3 stadiums. Only two venues have floodlights.
- **Localization:** There is a big concentration of the I-League clubs in Goa (4 clubs) and Kolkata (4 clubs). The I-league thus does a poor job of representing the 1.3 billion strong population and the 32 States. Within the high concentration areas, the number of clubs has the effect of diluting the fanbase, sponsorship and viewership.
- **Fan Base:** Only four clubs have a strong fan-base and are community oriented. Three of the teams are institutional clubs. As a result, sponsorship opportunities are very limited, and revenue generated through sale of tickets and merchandise is very poor for most clubs. Also, there is no pride or prestige associated with playing for a football club team in India – due to the low

standard of football as well as the lack of money in the game in general.

- **Marketability:** TV coverage is Goa and Kolkata centric. Most of the matches are held during the day, which results in massive loss of viewership. Apart from cricket, all other popular sports are played in the evening in their native countries when the majority of people have come back home from a tiring day of work and are looking forward to watching the match. There is hardly any coverage of the I-League in the National newspapers. The matches are held in a period when the European football season is also in full swing, which snatches a huge chunk of the potential viewers away from the I-League.
- **Financial Strength and Lack of Incentive for the Clubs:** Majorly due to the lack of marketability of the I-League, there is currently a shortage of funds to further develop the league or financially incentivize the existing clubs. As a result, the clubs have to continuously invest money every season to build and maintain their respective teams without the scope of garnering any return. Such a system is financially unsustainable in the long run. Thus, there is a strong need not only to augment revenue streams of the I-League but also to incentivize the clubs appropriately so that they continue to invest money in improving the quality of the game in India.

6.1.2. Future

With the whole world acknowledging India's potential in football, the AIFF truly believes that right steps in a positive direction will help mobilize all available resources to provide a kick-start to the I-League and thus football in India. There is a need not just to restructure the format but also to design a roadmap towards making the I-league more marketable with help of the clubs and other stakeholders. Below are a few guidelines which the AIFF intends to follow to address the issues highlighted above.

Improving marketability – a Super I-League could be the answer!

One of the tried and tested methods around the world to improve the marketability of a football league is to get global 'icon' players to play in the league. This not only gathers strong media attention around the world but also improves the quality

of league games. This model has been successfully implemented in Japan, United States, Middle East and now also in China. However, just bringing in 'icon' players is hardly the 'magic' solution. The organization of the competition has to be world-class and financially sustainable in the long run. The stadiums have to be safe and of international standards and the timings of matches need to be more suitable. Ticket sales and media rights have to be increased and benefits of the league need to trickle down to clubs with the most competitive and professional clubs receiving the biggest rewards. Most important of all, the new plan has to seamlessly fit into the existing I-League structure and augment it rather than restructure it completely so that the good work done so far does not go waste. An 'augmenting' structure will also help the league structure to gradually satisfy various criteria laid down by the AFC and the FIFA.

6.1.3. Objectives of the Proposed Super I-League

Right at the onset, it is imperative to list down a few key objectives behind starting the Super I-League so that motivation behind the proposed model is well understood.

Key objectives of the Super I-League:

1. Improve marketability of Indian Football
2. Invite more investments into Indian Football
3. Incentivize competition and professionalism in Indian clubs
4. De-localize competitive club football in India
5. Raise the level of performance of the players

The first two objectives mentioned above are intended to bring in more funds so that standard of the game in India can be raised to international standard while the latter two are intended to reward the investments that are made by the existing I-League clubs and also help the benefits of the Super I-League to trickle down to the grassroot levels. Objective no. 4 will also ensure that the premier club competition in India is actually pan-India and not localized to limited pockets.

6.1.4. The Super I-League

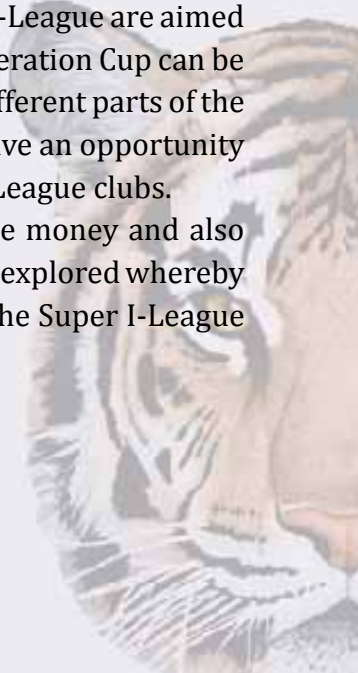
The AIFF is currently working with its partners IMG-Reliance to have a super-structure on top of the existing I-League to accommodate the Super I-League. The Super I-League is expected to make Indian football more attractive and marketable. However, it has to be clarified that despite introduction of a super league, the objectives of the I-League will only be met if other aspects such as infrastructure and professional organization of matches etc. are given their due attention. The entire league (including the Super I-League) has to be packaged very attractively so that sponsors can be attracted and retained. Financial benefits apart, playing in the Super I-League itself has to be an out-of-world experience for both players and clubs. On the other hand, a part of the revenue itself should be utilized to develop the underlying I-League which will form the basis of the Super I-League in future years. If executed well, the proposed league structure has the potential to address majority of the issues facing the I-League today.

6.2. The Federation Cup

The Master Plan intends to use the Federation Cup platform to further accomplish some of the objectives mentioned above. The I-League, Super I-League and the Federation Cup should all be designed in such a way they complement each other in revitalizing club football in India. As the I-League and Super I-League are aimed at rewarding the most competitive clubs in the country, the Federation Cup can be used to increase participation and popularize club football in different parts of the country. Accordingly, we would like to propose a structure to give an opportunity to regional clubs to compete at a national level with the top I-League clubs.

The winner of the Federation Cup receives a trophy plus prize money and also qualifies for next year's Super League. Yet another option can be explored whereby the winner of the Federation Cup plays against the winner of the Super I-League for the 2nd AFC Champions League spot.

Total no. of match days – 8





6.2.1 Revised Cost Estimates

In comparison to the current structure, the new proposed structure is designed to lower costs/help costs remain the same. As a major part of the costs includes travel and lodging, this is focused upon in the below illustration. The assumptions are –

- During the Qualification phase, the teams will travel by train
- The I-league teams and qualified teams will travel by air, however, for each knock-out match only one team will travel as the other team will be the “home team”.

6.2.2.Current Structure

Qualification Phase – 8 teams, divided into 2 groups, with the top 2 teams qualifying for final round.

Disadvantages –

- All 8 teams travel by air, stay for a minimum of 3 matches each (2 weeks)
- Only 8 teams, so country wide participation is not guaranteed

Final Round - 14 I-league teams + 2 qualified teams divided into 4 groups of 4, with the winner of each group progressing to the semi-final stage.

Disadvantages –

- All 14 I league teams travel to the common location
- Each team plays minimum of 3 matches at the venue, hence stay for a minimum of 2 weeks.
- Group winners stay for another week.

Total travel costs – 22 teams by air.

Total lodging costs – 16 team weeks (qualifying) + 36 team weeks – total of 52 team weeks.

6.2.3.Proposed Structure

Qualification Phase – 32 teams play in a knock-out system with 2 qualifying for the main phase. Matches will be held at one of the two teams' home stadium (decided by draw).

Advantages –

- Total travel – 31 team travels, all by rail
- Stay limited to half a week, so 16 team weeks, unchanged from current structure
- Country wide participation ensured

Final Round – 16 teams play in a knock-out format. Matches will be held at one of the two teams' home stadium (decided by draw).

I-League

Advantages –

- Total travel – 16 team travels, by air
- Stay limited to half a week, so 8 team weeks, well below current costs.

Total travel costs – 16 teams by air, 22 teams by train

Total lodging costs - 16 team weeks (qualifying) + 8 team weeks – total of just 24 team weeks.

As can be seen from above, it is expected that the total cost will be reduced in the new structure!

6.2.4. Season Long Schedule

It is intended that the Federation cup be inter-twined with the I-league, hence becoming a season-long competition. Currently about 1.5 months is devoted to the Federation cup and this delays the start of the I-League. In addition a 6 week break currently taken for the AFC Qualifiers, needs to be shortened to a maximum of two weeks.

The time saved by the above will make the Super-league scheduling possible. Constraints that should be taken into account for the scheduling of the Indian football season are as follows:

- 30th May – 15th August – Competitive football is difficult because of monsoons
- 1st April – 30th May – IPL (Indian Premier League), in the inception years of the Super League it is wise to avoid competing for sponsors and viewership etc with the now well established IPL
- A 4 week window should be made available for auction of players, marketing of the super league after the completion of I-league and Federation Cup
- The revised schedule should not adversely affect the costs associated with the Federation Cup or I-League

SUMMARY OF INITIATIVES – ELITE DOMESTIC COMPETITIONS

SHORT AND MEDIUM TERM INITIATIVES (Year 2012-13)

1. Introduction of the new Super I-league format – aiming at high quality football played in international-level stadiums across various regions with internationally recognized players for increased popularity.
2. Shortlist and implement means to generate funds – through improved marketability of I-league and the proposed Super I-league and inviting investments in the game.

LONG TERM INITIATIVES (Year 2013-15)

1. Introduce changes (in structure, format, etc.) to the Federation Cup with the aim to increase participation and popularize club football in different parts of the country. These changes include:
 - 1.1 Change in the Format of the Federation Cup to provide opportunity to regional clubs to compete with the I-league clubs
 - 1.2 Revised Cost Structure (through changes in format and mode of travel)
 - 1.3 Revise schedule for Federation Cup – inter-twined with I-league and make it a season long tournament.



CHAPTER 7

Women's Football

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CHAPTER 7 WOMEN'S FOOTBALL



7.1 Introduction

Indian Women have enjoyed comparable success to men across sports at international competitions in the last 10-15 years. Their participation in sports such as badminton, shooting, lawn tennis, table tennis, athletics, cricket, handball, basketball and hockey has been fairly recognized and they have tasted success in the Olympic Games in Athens, Commonwealth Games, and the Asian Games.

Success of individual players such as Anjali Bhagwat (shooting), Saina Nehwal (badminton), Sania Mirza (Tennis) and Anju Bobby George (athletics) has been an inspiration and a source of encouragement for Indian women to take up sports professionally.

In football, the fate of the Indian women's football team has been relatively better than our men's national team. Recently, the national team (women) won the Gold Medal at the 11th South Asian Games 2010, held at Dhaka. We also won the Gold

Women's Football

Medal at the 1st SAFF Women's Championship 2010 as well as 2011, held at Dhaka in December the same year. In more recent times – the U13 girl's football team won the Gold medal in 1st U-13 Girls Football Tournament held at Sri Lanka in March 2012.

However, the performance of the national women's team in Asia has been disappointing, as they haven't been able to qualify for the AFC Asian Cup for over 14 years now – since the heavy defeat to the Chinese in 1998. Our current ranking in Asia is 11 and the world FIFA ranking is 54.

7.2 Current State of Women's Football in India

7.2.1 National Competitions

All India Football Federation established the first nationwide inter-state football competition (league cum knockout tournament) for women in 1991 – known as the India Women's Football Championship. The tournament is played amongst various state football teams and currently 25 teams are registered for the tournament. Manipur has been the dominant state in these championships for over a decade now – and the state has the highest representation in the Indian national squad.

Apart from India Women's Football Championship, there are similar national junior championships like the Junior Girls National Championship (for U19s) and the Under-17 Girls National Championship.

Apart from these national competitions, there is scarcity of football leagues competitions at a regional/state level – a necessary step towards the popularity of football among women. Currently, there are two regional leagues – Calcutta Women's Football League and the Mumbai Women's Football League. Other regions majorly depend on the national-level competitions at different age groups.

7.2.2 National Coaching Camps and Tournaments

Every AFC competition is currently preceded by a month long coaching camp. With a lack of regular competitions, players need this camp to get 'competition ready' and gel as a team. The camps planned for 2012 are mentioned below.

The senior women's football team is scheduled to undergo a national/India camp for the upcoming SAFF Tournament to be held at Sri Lanka in September 2012.

The U19 girl's national team will undergo another coaching camp for the preparation for the AFC U-19 Women's Asian Cup 2013 (qualifying round 1) to be held in Malaysia in October 2012.

Similar coaching camp for the U-16 girl's national team for the preparation for AFC U-16 Women's Asian Cup 2013 (qualifying round 1) to be held in Malaysia in November 2012.

7.2.3 Key Challenges

a) Scarcity of Funds/Sponsors

The AIFF is spending 15% of the grant provided by FIFA for the development of women's grass root football – however with no other resource, these funds alone are not sufficient to ensure that local leagues and youth development activities are organized across the country.

In recent times, Indian men's football has been fairly successful in finding the sponsors to fund national and regional football competitions – however, the same cannot be said for women's football.

b) Post Retirement Job Security

A major deterrent for talented sportswomen to undertake football professionally is the lack of options for women post retirement from the game. Growth opportunity for women in football after retirement (coaching, clubs management, sports officers, etc.) is fairly limited, this is closely related to the lack of leagues and youth development activities at regional levels.

Special quota for women footballers undertaking government jobs needs to be revised to encourage the women to undertake the sport professionally.

c) Dearth of Coaches for Women's Football

There is a huge shortage of coaches in Indian football in general and women's football in particular. Participation of women in coaching – post retirement has been rare. The lack of training activities focussed on women

drives most talent towards men's football.

d) Social Pressure and Lack of Icons

There is a social stigma in the society which discourages women across the country to undertake football and other sports as a professional career after a particular age. Talented footballers leave the sport under this pressure in pursuit of higher education or to settle in family life.

This has gradually been changing in other sports, mostly due to the emergence of women icons, however such icons are sadly lacking in football. There has to be a concerted effort in the media to bring to the limelight, the current and future stars in women's football.

7.3. Development Plans

7.3.1 Short Term

o Residential Elite Academy - Home of Indian Women's Football

Due to the numerous problems that plague women's football, there is talent that is left un-nurtured and is wasted away. Even though it is difficult to fix all the problems in the short term, an incubation centre will help build a mini-ecosystem where these problems can be eliminated. Talented young women footballers between the age group of 14 and 18 years from different regions (districts/states) need to be brought together to a facility with the right infrastructure, coaching and support staff so as to give them a chance to develop their talent and become world class footballers.

The incubation centre will have the facilities to closely monitor the overall development of the players – including their academic performance, their diet and physical training. The academy program will also include international training camps to get the required exposure to the senior and the junior teams.

The academy infrastructure will also serve as a permanent venue for the training camp that precedes each AFC tournament for the Indian Women's team across age-groups.

o **Build Avenues for Women Footballers (Post-retirement)**

Like the male counterparts, additional work opportunities need to be reserved for women football professionals. This is a big source of encouragement for women pursuing the sport professionally – knowing that there are avenues for women post retirement to earn livelihood. This includes building avenues within football, by encouraging women coaches, referees and administrators and outside of it, through tie ups with Public Sector Industries that have similar schemes for women in other sports.

o **Create Awareness About Women's Football**

Despite winning numerous competitions (South Asian Gams, SAFF Womesn cup) in the last two years and having a FIFA ranking which is far ahead of the men's team, women's football does not receive the attention that it deserves in the media. This is a big deterrent to the growth of the sport, with no idols to look up to and no success stories to emulate, young footballers lack inspirational figures. The AIFF through its media arm will ensure that there is more attention given to future successes and will to bring focus on the top performers in future competitions.

o **Tap Corporate Funding**

Various corporate firms are undertaking sports initiatives as a part of their corporate social responsibility (CSR Initiatives). Women empowerment through football has tremendous potential to bring structural changes in society. Government entities and large corporate houses are eager to sponsor work in this domain and just looking for the right avenues.

Given the lack of revenue sources in women's football, it will be imperative to tap this resource and use it to develop the sport. Success stories such as 'Yuwa', (an NGO in Jharkhand that empowers women from across 25 villages through football), where numerous corporate have come forward and provided grants including Nike and Coke, need to be learnt from and emulated.

7.3.2. Long Term

o Coaches' Education

The shortage of qualified coaches has plagued the game (men's as well as women's) as the development of the youth is hampered due to improper coaching. Coaches training programs need to be implemented at the national level – where coaches should undergo coaches' training from international/world class professional. This knowledge should be further disseminated to the players at the national-level and district-level academies.

o Introduce Competitions at all Levels

The state associations and district sports offices should be responsible for conducting inter school, and inter district football competitions for women. A proper sports curriculum should be prepared and followed at the district level (under state association's supervision) – and a proper channel of selecting talented kids through inter-district and inter-zonal competitions should be in place. Conducting Intrastate Championships for U-16s, U-19 and Senior Women's by state associations with the help of AIFF formalize the talent identification process.

o Professional Clubs to Have Girls Teams

AIFF needs to help formalize the women's professional league and mandate all professional clubs (from the I-league (first division – to start with)) to follow the European club culture and form women's team along with the men's team – with support from the state associations and AIFF. This will help build a strong base to start a professional league in women's football at a national level. A mandate to reserve 5-10% budget for women's football across the I-league clubs may serve as a long term solution to ensure that the clubs keep investing in women's football.

SUMMARY OF INITIATIVES – WOMEN'S FOOTBALL

SHORT AND MEDIUM TERM INITIATIVES (Year 2012-13)

1. Establishment of residential elite academy for the women footballers between the age group of 14 to 18 years from different states.
2. Generate post retirement employment opportunities for women footballers.
3. Provide media attention and create awareness about success stories in women's football in upcoming/future tournaments.
4. Undertake steps to tap corporate funding in women's football.

LONG TERM INITIATIVES (Year 2013-15)

1. Improve the quality of coaches' training methods through improved (world class) coaching training programs.
2. Increase the number of competitions which take place for women's football at the school/district level.
3. Steps to mandate professional clubs across the country to have women's team – a base to start a national professional football league for women.



CHAPTER 8

Infrastructure and Support Structures

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CHAPTER 8 INFRASTRUCTURE AND SUPPORT STRUCTURES



“If you build it, he will come.”

*Quote from **Field of Dreams**, 1989 baseball-based movie*

8.1 Football Facilities

Without good facilities it would be impossible to reach our goals. It is important that we build more stadiums, better stadiums, more fields (grass and artificial). It is also critical that all existing and new facilities are maintained and upgraded regularly with the assistance of the (Local) Government(s).

8.1.1 Football Stadiums

In mid August 2011, AFC had sent a commission under the flagship of Vision Asia to check the quality of our stadiums.

Infrastructure and Support Structures

With the help of this report the AIFF will begin to implement these changes in 2012. The AIFF wants to meet the criteria set by the AFC, with an aim to secure more teams participating in the AFC Champions League.

8.1.2 Playing Fields – Natural Grass

To be able to achieve our goals of increasing the level of our players and our teams, we need at the same time to develop plans to raise the number and quality of our pitches. In Europe and America, grass fields are still the most favorite. However to address the limitations of grass fields in the number of matches that can be played in a certain time, weather circumstances, water available to irrigate the fields, treatment of the fields, manpower, etc. more and more associations are now favoring artificial fields. Efforts will be made to redevelop more high-quality natural grass pitches for matches and tournaments to be played by various clubs and national teams.

8.1.3 Playing Fields – Artificial Turf

As mentioned in the last section, artificial fields are becoming increasingly popular. Many of the matches of the Under 17 World Cup in Mexico as well as of the Under 20 World Cup in Columbia were played on artificial grass.

Concerns in using artificial turfs:

- Use of different type of muscles leading to more injuries
- Ball travels faster
- No natural bounce to the ball
- No smell of grass

Advantages of artificial turfs:

- Unlimited use of the field
- Consistent field conditions (Always flat surface)
- No holes or damage through sliding tackles
- Minimal maintenance and treatment required

Together with FIFA, the AIFF and its Stakeholders will increase the number of artificial fields substantially.

The average costs of an artificial field is around 500.000US\$ per field (one FIFA star).

8.1.4 Playing Fields for Small Sided Games – Natural Grass

In principle, kids should start to play with small sided games, 6 years onwards. At this age, kids are used to playing on all kinds of surfaces and feel comfortable even on the street. Grass, however, gives them a more ‘natural’ feeling. But looking at the latest developments in football we see that more and more countries are changing grass fields into artificial fields. Therefore, there is no pressing need to promote grass fields above artificial fields. It is more important for the kids to be able to play their games in a safe environment, with no danger from traffic or other dangerous influences, such as nearby rivers, beaches and deep waters etc.

8.1.5 Playing Fields for Small Sided Games – Artificial Turf

Availability of artificial fields for grass-root players is an advantage. There is no limitation to the usage pattern of these fields and these can be used for many other (sports) activities in addition to football. One of the disadvantages is the cost of installation of these fields. But many studies have proven that in the end artificial pitches are cheaper than grass due to high costs involved in maintaining natural grass pitches.

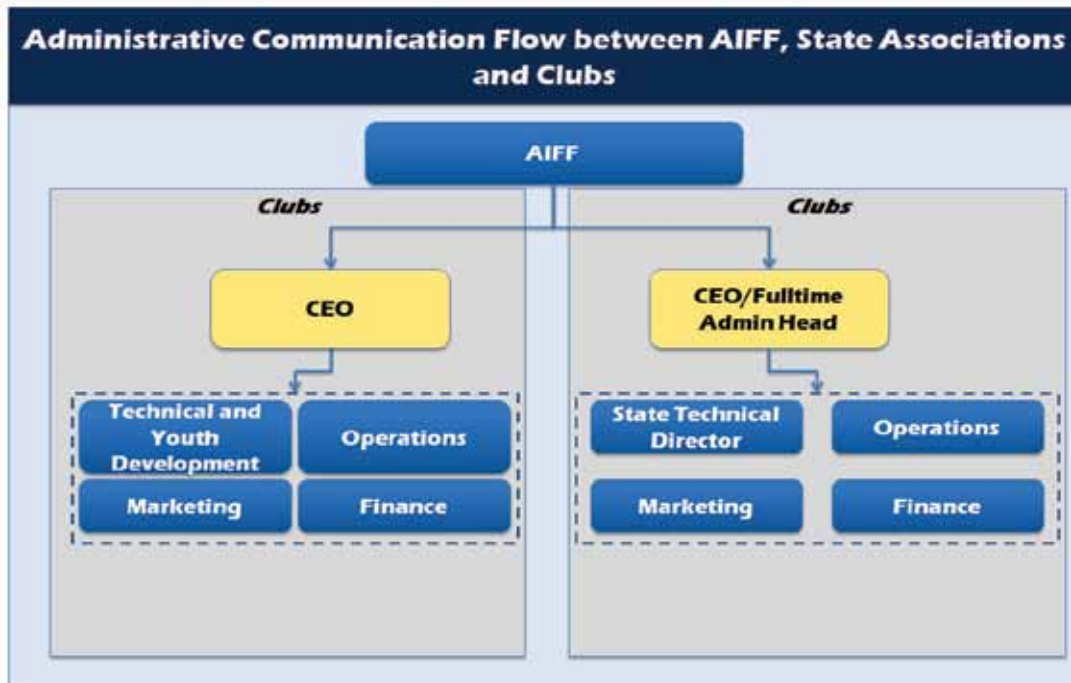
8.2 Administration

A strong and dynamic administrative team is necessary for seamless and effective communication and coordination with the clubs as well as with external/partner organizations such as AIFF, AFC, FIFA, local government, tax authorities etc.

Administrators are at the heart of the clubs and associations. They assist the technical staff in planning, organizing, executing all football related activities. It is, hence, essential that the administrators of clubs, football schools, academies, etc. are counselled by the AIFF and AFC on a regular basis so that they have complete clarity of their roles and responsibilities as per the organogram. Ideally, each club and state associations should have a full-time CEO/Administrative Head so that requisite time and effort can be put towards enhancement of the respective

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organization. These appointments will also help in smooth and more efficient communication between the AIFF, Clubs and State Associations.



8.2.1 High Performance Unit

The AIFF plans to start a 'High Performance Unit' (HPU) whose primary role would be to improve the quality of training and game, through elite development programs that match up to international standard of youth development. The HPU would focus on various aspects of the game including training of coaches, elite player pathways, state team representation and association/club development initiatives.

These will in turn, help to increase both the participation and standard of the game in the country. The HPU would thus play a key role in producing quality players for teams at all levels.

Another very important role of the HPU will be to establish an agenda in which all activities of the National Teams would be planned for the forthcoming cycles of

qualification for the World Cup, the Olympic Games, AFC Challenge Cup and AFC Cup games.

In addition to technical development, the HPU will thus be responsible to integrate and synchronize developmental activities at all levels culminating into the success of the Senior National Team.

8.3 National Football Training and Development Centre (NFTDC)

The AIFF is convinced of the necessity to have its own 'home of football'. As such, it wishes to set up a National Football Training Centre which will be ready in 2013. The NFTDC will be the center for all administrative departments as well as for all National Teams and staff members.

The center will host the following activities, among others:

- Coaching courses
- Referee courses
- Administration training courses
- Refresher courses for coaches and referees
- Lectures for stakeholders
- Staff meetings
- Board meetings
- Conferences, etc.

The center should have at least the following facilities:

- 4 fields, 2 grass pitches , 2 artificial pitches
- 1 artificial field for Small Sided Games
- 8 dressing rooms
- Gymnasium
- Swimming pool
- Dormitories and hotel rooms for minimum 64 guests
- Lecture rooms
- Conference rooms
- Video analysis room
- Restaurant and canteen

- Leisure room
- Administrative offices
- Reception, etc.

8.4 The AIFF Regional Academies

As mentioned in regards to the development pathway for elite players, football academies must play an important role in the development of the talents between 12 and 19 years of age. The AIFF has started three regional academies to begin with at the following locations:

- 1) Mumbai
- 2) Kolkata (Pailan)
- 3) Bangalore (FIFA Goal Project)

The first such academy has been operational in Mumbai since May 2012. The next academy is planned to be started in Kolkata (Pailan) in September 2012, while the one in Bangalore will be operational by 1st December 2012.

In 2013, the AIFF plans to open four more residential academies out of which the first one would be part of the Sikkim Goal Project.

8.4.1 Football Centers of Excellence (FCE's)

In all states where the game of football enjoys strong popularity, the AIFF plans to develop Football Centers of Excellence (FCE's). These FCE's would differ from academies in terms of the target age groups and will not provide for education and residential facilities. A basic FCE will have one (artificial) field for training and matches. These FCE's will primarily focus on players in two age groups - 8 to 10 years of age and 10 to 12 years of age. These centers will be run before or after school hours so that the players can travel to the facility to train or play matches. The thought behind FCE's is to provide a platform for young talents to get the best possible training and play high-quality matches. Additionally, these facilities can also be a platform for young players to be selected for one of the 4 (or later 8) regional academies. The first Elite academy will be opened in January 2013 for players born in 1995/96.

The Development Officer, with help of the local state association, will provide

qualified coaches to train the players. Balls, equipment, materials including bibs, cones, poles, nets etc. will be provided by the AIFF or the State Association. As and when necessary, the AIFF will also reimburse the travel costs for players from very poor economic backgrounds on a case-by-case basis.

The selections will be conducted in two age groups: 8-10 years and 10-12 years. In each age group, 25 players and 3 goalkeepers will be selected. These numbers will also enable the coach to organize training matches within the selected team members.

8.5 Medical Department

The AIFF will formally set up a Medical Department which will be available to all State and District Associations. It will work closely with a good hospital specializing in sports injuries and will provide health test procedures, surgery, physiotherapy, medical treatment etc for players. The Medical Department of the AIFF will concentrate on the National Team players of all age groups from under 14, under 17, under 19, under 21, under 22 and the Senior National Team. A database of the selected players will be available for clubs for better fitness and injury management. The Medical Department will work in close harmony with the medical departments of the clubs to keep the players fit. All relevant information will be exchanged between the two parties.

8.5.1 Test Procedure

Often we discuss about Indian football players being inferior to their global counterparts in terms of fitness. A complete test procedure for players will be developed to give all relevant medical information available to the coaching staff and the player himself. This procedure will provide information about:

- Weight
- Height
- Fat percentage
- Blood pressure
- Aerobic and an-aerobic capacity
- Recovery time
- Reaction time

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- Heart rate etc.

Such a procedure will not only help in creating a 'fitness database' of selected players across age groups but will also help in setting benchmark for our players and further research on this matter.

8.5.2 Data Administration

All information throughout a player's career, will be saved in a secure database. During the career of a player it is possible to track information about his health, injuries, progress, etc through effective database design.

This information would be a part of the total player information that would be registered in the 'Player Monitoring System'.

8.5.3 Club Involvement

It is clear that the main responsibility of a player's health lies with the clubs as the players spend more time with them. The AIFF is available for assistance and would encourage the clubs to work under a National Health System guided by the AIFF. This system would also help in communication between the AIFF, clubs and associations.

The clubs would need to adhere to certain standards of the Medical Department in order to get a license for the I-league.

SUMMARY OF INITIATIVES –INFRASTRUCTURE AND SUPPORT STRUCTURES

SHORT AND MEDIUM TERM INITIATIVES (Year 2012-13)

INFRASTRUCTURE AND ADMINISTRATION

1. Each State must strive to have its own 'home of football';
 - 1.1 At least one artificial field in each State.
2. Each State must have a proper building with a professional administration team of at least:
 - 2.1 one (account) manager
 - 2.2 one administrator
 - 2.3 one receptionist/secretary

The administrator will work in close cooperation with the Development Officer and later the State Technical Director.

LONG TERM INITIATIVES (Year 2013-15)

INFRASTRUCTURE

1. Each State must have its own 'home of football'. The facilities should have
 - 1.1 minimum one artificial field and one grass pitch
 - 1.2 flood lights
 - 1.3 dressing rooms
 - 1.4 medical centre where players can be treated for sport injuries
 - 1.5 room for physiotherapist and masseur
 - 1.6 room for instruction/video/etc
 - 1.7 gymnasium or indoor facility
 - 1.8 leisure room
 - 1.9 administration department
2. Playgrounds for Small Sided Games

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DEVELOPMENT OF SENIOR PLAYERS

1. Each State must have a 9 month competition
2. Each State must have a competition for community players and for elite players
3. Each State must have for elite players a competition with promotion and relegation rules
4. Each State competition is structured according to the rules and regulations of AIFF
5. Each State will have a budget for a National State Team (NST). The NST will participate once a year in the National State Championship

ORGANIZATIONAL STRUCTURE

1. Each State must have a full time administrator, account manager, competition manager, referee manager, coach education manager
2. Each State is working with the same software and linked to the AIFF
3. Each State will have a data base of
 - 3.1 Player registration (identification card)
 - 3.2 Club registration and transfers (change to other clubs)
4. All registered players will be insured by the respective association for 'injuries/accidents'





CHAPTER 9

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CHAPTER 9

COMMUNICATION AND PUBLIC RELATIONS



9.1. Public Relations

The Public Relations department in the AIFF is perhaps one of the most important departments. The PR staff must be well aware of the fact that they are responsible for the AIFF's smooth communication not only with the I-league clubs, the AFC, FIFA, UEFA, SAFF and neighbour associations, but also with the media, public and the government at various levels etc. The role of the PR team would be to perform all the activities related to keeping the public, the fans, the supporters, the sponsors and other stakeholders informed of all relevant initiatives and updates regarding the game in India.

9.1.1. Communication with the Clubs

Good communication with the clubs is essential for the success of the I-League, but even more for development of the game in India. The clubs invest a lot in the game and also play an important role in youth development, development of local infrastructure as well as building a bigger fan base. The AIFF must play an active role in helping the I-League clubs to set up their own public relations departments. This model will help both the AIFF as well as the clubs to communicate with each other on a daily basis and avoid misunderstandings on several issues such as but not limited to suspension of players, registration of players, match schedules, National Team matches, changes in the match agenda, etc.

9.1.2. Communication with AFC and FIFA

The AIFF also realizes that good relationship with the leading bodies of football administration is also of great importance. The AIFF must strive to have its own representatives in all major committees of FIFA and AFC. It would give the AIFF the possibility to assume a greater role in influencing the strategy of football development in Asia, as well as to draw the attention of FIFA and AFC towards various issues related to further development in the game in India.

9.1.3. Communication with Schools, Colleges and Universities

It is very important that our Development Officers build a good relationship with schools, colleges and universities. Promotion of the game, talent identification through organizing tournaments or competitions, skill tests, etc. are some of the means to get these entities involved in the developmental activities and to get more players involved in the game. All schools should be regularly informed about upcoming activities, tournaments, festivals etc. Our PR department will also try to build a long-standing relationship with these institutions and invite them to matches of the I-league and our National Teams.

9.1.4. Communication with Other Stakeholders

It is beyond doubt that good communication with all stakeholders is necessary in order to make the implementation of this Master Plan a success. It is in the interest of football in India that this plan is well received and that all relevant

parties involved assume their responsibilities. The AIFF also understands and acknowledges the role of the media in supporting this plan. At the same time, the AIFF is also open to receiving feedback from various quarters which will lead to a better understanding of the proposed changes in order to take our game of football to a higher level.

9.2. Events

All serious football nations want to play a role on the world stage. They want to organize international tournaments, play against international top teams, or even apply for the organization of the Asia Cup or even better – the World Cup. With the latest bids in mind where Russia will organize the World Cup in 2018 and Qatar was granted the World Cup in 2022, India must try to put a bid for the 2026 or 2030 World Cup.

This will not only challenge our players and technical staff to raise the level of our game, but it will also give our country INDIA as a whole to prove to the world our enormous potential.

The AIFF has already started an initiative to promote India as a candidate to organize the Under-17 World Cup in 2017. In March 2012, Mr. Praful Patel, President of the AIFF, also announced that India would launch a bid to host the prestigious Club World Cup in 2015.

Other initiatives that have been taken by the AIFF recently regarding events are:

- a. On the 2nd of September, 2011 a FIFA friendly match was played between Argentina and Venezuela in Kolkata which was the first FIFA friendly to be organized in India involving top footballing countries.
- b. On the 10th of January 2012, a friendly match was played between India and Bayern Munich in the Jawaharlal Nehru Stadium in New Delhi as a testimonial for Bhaichung Bhutia.

The AIFF intends to organize many such events in the near future in order to increase the popularity of the game in the country.

9.2.1. International Coaching Conference

Together with the AFC, we want to plan an yearly 'Coaching Conference' wherein coaches from all levels will be able to attend and follow workshops and lectures to keep themselves updated about the latest trends in training and coaching. Top coaches from abroad as well as the I-league teams and National Teams will give lectures on various related topics.

9.2.2 Sponsor Congress

Another event that is necessary to be able to play a key role in international football must be the yearly organization of a 'Sponsor Congress'. All sponsors of the AIFF and the I-League clubs will be invited to participate and showcase their products and build new relations. Also potential sponsors who might be interested to sponsor the football game are invited. This business-to-business (B2B) model has proved to be very successful in European countries and would be an eye opener for football in India as far as sponsorships are concerned.

9.2.3. Yearly Rewards

In 1992, the AIFF introduced the 'Player of the Year' award together with rewards for the Best Goalkeeper, Most Promising Talent etc. Although it already had a certain standing, the AIFF wants to make it 'the happening thing' at the end of each season. A weekly announcement in one of the leading newspapers on the performance of the best players will finally end in an event at the end of the year where the best scoring player, goalkeeper and 'rookie' of the year are announced. This event will be televised on one of the public channels or pay-channels and must get a lot of attention and bring football into limelight one more time after a long season. The players will not only get a memento but also prize money as part of the award.

9.2.3.1 Coach of the Year

Another initiative will be to announce 'Coach of the Year' at the same event. The Coach of the Year will be chosen by a panel of coaches and former players from

the I-league and the National Teams.

9.2.3.2 Referee of the Year

Similar to the coaches, referees must also be recognized as they too play a very important part in the development of the game. The 'Referee of the Year' award would go to the referee who has earned most points given by a neutral panel of former referees and coaches. The award like other annual awards will be published in one of the most important journals/newspapers of India.

9.2.3.3 Fair Play Award

The Fair Play Award will be given to the club who has earned the least points for disciplinary actions, yellow and red cards given to its players. This reward should also be widely publicized in the same manner as above.

SUMMARY OF INITIATIVES – EVENTS AND PR

SHORT AND MEDIUM TERM INITIATIVES (Year 2012-13)

1. Support I-league clubs to establish independent public relations department for each club.
2. Encourage open channels of communication at all levels for the development and popularization of football in India:
 - 2.1 AIFF representation at all AFC and FIFA meetings
 - 2.2 Open communication forum for schools, colleges and universities to have up to date information about upcoming tournaments, etc.
 - 2.3 Similar forums for communication with other stakeholders to allow these stakeholders to share feedback with AIFF for further development of the sport in the country.



CHAPTER 10

Football and Society

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CHAPTER 10 FOOTBALL AND SOCIETY



10.1. Studies

In India, traditionally, football or any sport has often been viewed as either an ordinary recreational activity or simply a waste of time. Parents try to limit their children's playing time and prefer them to spend maximum time on studying and scoring well in exams so that they can build a good professional career for themselves such as becoming doctors or lawyers. Pursuing professional football as a career is hardly, if ever, given a serious thought and there is a lot of scepticism on the possibility of making a good living through such a career. In most countries in Europe, South America or Africa, it is quite the opposite. Parents encourage their children to take up a football career and love to think of their son as a future Beckham, Ronaldo or Messi. They do not mind cutting short their kid's formal

education at high school or college, as long as he/she has the chance of making a career as a professional player.

The AIFF will take up the mission to make professional football an attractive career option in the minds of not only children, but also their parents. This would include holistic development of the sport including a better pathway for good talent, more professional competitions, better salaries, better social laws, etc. At the end of a professional football career, AIFF would create a pathway for former players. AIFF would also take the responsibility of creating jobs in football such as: technical directors, coaches, scouts, physiotherapists, masseurs, administrators, etc.

For example, 16-18 year old players from the Elite Academy would already be instructed to obtain the coaching D-license while 19-20 year old players from the Elite Academy would be instructed to obtain the coaching C-license. Such a step will ensure that the players from the Elite Academy would have better career options irrespective of whether they develop into successful players or not.

10.2. Social Aspects

Football is played for fun. Children love to play and to determine within their groups, who is the best, fastest, strongest, smartest, and so on. Football is one of the most effective methods to inculcate in children the values of team work, discipline and fair play.

While playing football children naturally work together in their teams in their efforts to beat the opponent team. However, a football game is always restricted by rules, and players learn to follow rules and respect each other at a young age.

'Fair play' must be rewarded, 'foul play' should be strongly discouraged.

The AIFF recognizes the above benefits to the society and its children that the game of football can deliver. As a result, one of the long term aims of the AIFF is to encourage as many children as possible to play and enjoy the game at grassroot levels through mass participation programs.

10.3. Learning from the Johan Cruyff Foundation

This foundation is a great example of taking up social responsibility in Holland. Former legend Johan Cruyff, together with the Dutch Football Association and the Government, has set up a foundation that attracts gifts and donations to form a budget in order to help former top-sport athletes (not limited to just soccer players) to train for a job in sports at the end of their sport career.

The Foundation offers former or current athletes to study at the ‘Sport Management College’.

This College offers courses in:

- Sports Management
- Sports Administration
- Sports Journalist
- Leisure Management
- Sports Directorship
- Sports Sponsorships

and many more.

The AIFF will also work closely with former athletes, and a number of Government departments, to create such a foundation in India, too.

10.4. Work

The AIFF, along with its sponsors, would seek opportunities for former National Team players and former I-League players to secure jobs related to football. With the help of the above mentioned foundation, former players or coaches would find new opportunities to work in sports and make a living out of it after their active sports career.

During their professional career, AIFF will together with the players’ association, organize different courses for the players. They will be offered choices to become:

- Trainer/Coach
- Talent Scout

- Administrator e.g. commercial employee, financial employee etc.
- Physiotherapist
- Masseur
- Physical Trainer
- Team Manager
- Sports/Soccer Commentator
- Sports/Soccer Journalist, etc.

10.5. Pension Fund

The AIFF together with the 'Players Association' will start a pension fund for professional players and coaches. The AIFF will take the responsibility of promoting the scheme to the professional clubs and encourage them to withdraw a certain amount from the player's monthly salary and contribute it toward this pension fund. At the end of a playing career, this fund will help to generate a regular income for the player.

10.6. Role of Private Sector (Sponsors)

Big companies need to own the responsibility for shaping the future health of our nation. Nowadays, kids grow up on junk food and as a result, many youngsters are overweight and unfit, sometimes with serious conditions such as obesity at a very young age.

These companies should be encouraged to take up initiatives through sponsorships, with an aim to engage in youth activities involving physical activity. This could be in terms of creating/maintaining outdoor playing facilities, organising games/competitions, where kids get to meet and compete against each other. For example, offering kids safe grounds away from the traffic, developing small fields to play small sided games, providing balls, equipment, and materials to play and practice their skills, conducting talent hunts, sponsoring professional coaching for kids from poorer backgrounds, etc are just some of the many ways in which the corporate can contribute.

The AIFF must convince potential sponsors to participate in the development of the game by increasing the number of participants and the level of our players.

10.7. Code of Conduct

There must be a model Code of Conduct for each major group of football participants:

- Players
- Spectators and Parents/Caretakers
- Coaches, Team Managers and Club Officials
- Match Officials – Referees, Assistant Referees, Fourth Officials and Substitute Referees

The AIFF plans to formalize specific Codes of Conduct for all of the above groups in order to provide a consistent direction of involvement and growth for these stakeholders.



SUMMARY OF INITIATIVES – FOOTBALL AND SOCIETY

LONG TERM INITIATIVES (Year 2013-15)

1. Work closely with former sportspersons and the government to create a foundation which provides opportunities for retired sportspersons to undertake jobs in the sporting as well as non sporting world.
2. Special focus by the AIFF – along with their sponsors for the current footballers (Indian National Team & professional clubs) to secure jobs in football post retirement.
3. AIFF along with the 'Player Association' to start pension fund for professional footballers and coaches.
4. AIFF to formalize specific Codes of Conduct for all groups (players, coaches, fans, and other officials) in order to provide a consistent direction of involvement and growth for these stakeholders.



SUMMARY OF INITIATIVES – YOUTH DEVELOPMENT

SHORT AND MEDIUM TERM INITIATIVES (Year 2012-13)

Youth Development

1. Write and Publish a National Youth Development Curriculum
 - 1.1 The curriculum will realize a specific ‘Indian Style of Play’
 - 1.2 The curriculum will also realize the same philosophy about training and coaching in India
2. Launch a website with ‘readymade’ training lessons for youth players.
3. Encourage each State to organize a youth league for players between 12 and 19 years of age.
4. Encourage each State to organize 9 v 9 (‘9-a-side’) School Leagues for players between 10-12 years of age.
5. Lobby with the School Games Federation to organize school football festivals in each State for players between 8 and 10 years of age.
6. Appoint a ‘Technical Director’ and a ‘Development Officer’ for each State.
7. Registration and medical examination of each player wanting to participate in a league, tournament or festival.
8. Encourage ‘local football schools’ to focus on recruiting young kids from poor areas and give them support education and food besides football training.

Talent Identification

1. Each State will have a full time scout (Chief Scout) who will be responsible for the scouting of talents from 12 to 19 years of age for the Academies and the National Teams.

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2. Each Chief Scout will be supported in each district by a 'District Scout'. The Chief Scout and the District Scouts will organize tippers and assistant scouts who will work under their guidance.
3. All tippers and scouts will work with a standard form published on the AIFF website and will send their information to the Head of Scouting.
4. The Chief Scout will put all information in a database.
5. Final selections will take place in cooperation with the National Team coaching staff.

LONG TERM INITIATIVES (Year 2013-15)

Youth Development

1. Each State must have a full time Technical Director, Development Officer and Chief Scout.
2. Each State must have a 9 month competition for various age groups, such as, under 8, under 10, under 12, under 14, under 16 and under 19.
3. Each State must have competition for community players and elite players
4. Each State will have a budget for grass-root development
5. Each State will have a budget for a State Team for under 13, under 14, under 15, under 16, under 17, under 19 and under 21

SUMMARY OF INITIATIVES – COACHES DEVELOPMENT

SHORT AND MEDIUM TERM INITIATIVES (Year 2012-13)

1. Restructure coach education
 - 1.1 Educate more instructors for D, C and B-license
 - 1.2 Produce sufficient coaching courses in all States

- 1.3 Organise refresher courses for A-license and Pro License coaches
- 1.4 Organize an annual Coaching Conference
- 1.5 Nominate 3 coaches for scholarship every year
2. Start a possible cooperation with the Australian FA or Dutch FA to realize all points mentioned in point 1

SUMMARY OF INITIATIVES – REFEREES DEVELOPMENT

SHORT AND MEDIUM TERM INITIATIVES (Year 2012-13)

1. Introduce a new referee education program
2. Introduce a pathway for referees
3. Assist the state associations to organize referee courses

LONG TERM INITIATIVES (Year 2013-15)

1. Establish a National Referee Academy for men and women

SUMMARY OF INITIATIVES – CLUB DEVELOPMENT

SHORT AND MEDIUM TERM INITIATIVES (Year 2012-13)

1. Formulation of the Super League (based on the existing IPL model)
2. Each professional club should have a standard organizational structure as mentioned in the National Curriculum to register with AIFF.
3. AIFF and the professional clubs to involve official fan clubs in formulating the strategy and vision of the club.

SUMMARY OF INITIATIVES – ELITE DOMESTIC COMPETITIONS

SHORT AND MEDIUM TERM INITIATIVES (Year 2012-13)

1. Introduction of the new Super I-league format – aiming at high quality football played in international-level stadiums across various regions with internationally recognized players for increased popularity.
2. Shortlist and implement means to generate funds – through improved marketability of I-league and the proposed Super I-league and inviting investments in the game.

LONG TERM INITIATIVES (Year 2013-15)

1. Introduce changes (in structure, format, etc.) to the Federation Cup with the aim to increase participation and popularize club football in different parts of the country. These changes include:
 - 1.1 Change in the Format of the Federation Cup to provide opportunity to regional clubs to compete with the I-league clubs
 - 1.2 Revised Cost Structure (through changes in format and mode of travel)
 - 1.3 Revise schedule for Federation Cup – inter-twined with I-league and make it a season long tournament.

SUMMARY OF INITIATIVES – WOMEN’S FOOTBALL

SHORT AND MEDIUM TERM INITIATIVES (Year 2012-13)

1. Establishment of residential elite academy for the women footballers between the age group of 14 to 18 years from different states.
2. Generate post retirement employment opportunities for women footballers.
3. Provide media attention and create awareness about success stories in

women's football in upcoming/future tournaments.

4. Undertake steps to tap corporate funding in women's football.

LONG TERM INITIATIVES (Year 2013-15)

1. Improve the quality of coaches' training methods through improved (world class) coaching training programs.
2. Increase the number of competitions which take place for women's football at the school/district level.
3. Steps to mandate professional clubs across the country to have women's team – a base to start a national professional football league for women.

SUMMARY OF INITIATIVES –INFRASTRUCTURE AND SUPPORT STRUCTURES

SHORT AND MEDIUM TERM INITIATIVES (Year 2012-13)

INFRASTRUCTURE AND ADMINISTRATION

1. Each State must strive to have its own 'home of football';
 - 1.1 At least one artificial field in each State.
2. Each State must have a proper building with a professional administration team of at least:
 - 2.1 one (account) manager
 - 2.2 one administrator
 - 2.3 one receptionist/secretary

The administrator will work in close cooperation with the Development Officer and later the State Technical Director.

LONG TERM INITIATIVES (Year 2013-15)

INFRASTRUCTURE

1. Each State must have its own 'home of football'. The facilities should have

Appendix

- 1.1 minimum one artificial field and one grass pitch
- 1.2 flood lights
- 1.3 dressing rooms
- 1.4 medical centre where players can be treated for sport injuries
- 1.5 room for physiotherapist and masseur
- 1.6 room for instruction/video/etc
- 1.7 gymnasium or indoor facility
- 1.8 leisure room
- 1.9 administration department
2. Playgrounds for Small Sided Games

DEVELOPMENT OF SENIOR PLAYERS

1. Each State must have a 9 month competition
2. Each State must have a competition for community players and for elite players
3. Each State must have for elite players a competition with promotion and relegation rules
4. Each State competition is structured according to the rules and regulations of AIFF
5. Each State will have a budget for a National State Team (NST). The NST will participate once a year in the National State Championship

ORGANIZATIONAL STRUCTURE

1. Each State must have a full time administrator, account manager, competition manager, referee manager, coach education manager
2. Each State is working with the same software and linked to the AIFF
3. Each State will have a data base of
 - 3.1 Player registration (identification card)
 - 3.2 Club registration and transfers (change to other clubs)
4. All registered players will be insured by the respective association for 'injuries/accidents'

SUMMARY OF INITIATIVES – FOOTBALL AND SOCIETY

LONG TERM INITIATIVES (Year 2013-15)

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Robert Baan