



# MAURITIUS FOOTBALL ASSOCIATION

FOOTBALL, is more than simply a Game...

Football is a Culture

Football is Social

Football is Commercial

Football is Performance

## Football Strategic Plan 2021-28



The **Mauritius Football Association** is the governing body of football in Mauritius. It was founded in 1952, affiliated with FIFA in 1964, and with CAF in 1965. The Association was formerly known as the Mauritius Sports Association but renamed to **Mauritius Football Association** in 1984 through the introduction of a Sports-Act by the **Government of Mauritius**. The Mauritius Football Association is governed by its through its' statutes and regulations and the General Assembly of the association is composed of its' affiliated members.

The **2021-2028 Strategic Plan** has been developed to provide directions and structures for the Association as it moves forward with programs and services to meet the current and future needs of Mauritian football, its' members, and the people of Mauritius.

The innovative roadmap provided by the Strategic Plan guides growth and development of all aspects of modern football requirements for the next eight years to improve and promote local football to become more attractive, competitive and self-sustainable **Sports-Entertainment Industry**. Mauritius has a sole TV-Broadcaster with sometimes, limited workforce and equipment depending on the number of events. The promotion of football events including live matches, highlights with stats, and other football events shall become more accessible and attractive to the local people and globally. To attract, create fans-identity and engage customers, the MFA needs to find ways and means to establish its own production of the image in assistance to the sole-TV Broadcaster and to develop its' Digital platforms to ensure that each event is reachable everywhere and at any time. This particular project should also be the turn-up point for the promotion and visibility of local-talented players to foreign clubs globally while enhancing the visibility, creating a pathway to interest sponsors, and helping in fans-engagement of our local Elite clubs.

Our goal is also to provide pathways to each young-talented player with an opportunity to play at the highest level and also promote sustainable training and development to advance to the next level by introducing new technological tools for improving both, individual and collective performances.

Our wish also is to strive to transform local of football **from Amateur to Professional Elite Football** for both Genders. Professional Elite Football is far to be a plan but a continuous process.

The continuous, innovative, and consistent implementation of the following projects shall assist the core of the development of **Mass-Football** to stir and sustain the **Youth Development programs**. This should create a developing link that should help Elite Clubs in building customer relations and fans-identities;

- Grassroots Football in primary schools with the close collaboration of the Ministry of Education;
- Futsal Inter-colleges (U15) for both Boys & Girls and
- The revamping of the Inter-colleges U16 & U20 football competitions for both boys and girls,

In light of this strategic plan, the MFA wants to help our men's and women's teams to reach international successes, particularly our senior teams to qualify for major tournaments and such success is a key focus for the next eight years. Our priority, to begin with, is the forthcoming Indian Ocean Island Games 2023, and to win the gold medal. This will be achievable only with the support of each stakeholder such as the **Mauritian Government** including the **Ministry of Youth Empowerment, Sports and Recreation, Ministry of Gender Equality & Family Welfare, Ministry of Education, Tertiary Education, Science and Technology, Ministry of Local Government and Disaster Risk Management**, and the **Ministry of Finance, Economic Planning and Development including the Economic Development Board**. Thus, we will be relying on all stakeholders including, international bodies like **FIFA, CAF** and private organizations for their support in the implementation of all projects and action plans that are related within this Strategic plan to ensuring the success of Strategic Objectives.

This strategic plan provides also a way forward towards the beginning of the next 8 years of the Association but all of us must work hard and give our best effort in the next years to ensure a better track record of developmental achievements of our football towards a successful and most preferred sports-entertainment industry. We believe that the Strategic-Lines put forward in this Strategic-plan are appropriate and that by working collectively with all stakeholders; we can ensure a very positive future for football in Mauritius.

Importantly, this Strategic-Plan provides the guidance and directions for administrative and technical staff to build appropriate action plans consistently and appropriately to serve as the detailed roadmap concerning how we achieve those Strategic-Objectives set out in this document. An excellent and structured relationship with an among all the stakeholders for the benefit of the sport is imperative to achieve the objectives. The necessary Legal-Infrastructures to cater and to encourage the development of a successful Professional-Sports industry which should also encourage investment and sponsorships from the private and corporate sector are of utmost importance. In these concept, Football stadiums shall remain more available, maintained and dedicated for Elite Football clubs with joint-management in view of better team trainings, match preparations and football event organizations and tailor-made to the requirements of each Elite football club.

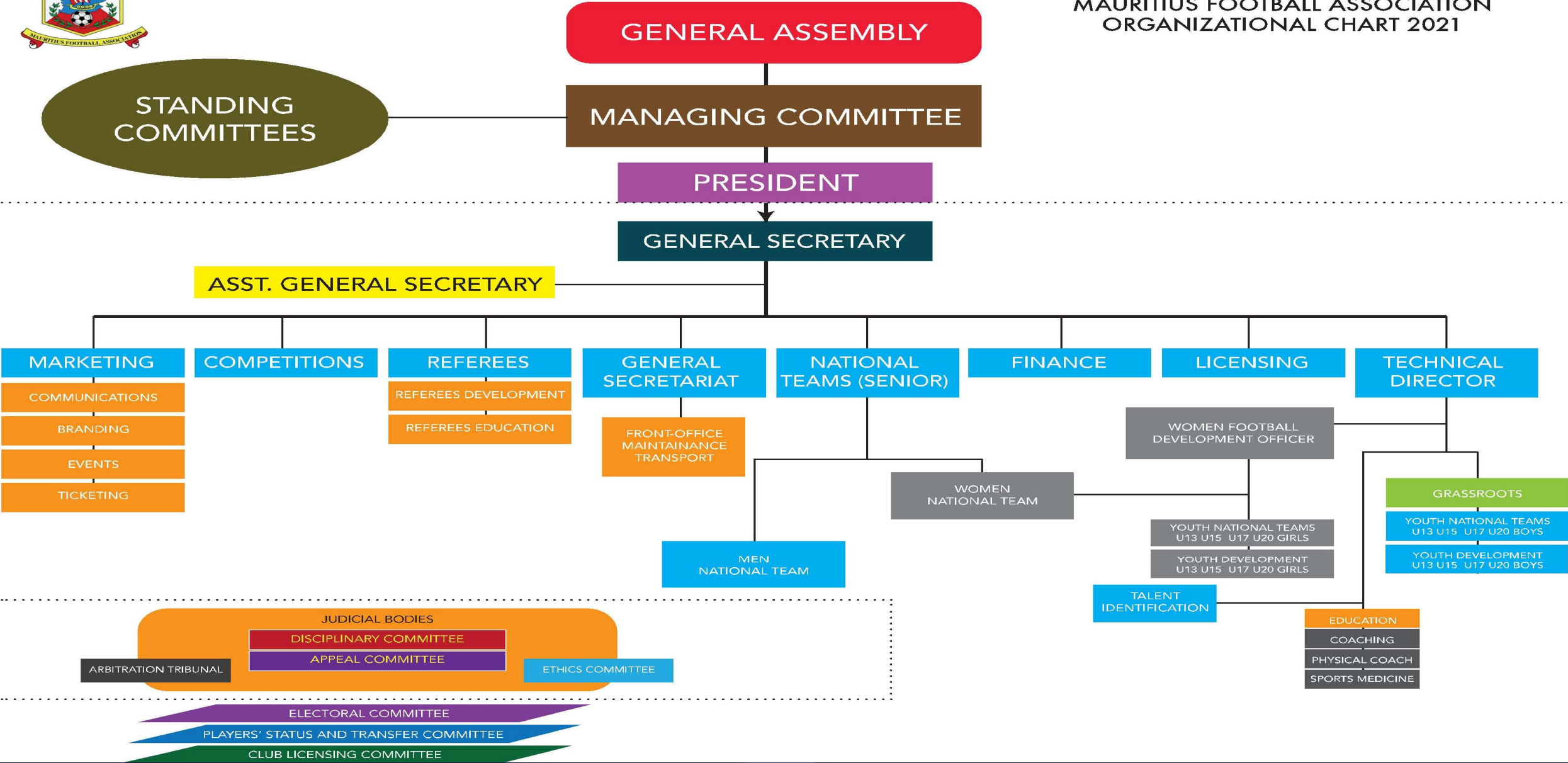
Several Strategic collaborations such as with the **Mauritius Broadcasting Corporation, S.L BENFICA and LaLiga** are of utmost importance to sustain the implementation of the Strategic-Objectives.

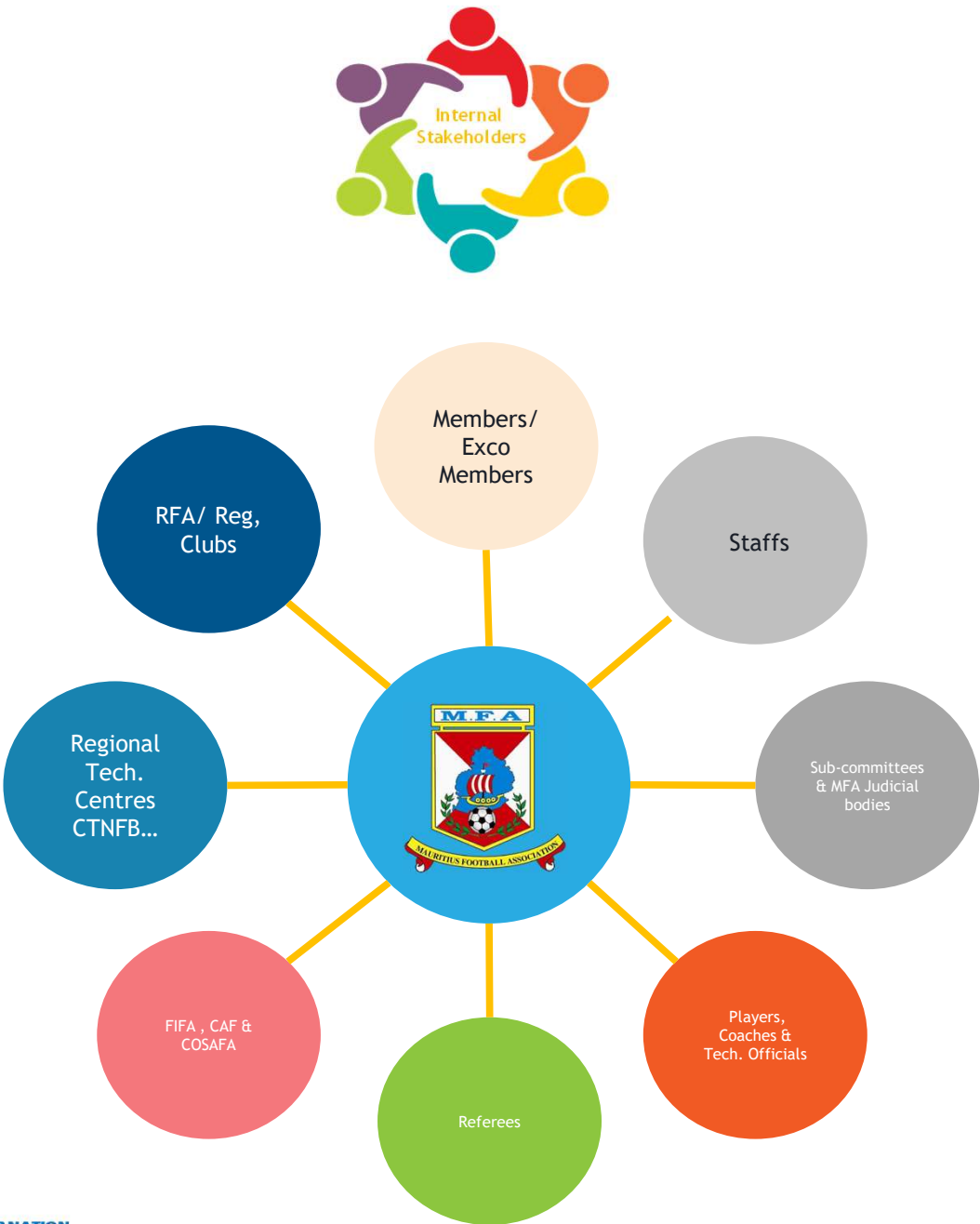
This plan is a call to action for everyone who touches the game. MFA has a leadership role to play and to achieve the objectives laid out. It is imperative that we collectively bring this document to life through our actions. The Strategic Plan is designed to help football leaders in every corner of Mauritius be more accountable while also being responsive to the needs of our football.





MAURITIUS FOOTBALL ASSOCIATION  
ORGANIZATIONAL CHART 2021





## 2.5 BENCHMARKING ANALYSIS OF PREMIER LEAGUE CLUBS

STRATEGIC PLAN 2021-28



| DESCCRITION                                                      | ASVP                           | ASPL2000                      | BOLTON                        | PAMP. S.C.                    |
|------------------------------------------------------------------|--------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Legal Framework                                                  | Association                    | Association                   | Association                   | Association                   |
| Senior Teams (Men & Women)                                       | Men                            | Men                           | Both                          | Both                          |
| Youth Academy & Team                                             | None                           | Own                           | Own                           | None                          |
| Women Football Development                                       | No                             | Yes                           | Yes                           | Yes                           |
| Annual Revenues                                                  | 2.1m                           | 2.5m                          | 2m                            | 2.5m                          |
| Cost of Players/yr                                               | 76.1%                          | 72%                           | 75%                           | 80%                           |
| No. of Internal Stakeholders                                     | 196                            | 420                           | 560                           | 218                           |
| Average No. of Fans attending Stadium per match in 2019          | 211                            | 800                           | 1200                          | 405                           |
| <b>Population within the region in 2019</b>                      | <b>105,183</b>                 | <b>118,815</b>                | <b>118,815</b>                | <b>141,261</b>                |
| <b>Population Density &amp; Total Area</b>                       | <b>1947/km2 &amp; 46.2 Km2</b> | <b>3200/km2 &amp; 46.7Km2</b> | <b>3200/km2 &amp; 46.7Km2</b> | <b>780/km2 &amp; 178.7Km2</b> |
| No. of Sponsor/Value in 2018                                     | 6 (500K)                       | 4 (800K)                      | 2 (800K)                      | 5 (1300K)                     |
| Marketing & Communication dept                                   | No                             | No                            | No                            | No                            |
| Management                                                       | Amateur                        | Amateur                       | Amateur                       | Amateur                       |
| Training Facilities/ Home Stadium in Region                      | Yes / Play in neighbor town    | Yes/Yes 2000 capacity shared  | Yes/ 2000 capacity shared     | Yes/ 15,000 Capacity shared   |
| Relation with Press/ TV Transmission/ Live Streaming             | Poor 3/10 No Streaming         | V. Poor 3/10 No Streaming     | Poor 4/10 No Streaming        | V. Poor 4/10 No Streaming     |
| Knowhow & Qualification of Workforce (Technical Staffs)          | Good                           | Good                          | Very Good                     | Good                          |
| Engagement of Volunteers                                         | 2/10                           | 4/10                          | 6/10                          | 3/10                          |
| Relationship with Local Authorities and Non-Organizations        | 7/10                           | 6/10                          | 7/10                          | 5/10                          |
| No. of Regional Clubs in region                                  | 13                             | 52                            | 52                            | 15                            |
| No. of Championship & Cup wins within last 10 years              | 3                              | 7                             | 5                             | 10                            |
| Popularity of Football among citizens of town                    | 3/10                           | 4/10                          | 5/10                          | 4/10                          |
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## 2.5 BENCHMARKING ANALAYSIS OF AVERAGE PREMIER LEAGUE CLUB TO MAURITIUS TURF CLUB

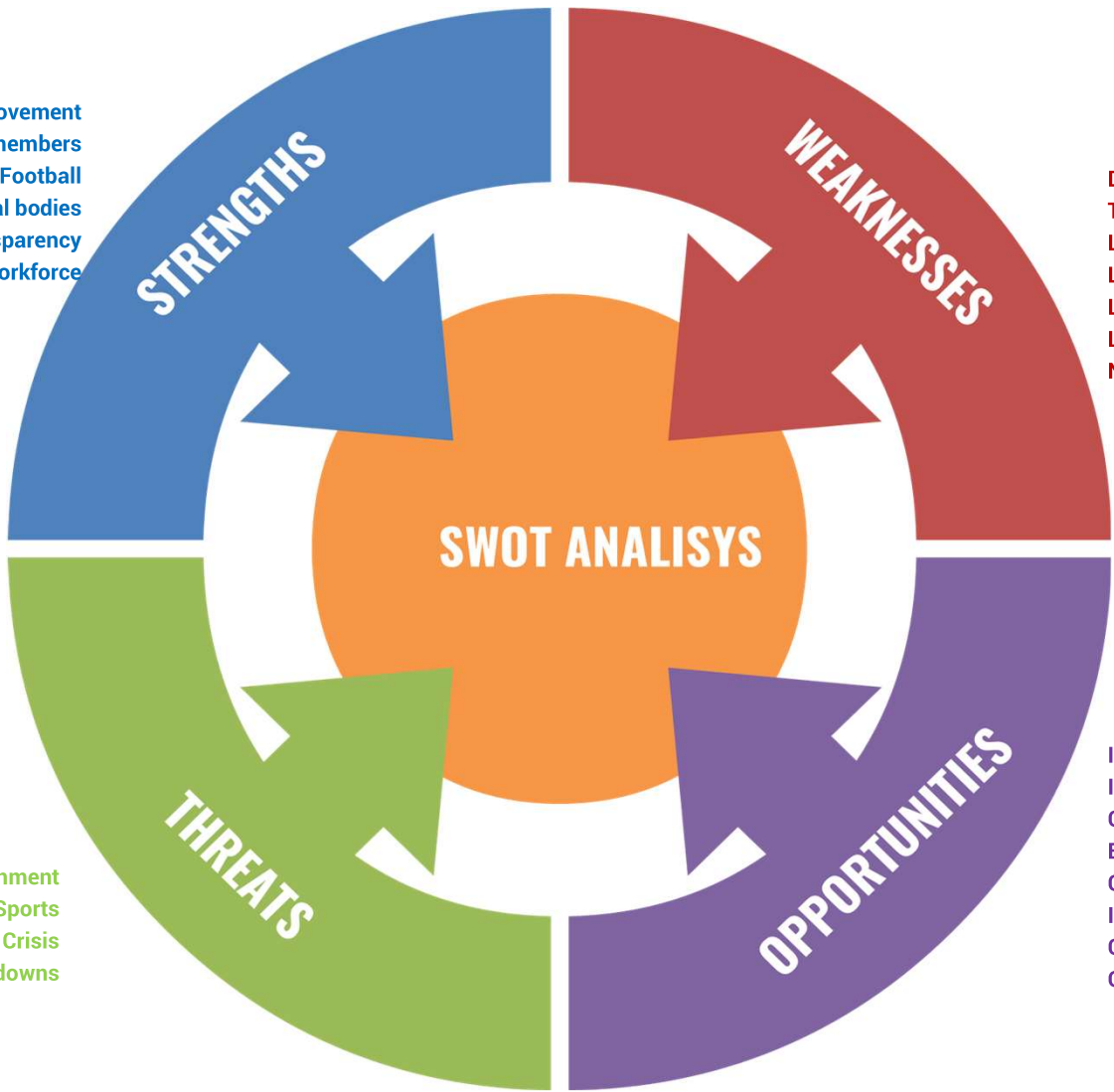
STRATEGIC PLAN 2021-28



| DESCCRITION                                               | FOOTBALL CLUB               | MAURITIUS TURF CLUB                                                                                                  |
|-----------------------------------------------------------|-----------------------------|----------------------------------------------------------------------------------------------------------------------|
| Legal Framework                                           | Association                 | <b>Association &amp; Corporate Entity</b>                                                                            |
| Senior Teams (Men & Women)                                | Both                        | <b>HORSE RACINGS</b>                                                                                                 |
| No. of Days or games per season                           | 22 Matches                  | <b>39 days x 8 races/day</b>                                                                                         |
| Annual Revenues                                           | 2.1m                        | <b>370m</b>                                                                                                          |
| Cost of Players/yr                                        | 76.1%                       | <b>72%</b>                                                                                                           |
| No. of Internal Stakeholders                              | 196                         | <b>3500 (989 members)</b>                                                                                            |
| Average No. of Fans attending per Event or day            | 211                         | <b>30,000</b>                                                                                                        |
| Average Population within the region                      | 105,000 average             | <b>Nationally 1.265m</b>                                                                                             |
| Population Density & Total Area                           | 1947/km2 & 46.2 Km2 (V-Phx) | <b>1618/km2 nationally</b>                                                                                           |
| No. of Sponsor/Value                                      | 4 for an average of Rs 300K | <b>Rs 256m</b>                                                                                                       |
| Revenue on Sales of Goods                                 | Rs Nil                      | <b>Rs 39m</b>                                                                                                        |
| Marketing & Communication dept                            | Nil                         | <b>YES (very aggressive)</b>                                                                                         |
| Management                                                | Amateur                     | <b>Professional</b>                                                                                                  |
| Training Facilities/Stadium in Region                     | Poor / 8/12                 | <b>Only one Venue (Champ de Mars)</b>                                                                                |
| Relation with Press/ TV Transmission/ Live Streaming      | Poor 3/10 No Streaming      | <b>Excellent 9.5/10, Own TV Production/Web TV, Aggressive Advertising</b>                                            |
| Knowhow & Qualification of Workforce                      | Poor                        | <b>Very Good</b>                                                                                                     |
| Engagement of Volunteers                                  | 2/10                        | <b>9/10</b>                                                                                                          |
| Relationship with Local Authorities and Non-Organizations | 3/10 Average                | <b>10/10</b>                                                                                                         |
| Popularity among citizens of town                         | 4/10 Regional-wide          | <b>4/10 Nationwide</b>                                                                                               |
| Betting Policy                                            | NO                          | <b>YES</b>                                                                                                           |
| Website/ Social Medias                                    | Website: N/A<br>No You-Tube | <b>Website: 23,500,000 Views<br/>You-Tube: 26,560 Videos, 50,000 views during Live Broadcast, 40,300 Subscribers</b> |



Stakeholders willing to accept change for improvement  
Highly experienced & dedicated Board members  
Population are highly interested in Football  
Good relationship with International bodies  
Good Governance & Transparency  
Qualified & Experienced Workforce



Divided implementations of Youth Players Development program  
Training & Stadium facilities not well maintained and managed  
Lack of Corporate-Tax incentives to encourage partnerships/ sponsorship for High-Level sports.  
Limited capacity of TV production & Digital contents  
Limited girls participation in Sports  
Lack of Players Welfare policy  
No Betting on Local Football

Change of priorities of the Government  
Absence of Legal framework for Professional Sports  
International & Local Financial Crisis  
COVID-19 Increasing risks & Locked-downs

Introduction of a strong Marketing & Communication dept.  
Increase New revenue streams  
Creating more attractiveness to Local Football  
Establishment of Strategic partnership with international sports entities  
Collaboration with Local Clubs, colleges & Schools  
Investment in new Legal Frameworks  
Creating openness and interest in Volunteers  
Organizing trainings for Workforce



### **VISION**

- ❖ **To seek the Qualification of the Mauritius National Team at the Final Phase of the AFCON 2026 and to make football become an Sports-Entertainment Industry in Mauritius.**

### **MISSIONS**

- ❖ To improve and promote competitive football (Men & Women) constantly in the interest of the members and citizens of Mauritius, in the unconditional light of fair play, Respect, Team Spirit and its unifying; educational, cultural and humanitarian values
- ❖ To develop and promote consistent Grassroot Football & Youth Football for both genders
- ❖ To promote and encourage Governance & Transparency at all level
- ❖ To protect the interests of its Members and promote friendly relations between its Members, Officials, Players and other stakeholders.
- ❖ To prevent all methods or practices which might jeopardize the integrity of the competitions and the member clubs or give rise to abuse.
- ❖ To innovate in terms of Image-Distribution & TV transmission of football activities through digital & technological tools.
- ❖ To identify and assist in the development of Business Models to Elite football clubs in line with their professionalization and assist the creation of a Football Industry in Mauritius.
- ❖ To recommend to the Government : appropriate Legal Infrastructures, policies & measures to assist the clubs in developing new revenue streams for the football clubs.
- ❖ To develop avenues for football players welfare.

### **VALUES**

- ❖ Governance,
- ❖ Transparency,
- ❖ Non-Discrimination,
- ❖ Equality,
- ❖ Resilience,
- ❖ Team-Spirit,
- ❖ Continuous Learning,
- ❖ Innovation,
- ❖ Respect &
- ❖ Bi-Directional Communication

## 4.1 STRATEGIC OBJECTIVES

S

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R

T

STRATEGIC PLAN 2021-28



Specific

Measurable

Achievable

Realistic

Timely



I  
INFORM

A  
ATTRACT

E  
ENGAGE

M  
MONETIZE

1

**PROFESSIONALIZATION OF ELITE CLUBS & DEVELOPING PATHWAYS FOR FOOTBALL TO BECOME A SPORTS-ENTERTAINMENT INDUSTRY**

2

**ENHANCE YOUTH FOOTBALL DEVELOPMENT FOR BOTH GENDER TO PRODUCE HIGH-PERFORMANCE FOOTBALL ATHLETES UNDER ONE UMBRELLA**

3

**TO DEVELOP VISIBILITY OF FOOTBALL EVENTS THROUGH THE INTRODUCTION OF DIGITAL FOOTBALL TV PRODUCTION UNIT TO SUPPORT EXISTING BROADCASTER(S)**

4

**ENCOURAGE & INNOVATE IN WOMEN FOOTBALL DEVELOPMENT & IMPROVE THE COMPETITIVENESS OF REGIONAL FOOTBALL**

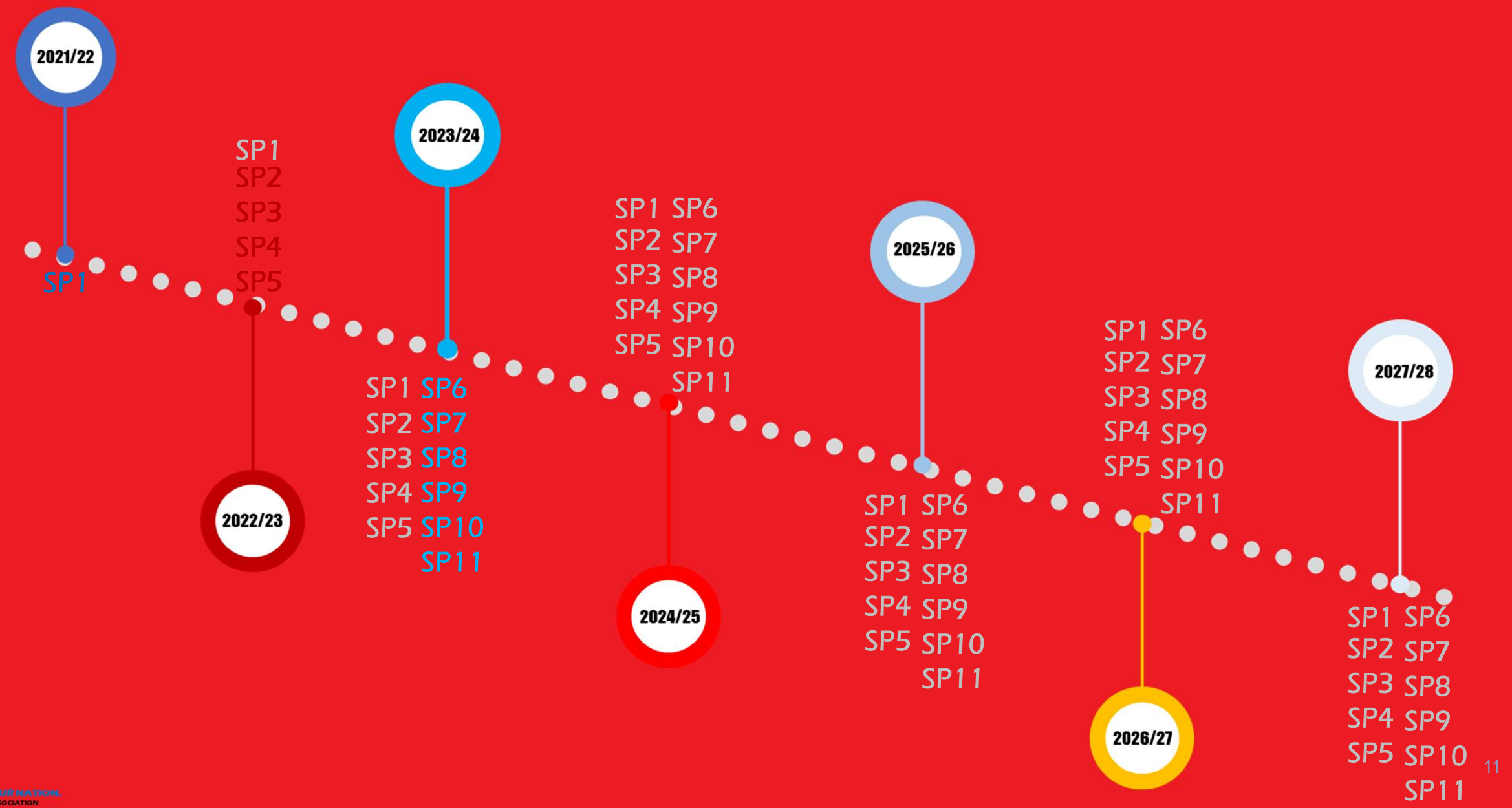


STRATEGIC PRIORITIES

1. Introduction of a **PLAYERS WELFARE FUND** to support players in difficulties- 2021/22;
2. The requirement of a Financial Grant from Government of Rs 3m/PL Club, Rs Rs2m/N1st Div. Club, Rs 1m/2nd Div. Club & Rs 500k /RFA are required to assist the clubs towards professionalization with a smooth decrease of 5% per year ( for National clubs) till 50% is achieved and a constant evaluation and assessment to be done accompanied with adequate criteria & controls - 2022/23.
3. Introduction of Club-Licensing - 2022/23;
4. Establishment of a **FOOTBALL MANAGEMENT EDUCATION INSTITUTE** (MQA approval & Recognize Internationally) - 2022/23.
5. Putting Football Stadiums and other sports infrastructures at the disposal of Elite Football Clubs in priority with joint management 2022/23;
6. Rebranding of National Football Clubs 2023/24;
7. Assisting the **GOVERNMENT** in elaborating and establishing necessary **LEGAL-FRAMEWORKS** to supports and sustain the implementation of Professional Football as an entertainment industry in Mauritius and to cater for Football Betting locally -2023/24;
8. Assisting clubs in the development of their **BUSINESS-MODELS** and Assisting football clubs in developing products – 2023/24.
9. Assisting clubs in their marketing strategies to become attractive and visible to; potential fans, investors and sponsors/partners 2023/24;
- 10.Assisting clubs in acquiring Technological tools to develop and enhance both individual and collective performances of players 2023/24;
- 11.To reach 40 matches per season per Premier League clubs as from 2023/24 to be played over 8/9 months to enhance the competitiveness.
- 12.To invest in necessary infrastructures whether tangible or intangible to ensure the success of the objectives.



TIMELINE





## TIMELINE

| DESCRIPTIONS/ ACTUAL                                                                                                                                                                                                                                                                                                                                    | TARGET OBJECTIVES                                                                                                                                                                                                                                                                                                                     | CONTROL & EVALUATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | FINANCIAL IMPLICATIONS       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| Introduction of a PLAYERS WELFARE FUND to support players in difficulties- 2021/22;                                                                                                                                                                                                                                                                     | +8,000 licensed players to be covered/yr                                                                                                                                                                                                                                                                                              |  Financial Audit ,Performance Appraisals & Annual Surveys                                                                                                                                                                                                                                                                                                                                                                                                        | MFA/Players & Clubs Rs 1m/yr |
| <p>The requirement of a Financial Grant from Government of Rs 3m/PL Club, Rs Rs2m/N1st Div. Club, Rs 1m/2nd Div. Club &amp; Rs 500k /RFA to assist the clubs towards professionalization with a smooth decrease of 5% per year ( for National clubs) till 50% is achieved with first 4 years moratory period.</p> <p>Introduction of Club-Licensing</p> | <p>As from 2022/23:</p> <p>PL Clubs Rs 3m ea.<br/>ND1 Clubs Rs 2m ea.<br/>ND2 Clubs Rs 1m ea.<br/>RFAs Rs 0.5m ea.</p> <p>As per strict conditions set forward</p> <p>1st year:</p> <p>A Club Manager &amp; Club House,<br/>CAF B License Head Coach<br/>Fans &amp; Members built-up<br/>1 x U17 Girls team &amp; 1 U17 Boys team</p> | <p> Continuous individual evaluations on annual targets as per CAF Club Licensing's;</p> <p> Financial Audit ,Performance Appraisals &amp; Annual Surveys</p> <p> Continuous individual evaluations on annual targets<br/>Financial Audit ,Performance Appraisals &amp; Annual Surveys</p> | MYSER Rs ~66m/yr             |
| Establishment of a FOOTBALL MANAGEMENT EDUCATION INSTITUTE (MQA approval & Recognize Internationally)                                                                                                                                                                                                                                                   | Training of 60 club participants/ yr- Cert & Diploma Levels.<br>As from 2023/24 +PgD. & Masters for 20 candidates/yr..                                                                                                                                                                                                                |  Annual Surveys                                                                                                                                                                                                                                                                                                                                                                                                                                                 | MFA - Rs 2m/yr               |
| Putting Football Stadiums and other sports infrastructures at the disposal of Elite Football Clubs in priority with joint management                                                                                                                                                                                                                    | As from 2022/23: Joint Management of Football Stadiums for a better optimization of use, commercialization & Maintenance, With club oriented use.                                                                                                                                                                                     |  Performance Appraisals & Annual Surveys                                                                                                                                                                                                                                                                                                                                                                                                                       | MFA - Rs 2m/yr               |
| Rebranding of National Football Clubs as from 2023/24;                                                                                                                                                                                                                                                                                                  | To rebrand national clubs in 2023/24 with help of Marketing Agencies with the support of the MFA                                                                                                                                                                                                                                      |  Trimestral & Annual Surveys                                                                                                                                                                                                                                                                                                                                                                                                                                   |                              |

**CONTINUE NEXT PAGE**



## TIMELINE

| DESCRIPTIONS/ ACTUAL                                                                                                                 | TARGET OBJECTIVES                                                                                                                                                                                                                                    | CONTROL & EVALUATION                                                                                                                         | FINANCIAL IMPLICATIONS  |
|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Assisting clubs in the development of their BUSINESS -MODELS and Assisting football clubs in developing commercial products          | As from 2023/24 with help of Marketing Agencies & the MFA, will work closely with PL Clubs & in a 2 <sup>nd</sup> phase with the ND1&2 Clubs for their development & implementation of their Business Models and assisting them in Developing their; |  Financial Audit ,Performance Appraisals & Annual Surveys | MFA – Rs incl. In above |
| Assisting clubs in their marketing strategies                                                                                        | <ol style="list-style-type: none"> <li>1. Communication,</li> <li>2. marketing &amp;</li> <li>3. Commercial strategies.</li> </ol>                                                                                                                   |  Continuous individual evaluations on annual targets.     | MFA – Rs incl. In above |
| Assisting clubs in acquiring Technological tools to develop and enhance both individual and collective performances of players       | To make promote and trained technical staffs of clubs onto the Use of New and unavailable as at to date, technological tools to enhance Performance of players on-field and off-field.                                                               |  Performance Appraisals & Annual Surveys                  | MFA – Rs 1m             |
| To reach 40 matches per season per Premier League clubs as from 2023/24 to be played over 8/9 months to enhance the competitiveness. | <p>To innovate the model of competitions to reach an average Of 40 matches incl. league and cups competitions (soft increase).</p> <p>With the possibility of combining 2 highest divisions.</p>                                                     |  Continuous evaluations on annual targets                | MFA – Rs 5m             |

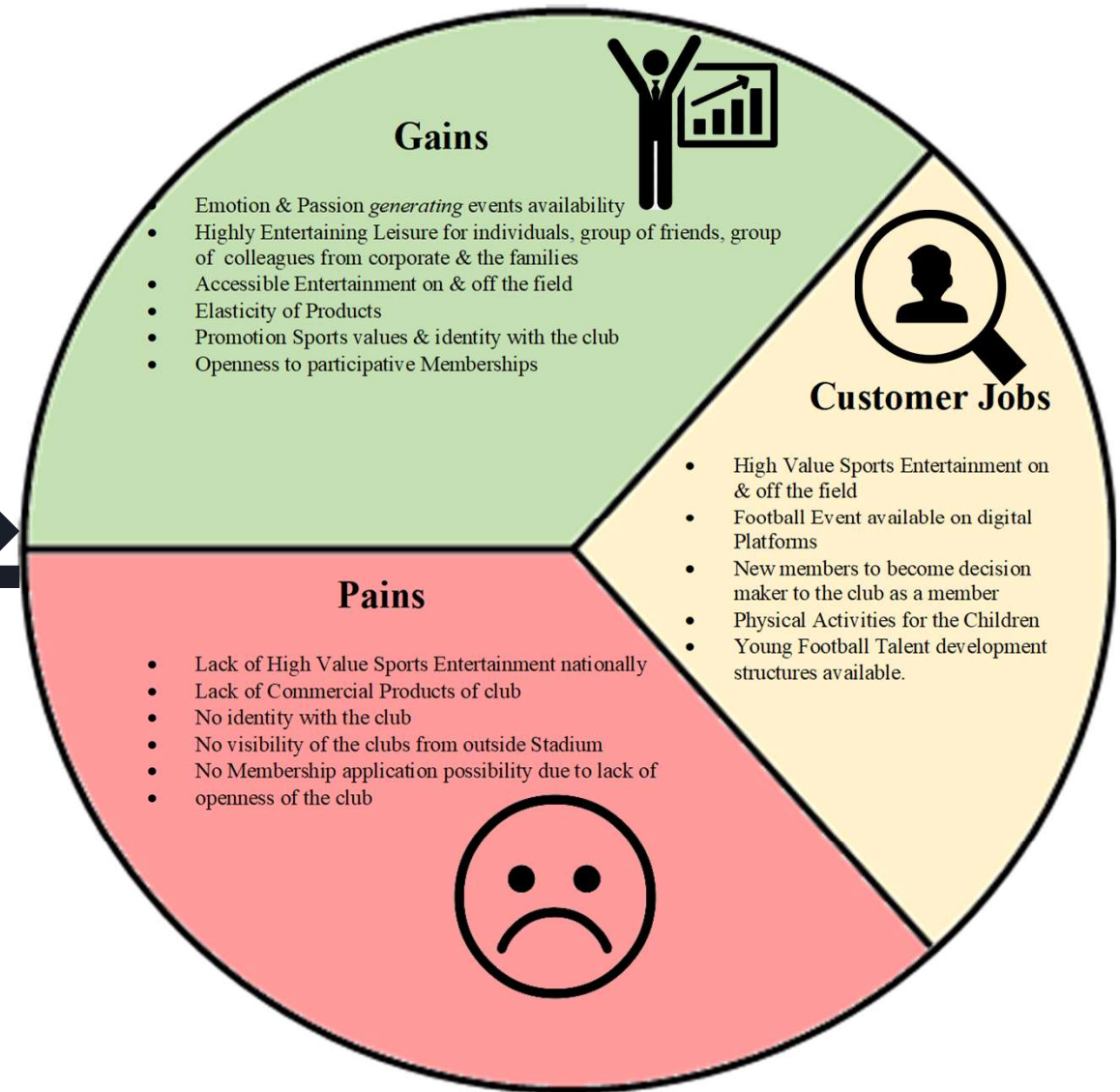


(MODEL TO BE FOLLOWED BY ELITE PROFESSIONAL CLUBS)

## VALUE PROPOSITION CANVAS OF FOOTBALL



## BUSINESS MODEL





## (MODEL TO BE FOLLOWED BY ELITE PROFESSIONAL CLUBS)

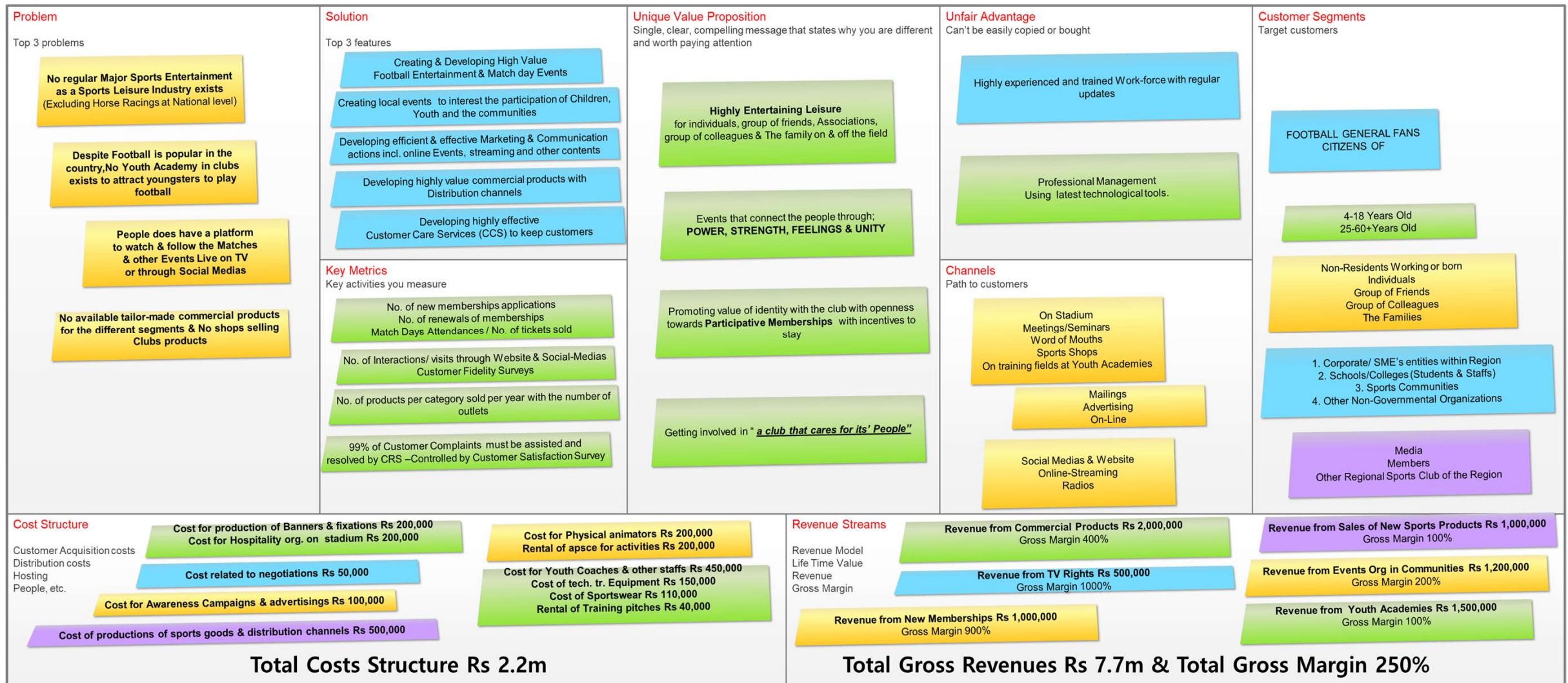
## PROPOSED MODEL OF LEAN CANVAS

## The Lean Canvas

## Average Proposed Model for Professional Elite Football Clubs

2021

Alteration #1



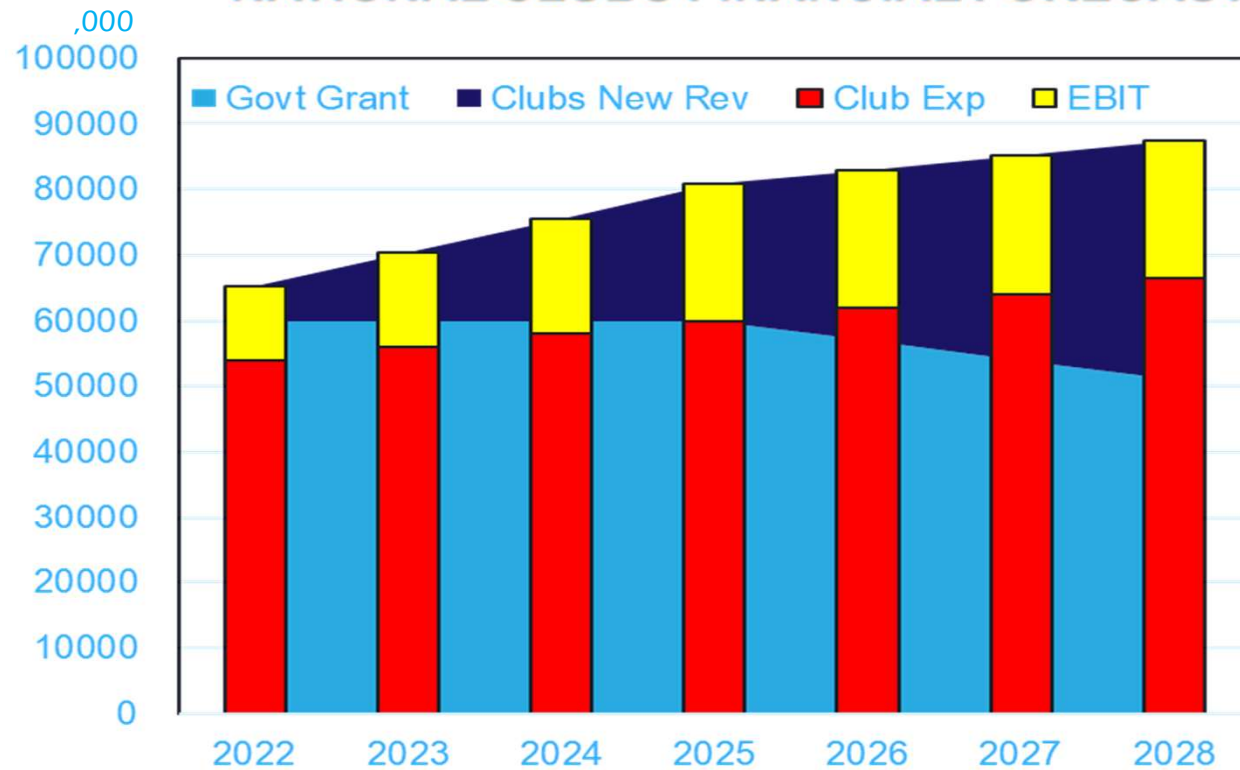
PRODUCT

MARKET

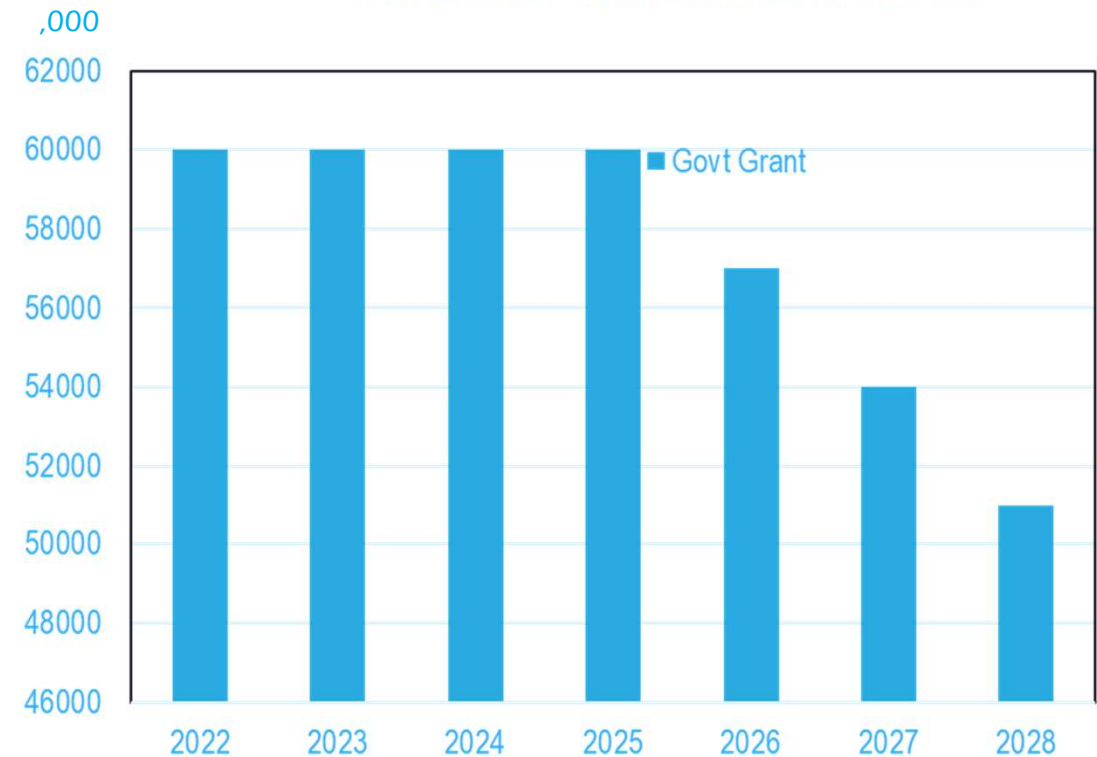


## FORECASTED FINANCIAL FLOW

### NATIONAL CLUBS FINANCIAL FORECAST



### FORECAST-GOVERNMENT GRANT





- 1. Implementation of the SL BENFICA HIGH-PERFORMANCE YOUTH FOOTBALL CENTRE;**
- 2. Consolidating Youth Development programs and implementing consistent Youth Leagues under a unique umbrella, the MFA;**
- 3. Enhancing Grassroot football, Inter-colleges U15 Futsal & revamping Inter-colleges U16 & U20 Football competitions for boys & girls;**
- 4. Educating & Licensing Technical Staffs (Coaches & Educators);**
- 5. Licensing and supervising Ecole de Football and Academies and ensure their compliance with the MFA & FIFA requirement and objectives;**
- 6. Organizing local & international Youth Football events and football exchange programs with other countries;**
- 7. Creating opportunities for a Football-for-Excellence program support Young-talented football players in acquiring higher academic education both locally and internationally, ensure an employment even after their football careers and develop avenues for young talented players in acquiring a professional club abroad;**
- 8. To invest in necessary infrastructures whether tangible or intangible to ensure the success of the objectives.**





## ANALYSIS Around the Island

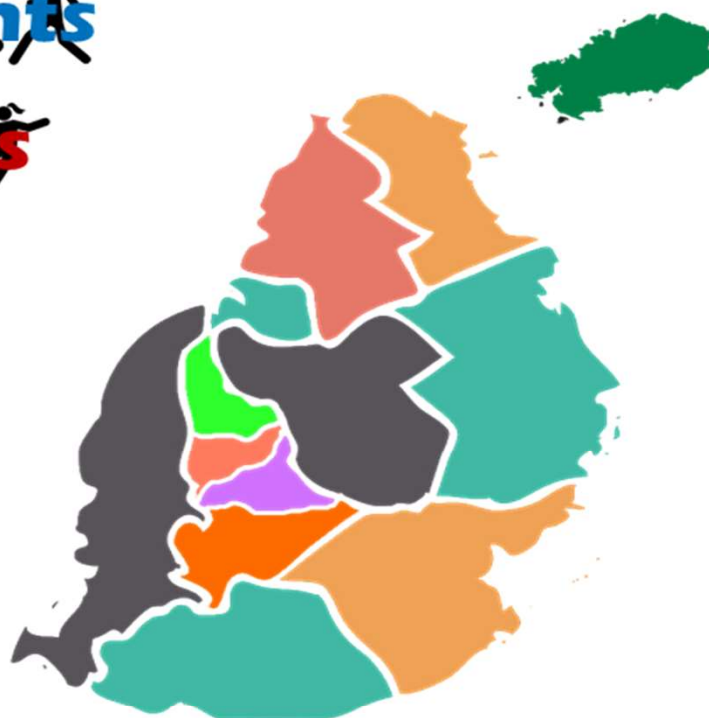
1 Regional Technical Centre in each of the Sports Regions (13)  
41 Football Schools (U10, U13, U15, U17 Boys & Girls categories)

**Total of 3500 youth players**

**94% Boys participants**

**6% Girls participants**

**100 % Men  
Educators**



## NATIONAL TECHNICAL CENTRE

**U13 Boys 30 players**

**U13 Girls 25 players**

**U15 Boys 25 players**

**U15 Girls 25 players**

**U17 Boys 25 players**

**U17 Girls 25 players**

**U19 Boys 25 players**

**U20 Girls 20 players**



**48.8% Girls  
Participants**  
80% Female Staffs



**51.2% Boys  
Participants**  
100% Male Staffs



## ANALYSIS Around the Island

Enhancing Grassroot football, Inter-colleges U15 Futsal & revamping Inter-colleges U16 & U20 Football competitions for boys & girls;

- GRASSROOTS FOOTBALL- Primary Schools**

8000 part.  
8-12yrs
→
12000 part.  
6-12yrs
- INTER-COLLEGES FUTSAL U15 Boys & Girls**

588 part.  
42 Girls colleges  
784 part.  
56 Boys colleges
→
1000  
&  
1500 part.
- INTER-COLLEGES FOOTBALL U15 Boys & Girls**
→

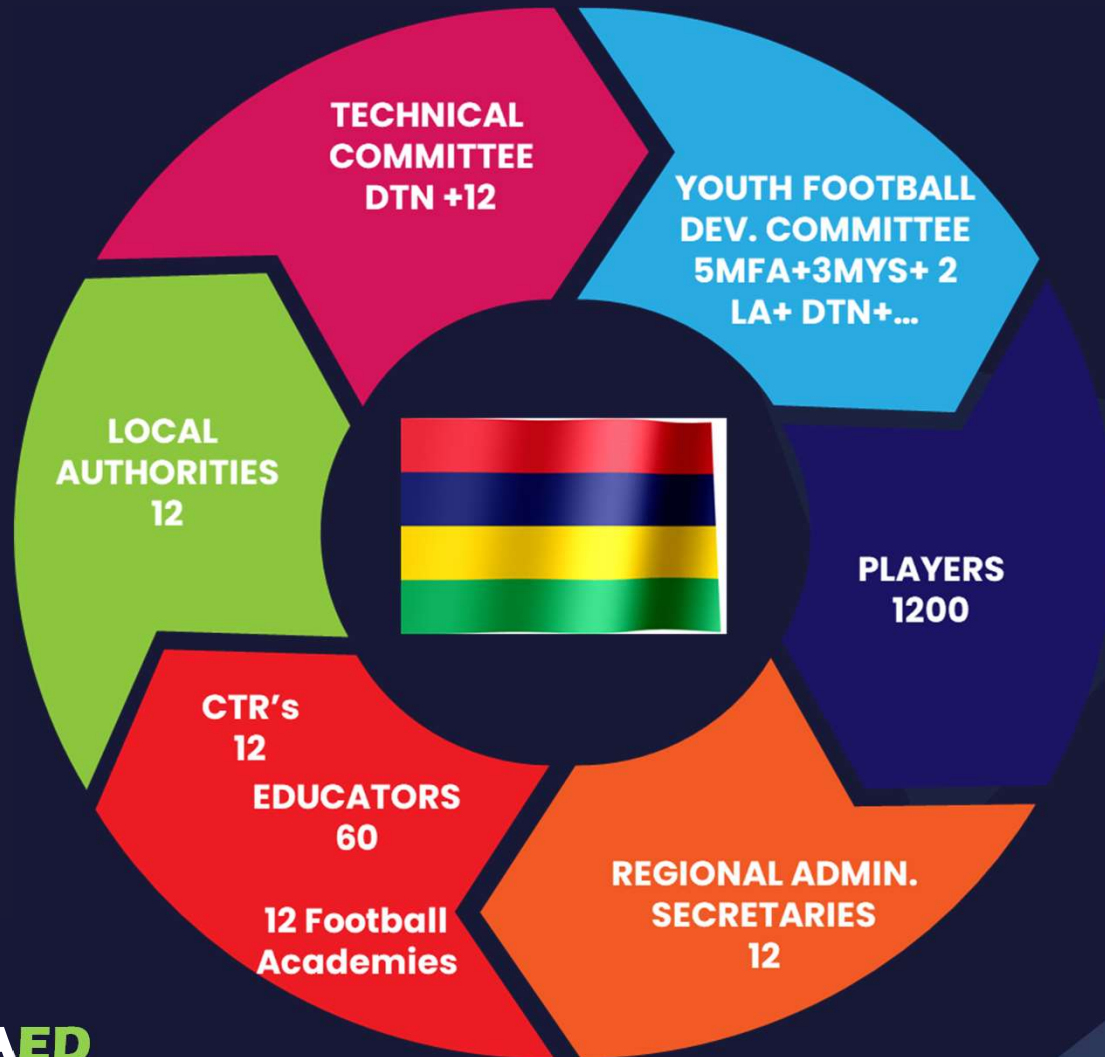
**Pan-African  
School Championship**  
Min. 50 Girls colleges  
& 90 Boys Colleges
- INTER-COLLEGES FOOTBALL U16 & U20 Boys & Girls**
→

**Min. 50 Girls colleges  
& 90 Boys Colleges**





## National Level

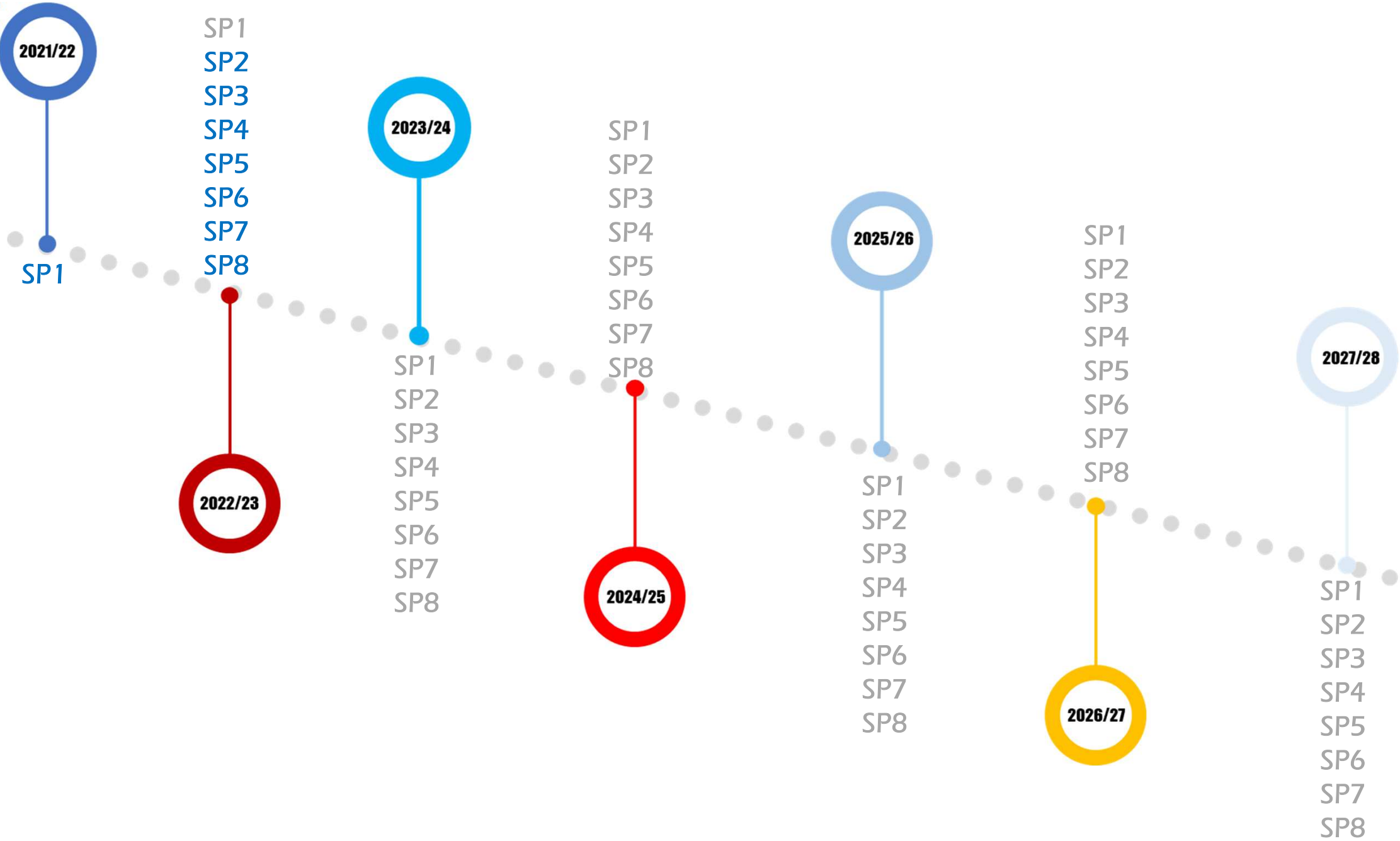


## Regional Level





TIMELINE



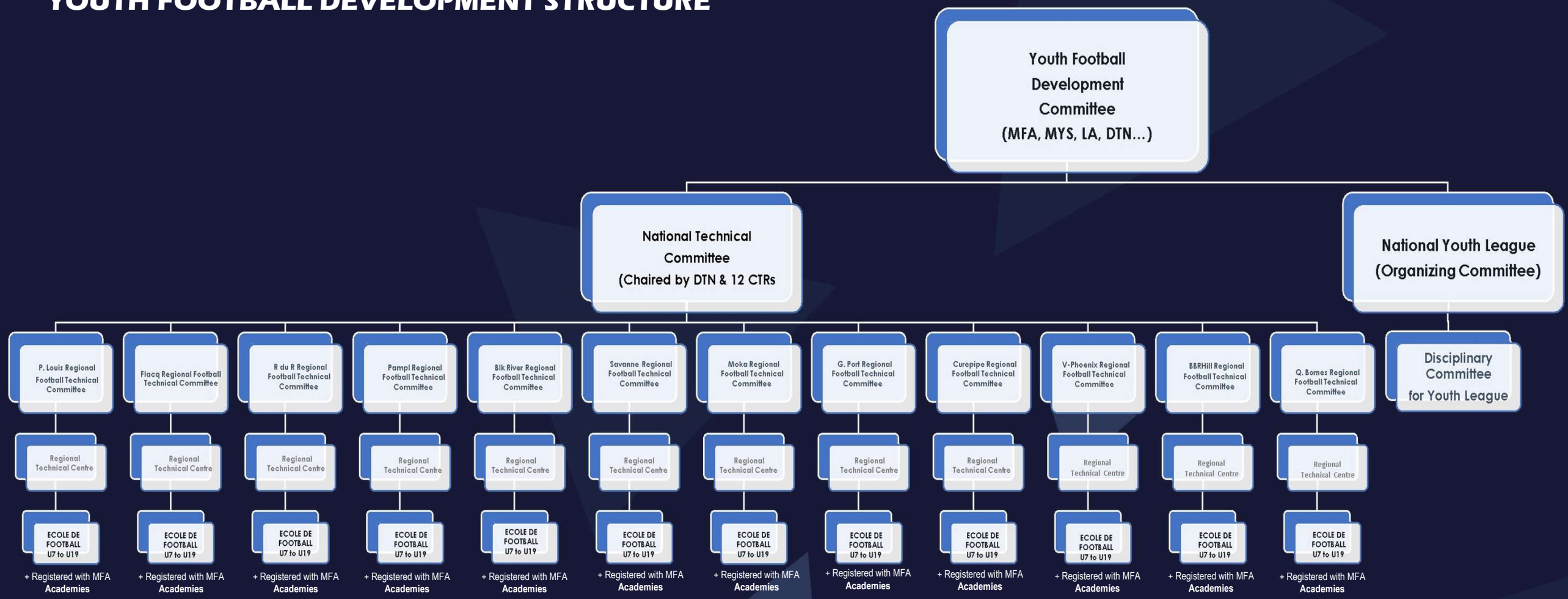


## KEY PERFORMANCE INDICATORS. CONTROL & EVALUATION

| DESCRIPTION/ ACTUAL                                                                                                                                                                                                                                                                                                          | TARGET OBJECTIVES in 2028                                                                                                                                                                                                                                                                                                                                                                                                       | CONTROL & EVALUATION                                                                                                                                                                                                                                                                                                                         | FINANCIAL IMPLICATIONS                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
| SLB High-Performance Youth Football Technical Centre with U15, 17 & U20 Boys & Girls                                                                                                                                                                                                                                         | High Performance Football trainings for 150 talented Boys & 150 talented Girls.<br><br>High- Performance Trainings and Preparations of Youth National Teams.<br><br>Qualifications in 2026 at CAN U20 or U17 Group Phase.                                                                                                                                                                                                       |  Feeding National Clubs with 25 Young Talented Boys & 25 Young Talented Girls/yr.<br><br>Performance Appraisals & Annual Surveys                                                                                                                          | Rs 14m/yr- MFA<br><br>Rs Rs 5m/yr MFA<br><br>Rs 3m/yr-MFA  |
| Youth Football development around the islands incl. 38 Ecole de Footballs & 13 Regional Technical Centers<br><br>1400 youth players with 6% Girls                                                                                                                                                                            | Youth Football development around the islands with 60 Ecole de Football as from 6yrs old properly structured with 60 Ecole de Footballs & 13 Regional Technical Centers with U7, U9, U11, U13, U15, U17 & U19 Boys & Girls including Festivals & Youth Leagues under the aegis of the MFA.<br><br>6,000 youth players with 30% Girls in 2028                                                                                    | <br> +50 youth players/yr.<br>56 Football Festivals /yr<br>Return Leagues for U13, U15, U17 & U19 Boys & Girls each yr.<br><br>Performance Appraisals & Annual Surveys | Rs 56m/ yr-MYESR                                           |
| Enhancing Grassroot football, (Actual 150 Schools)<br><br>Inter-colleges U15 Futsal competitions for boys & girls; Actual 90 Boys colleges & 42 Girls Colleges.<br><br>Revamping Inter-colleges U16 & U20 Football competitions for boys & girls; Actual-NONE                                                                | Grassroot Football with 200 primary Schools/yr.<br><br>Annual Inter colleges Futsal for U15 Boys & Girls incl. Coaches Trainings for PE Teachers for 120 boys schools & 60 Girls Schools (1800 boys & 900 Girls) in 2028.<br><br>Annual Inter colleges Football competitions for U16 Boys & Girls & U20 Boys incl. Coaches Trainings for PE Teachers for 120 boys colleges & 60 Girls Schools (4500 boys & 1500 Girls) in 2028. |  +10% incr./yr in participants.<br>As from 2024- Division-wise Inter-colleges Football competitions<br><br> Performance Appraisals & Annual Surveys                   | Rs 1.2m/yr- MFA<br><br>Rs Rs 1m/yr MFA<br><br>Rs 2m/yr-MFA |
|  Regional COACHES<br>10 CAF C Licenses<br>1 CAF B License<br>In 2021<br><br>Licensing and supervising Ecole de Football and Academies and ensure their compliance with the MFA & FIFA requirement and objectives;                         |  Regional COACHES<br>400 CAF C Licensees<br>200 CAF B Licensees<br>200 CAF A Licensees<br>600 MFA D Licensees<br>In 2028<br><br>Registration of all the private Academies (8) & design of special Regulation for the to operate and perform with their integration in the Youth Leagues.                                                    |  1 Group of 25 A Licensees /yr<br>2 Groups of 25 B Licensees /yr<br>2 Groups of 25 C licensees /yr<br>4 Groups of MFA D Licensees /yr<br><br>Performance Appraisals & Annual Surveys                                                                    | Rs 1.7m- MFA/Participants                                  |
| Creating opportunities for a Football-for-Excellence program support Young-talented football players in acquiring higher academic education both locally and internationally, ensure an employment even after their football careers and develop avenues for young talented players in acquiring a professional club abroad; | Negotiate with Tertiary Education Institutes and negotiate with the Sport For Excellence & Sponsors to support the Young Talented Players in Higher Educations or in Technical specialties .<br><br>To render more visible Young Talented players to potential foreign clubs.                                                                                                                                                   |  5 Tertiary Education Institutes in Partnership & 10 Corporate partners. 30 Beneficiaries/yr.<br><br> Performance Appraisals & Annual Surveys                      | Rs 3m/year- Sports For Excellence & Corporate patners      |



# YOUTH FOOTBALL DEVELOPMENT STRUCTURE





1. **Establishing strategic partnership AS FROM 2021/22 on TV Broadcasting with the Mauritius Broadcasting Corporation for TV Broadcasting of;**
  - a) *Local matches and*
  - b) *International matches (both local & abroad)*
  - c) *Local Football programs with highlights*
2. **Implementation of an MFA Digital Football Production Unit with latest Technological tools, AS FROM 2022/23 to cover Football Events & development of avenues for financial gain of clubs through visibility of their sponsors & Creating attractiveness for potential fans-engagements to clubs through;**
  - a) *Development of Football STATS & Development of Advert Spots;*
  - b) *Developing Live-Streaming of Football matches of Digital-Media*
  - c) *Post-match Highlights on YouTube and other Social-Medias*
  - d) *Introduction of a Mobile-App.*
  - e) *Availability of videos of matches for pre & post-match analysis to clubs*
3. **c) To invest in necessary infrastructures whether tangible or intangible to ensure the success of the objectives.**

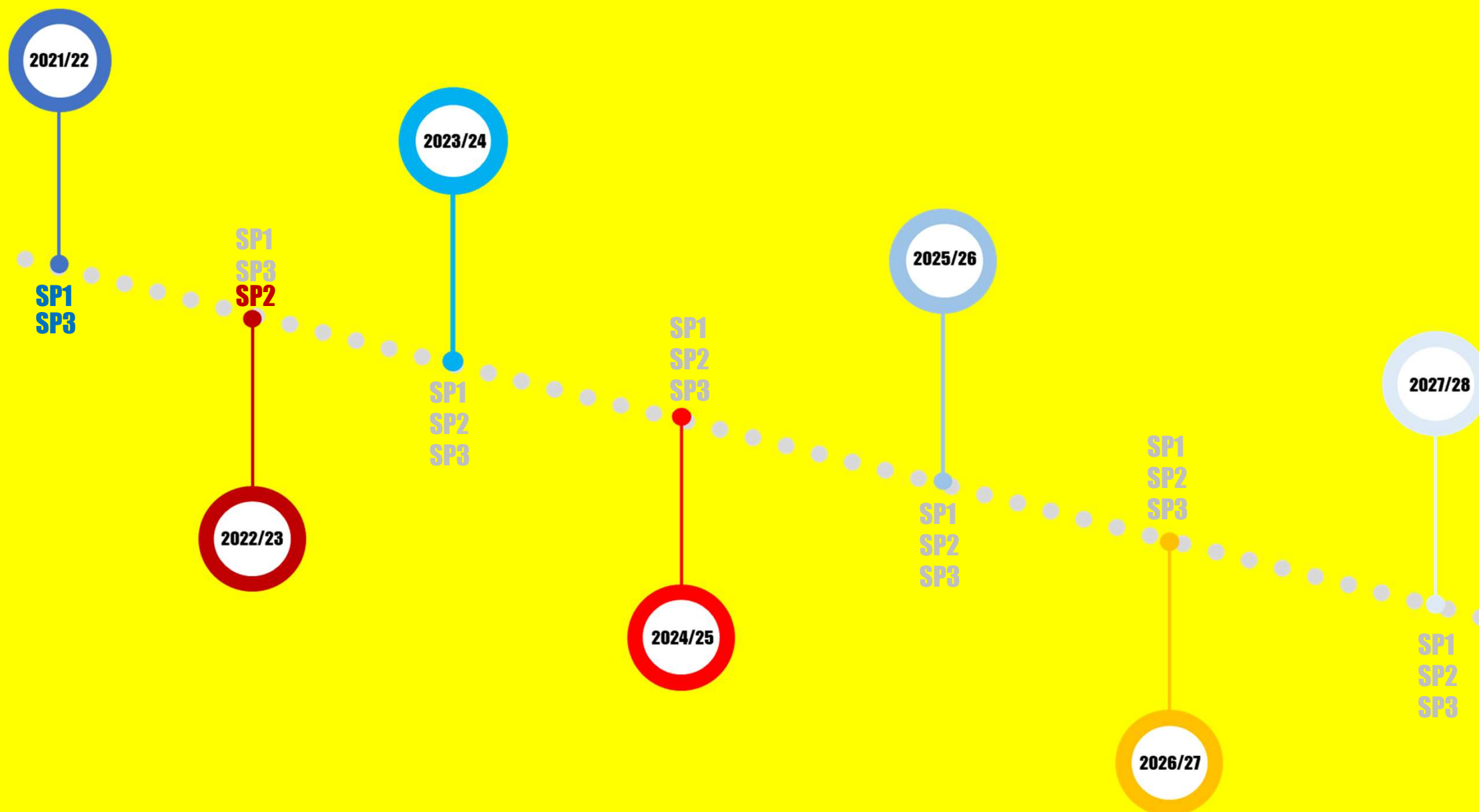




## KEY PERFORMANCE INDICATORS

| PROJECTS                                                                                                                                                                                                                                                                                  | TARGET OBJECTIVES                                                                                                                                                                                                                                                                                                                                                                                                                                             | CONTROL & EVALUATION                                                                                                                                                                                                                                                                                                       | FINANCIAL IMPLICATIONS                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
|  <b>MAURITIUSFA.mu</b><br><b>MFA WEBSITE</b><br><b>As from Feb. 2022</b><br><b>Incl. Audio &amp; Video streaming</b><br> | <b>State-of-Art platform</b><br><b>Quick &amp; Effective Official Communication</b><br><b>Availability of information to stakeholders &amp; public</b><br><b>More visibility of activities</b><br><b>Football promotion platform for clubs &amp; RFAs</b>                                                                                                                                                                                                     | <br>No. of Viewers 15,000 1 <sup>st</sup> yr. & +25%/yr.<br>No. of Subscribers 5,00 1 <sup>st</sup> yr. & +15%/yr<br><br>Semestrial & Annual Surveys | Rs 1.2m /yr. -MFA                                            |
|  <b>AS FROM 2021/22 following agreement</b>                                                                                                                                                               | <b>Super League 1 Match of the day</b><br><b>Production &amp; LIVE</b><br><b>Highlights on Tuesdays in 2021/22</b><br><b>Super League 3 Match per day LIVE</b><br><b>Highlights on Tuesdays in 2021/22</b><br><b>&amp; Pre-match Highlights on Fridays</b>                                                                                                                                                                                                    | <br>No. of Viewers 300,000/ 4matches<br><br>Monthly Surveys                                                                                          | Rs 0.2m /yr. -MFA                                            |
|  <b>AS FROM 2022/23</b>                                                                                                                                                                                  | <b><u>MFA Matches – DIGITAL TV PRODUCTION</u></b><br><br><b>To produce Digital Images for Local Broadcaster</b><br><b>To support 5 matches min. per match day</b><br><b>To feed MFA Digital platforms &amp; MFA You-Tube channel with Live Matches , Highlights and other contents incl. Mobile-App</b><br><b>Promotion of MFA, RFAs &amp; Clubs activities to engage people</b><br><b>To render local football more accessible, popular &amp; Attractive</b> | <br>3 Lives / match day<br>4 Video Highlights / match day                                                                                                                                                                               | Investments= Rs 6m –MFA<br>Operational Cost= Rs 2m/yr-MFA    |
|  <b>AS FROM 2022/23</b>                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <br>8,000 subscribers /yr<br>50,000 viewers /yr<br><br>Semestrial & Annual Surveys                                                               |                                                              |
|  <b>FOOTBALL MOBILE APP</b><br>Team Info, Live-Score & Stat.<br>Digital Match Tickets/Access<br><br><b>AS FROM 2023/24</b>                                                                              | <b>FOOTBALL MOBILE-APP</b><br><b>Rendering Football matches more attractive with STAT. Electronic Match Ticketing &amp; Stadium Access Control with Line-ups.</b><br><b>Live-Score &amp; You-Tube links for Live-Matches &amp; Highlights</b><br><b>Introduction of VAR &amp; Goal-Line Technology.</b>                                                                                                                                                       | <br>10 Video Highlights/ match day<br>20,000 viewers +10% annually<br><br>As from 2024- 5 Lives/match day<br>50,000 viewers/match+ 10% annually<br>Semestrial & Annual Surveys<br>30,000 subscribers +10% annually                    | Investments= Rs 0.4m –MFA<br>Operational Cost= Rs 0.5/yr-MFA |

**3** **STRATEGIC OBJECTIVE 3**  
**TO DEVELOP VISIBILITY OF FOOTBALL THROUGH THE INTRODUCTION OF**  
**DIGITAL FOOTBALL TV PRODUCTION UNIT TO SUPPORT EXISTING BROADCASTER**





## STRATEGIC PRIORITIES

### a) WOMEN FOOTBALL DEVELOPMENT

1. To give incentives to Girls to start to play football as from Grassroot level as from 2021/22;
2. To educate Women Football Educators and Coaches and ensure their pathways to CAF Coaching Pro-License 2021/22;
3. To encourage the development of well structured Women Football Clubs & Leagues through special incentives and financial grants on a 4 years plan as from 2021/22.
4. To establish strategic cooperation with the Ministry of Gender Equality & Family Welfare for elaboration of specific projects to encourage Women in practicing football 2022/23;
5. To encourage football stadium and training grounds are available at specific and proper time slots which encourage women football teams to practice trainings -2022/23;
6. To ensure equality of trainings for Girls football development 2022/23.

### b) REGIONAL FOOTBALL DEVELOPMENT

1. To enhance the quality of Regional Football Leagues competitions through innovations-2022/23;
2. To encourage affiliation of new football clubs with Regional Football Association 2022/23;
3. To introduce a Regional Football Coordinator to each RFA to facilitate the daily organization and operation of each RFA and to set an office for each RFA in collaboration with the MYESR and Local Authorities- 2022/23
4. To encourage that football competitions are organized for at least 8 months per football season- 2023/24;
5. To organize an annual special-league for Affiliated & non-affiliated clubs (Mass-Football) in collaboration with the Local-Authorities- 2023/24
6. To organize a Zonal League ( 3 Regions with each Champions, Runner-ups and Cup Champions) -2023/24.



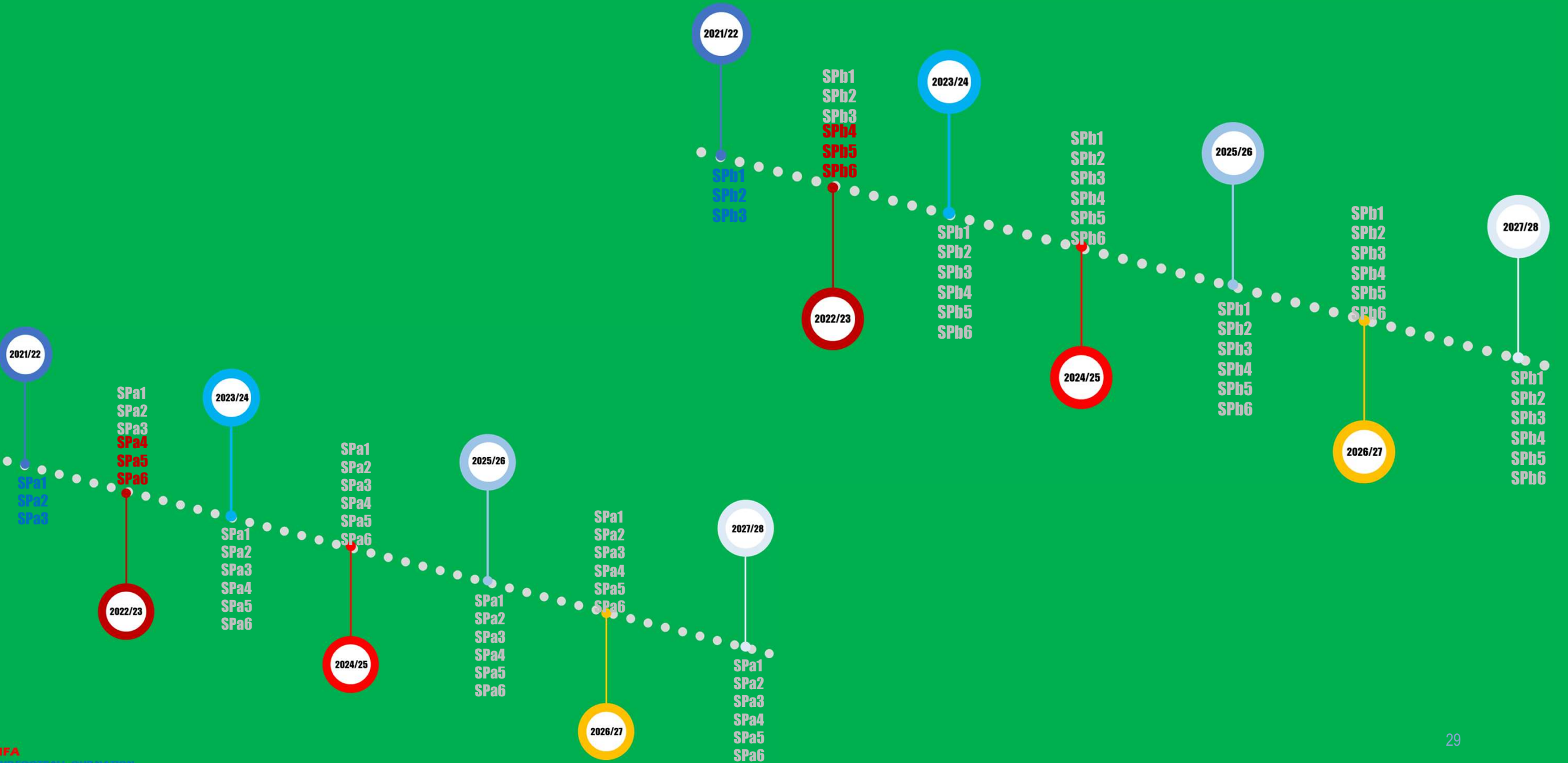


## STRATEGIC PRIORITIES FOR WOMEN FOOTBALL DEVELOPMENT

### a) WOMEN FOOTBALL DEVELOPMENT

1. To give incentives to Girls to start to play football as from Grassroot level as from 2021/22;
2. To educate Women Football Educators and Coaches and ensure their pathways to CAF Coaching Pro-License 2021/22;
3. To encourage the development of well structured Women Football Clubs & Leagues through special incentives and financial grants on a 4 years plan as from 2021/22.
4. To establish strategic cooperation with the Ministry of Gender Equality & Family Welfare for elaboration of specific projects to encourage Women in practicing football 2022/23;
5. To encourage football stadium and training grounds are available at specific and proper time slots which encourage women football teams to practice trainings -2022/23;
6. To ensure equality of trainings for Girls football development 2022/23.







## KEY PERFROMANCE INDICATORS – WOMEN FOOTBALL DEVELOPMENT

| ACTUAL                                                                                                                                                                                                                                                                | TARGET OBJECTIVES                                                                                                                                                                                                                                                                                                                              | CONTROL & EVALUATION                                                                                                                      | FINANCIAL IMPLICATIONS                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p><b>WOMEN COACHES</b><br/>3 CAF C Licensees<br/>1 CAF B Licensees<br/>100 MFA D Licensees<br/>In 2021</p>                                                                          |  <p><b>WOMEN COACHES</b><br/>200 CAF C Licensees<br/>200 CAF B Licensees<br/>200 CAF A Licensees<br/>400 MFA D Licensees<br/>In 2028</p>                                                                                                                      | <p>10 A Licensees /yr as from 2025<br/>25 B Licensees / yr<br/>25 C licensees /yr<br/>50 MFA D Licensees /yr</p>                          | <p>Rs 0.81m- MFA/Participants</p>                                                                                                                                                                                                           |
|  <p>16 Women Teams in 2021<br/>9 Girls Teams U17 in RTCs in 2021<br/>48 Inter-Colleges Futsal Girls in 2019<br/>140 Futsal Women players in 2019</p>                                  |  <p>20 Teams in 2021 at National Level in 2008<br/>12 Girls Teams Girls U13, U15,U17 &amp;U20 (RTCs)<br/>80 teams Inter-Colleges Futsal Girls in 2028<br/>40 teams Inter Colleges U17 Girls in 2028<br/>Av. of 6 Reg. Women Teams/region in 2028</p>          |  <p>Yearly Surveys<br/>F. Auditing &amp; Reporting</p> | <p>Rs 2m- Annual Grant/yr –MFA<br/>(Rs 18m- RTCs costs/yr each- MYESR)<br/>Rs 1m- Cost of Inter-colleges Futsal Girls/yr -MFA<br/>Rs 0.6m- Cost of Inter-Colleges Football Girls/yr-MFA<br/>Rs .92m- Grant of Rs 10K/Women Team/yr- MFA</p> |
| <p>TYPES OF COMPETITIONS till 2021 (2/3 mths/yr)<br/>Single League at National Level one division<br/>Youth League : Return League for U17</p>                                                                                                                        | <p>TYPES OF COMPETITIONS IN 2028 (6/7mths/yr)<br/>National Leagues -Return Leagues<br/>1 National Cup Competition<br/>12 Women Regional Leagues<br/>12 Regional Cup Competitions<br/>Inter-Regional Women League<br/>Women Futsal Leagues</p>                                                                                                  |  <p>Yearly Surveys<br/>F. Auditing &amp; Reporting</p> | <p>Rs 2.5m- National Competitions costs/yr-MFA<br/>Rs 1.2m- Regional Women Competitions/yr- MFA</p>                                                                                                                                         |
|  <p>In 2019 &amp; 2021<br/><br/>5 Women Coaches &amp; Women Managers<br/>In 2021</p>                                                                                                |  <p>100 Women Coaches in 2028<br/>50 Women Managers in 2028<br/><br/>Obligations of having 100%<br/>Women Staffs in<br/>Women Football teams.</p>                                                                                                           |  <p>Yearly Surveys<br/>&amp; Reporting</p>           | <p>Rs 0.5k/yr- Sports Management Courses- MFA/MYESR</p>                                                                                                                                                                                     |
|  <p>In 2019 &amp; 2021<br/><br/>300 National Women Players -Licensed<br/>180 Girls U17 players<br/>25 U20 players<br/>672 Futsal Girls players U15<br/>280 Futsal Women players</p> |  <p>In 2028<br/><br/>400 National Women Players –Licensed<br/>1140 Regional Women Players-Licensed<br/>5760 Girls U13, U15 U17 &amp; U20 players<br/>1120 Futsal Girls players U15<br/>280 Futsal Women players<br/>800 Inter-Colleges Football Players</p> |  <p>Yearly Surveys<br/>&amp; Reporting</p>           | <p>Included in above</p>                                                                                                                                                                                                                    |

## STRATEGIC OBJECTIVE 4

4

**ENCOURAGE & INNOVATE IN WOMEN FOOTBALL DEVELOPMENT & THE COMPETITIVENESS OF REGIONAL FOOTBALL**



STRATEGIC PLAN 2021-28



## STRATEGIC PRIORITIES FOR REGIONAL FOOTBALL DEVELOPMENT

### **b) REGIONAL FOOTBALL DEVELOPMENT**

- 1. To enhance the quality of Regional Football Leagues competitions through innovations-2022/23;**
- 2. To encourage affiliation of new football clubs with Regional Football Association 2022/23;**
- 3. To introduce a Regional Football Coordinator to each RFA to facilitate the daily organization and operation of each RFA and to set an office for each RFA in collaboration with the MYESR and Local Authorities- 2022/23**
- 4. To encourage that football competitions are organized for at least 8 months per football season- 2023/24;**
- 5. To organize an annual special-league for Affiliated & non-affiliated clubs (Mass-Football) in collaboration with the Local-Authorities- 2023/24**
- 6. To organize a Zonal League ( 3 Regions with each Champions, Runner-ups and Cup Champions) -2023/24.**

1.7 INTERNAL ANALYSIS



| PREMIER LEAGUE+                                                                      | NATIONAL 1 <sup>st</sup> DIVISION                                                            | NATIONAL 2 <sup>nd</sup> DIVISION                                                            |
|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| 10  | 8+NTCU20  | 8+NTCU17  |
| Av. Match/club/season 22                                                             | Av. Match/club/season 17                                                                     | Av. Match/club/season 17                                                                     |

| G-PORT                                                                               | SAVANNE                                                                              | B-RIVER                                                                               | P-LOUIS                                                                                | PAMPLE.                                                                                | R-DU-REM                                                                               |
|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| 25  | 17  | 27  | 52  | 15  | 26  |
| Av. Match 9ea                                                                        | Av. Match 8ea                                                                        | Av. Match 9ea                                                                         | Av. Match 12ea                                                                         | Av. Match 8ea                                                                          | Av. Match 9ea                                                                          |

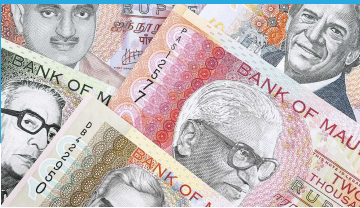
| FLACQ                                                                                  | MOKA                                                                                   | CUREPIPE                                                                                 | V-PHX.                                                                                   | BB-RHILL                                                                                 | Q-BORNE                                                                                 | RODRIG.                                                                                  |
|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| 22  | 19  | 15  | 13  | 14  | 9  | 33  |
| Av. Match 9ea                                                                          | Av. Match 9ea                                                                          | Av. Match 7ea                                                                            | Av. Match 7ea                                                                            | Av. Match 9ea                                                                            | Av. Match 8ea                                                                           | Av. Match 12ea                                                                           |



KEY PERFORMOMANCE INDICATORS - REGIONAL FOOTBALL

| ACTUAL                                                                                                                                                                                                            | TARGET OBJECTIVES                                                                                                                                                                                                                                             | CONTROL & EVALUATION                                                                                                                           | FINANCIAL IMPLICATIONS                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>Regional COACHES<br/>10 CAF C Licenses<br/>1 CAF B License<br/>In 2021</p>                                                    |  <p>Regional COACHES<br/>400 CAF C Licensees<br/>200 CAF B Licensees<br/>200 CAF A Licensees<br/>600 MFA D Licensees<br/>In 2028</p>                                         | <p>1 Group of 25 A Licensees /yr<br/>2 Groups of 25 B Licensees /yr<br/>2 Groups of 25 C licensees /yr<br/>4 Groups of MFA D Licensees /yr</p> | <p>Rs 1.7m- MFA/Participants</p>                                                                                                                                         |
|  <p>287 clubs<br/>In 2021</p>                                                                                                    |  <p>+500 clubs<br/>In 2028</p>                                                                                                                                              |  <p>10% yearly<br/>Surveys &amp; Reporting</p>              | <p>No cost- Regional Football Associations &amp; MFA</p>                                                                                                                 |
| <p>TYPES OF COMPETITIONS till 2021 (2/3 mths/yr)<br/>Average: Single League<br/>Only 3 Regions on Return League system</p>                                                                                        | <p>TYPES OF COMPETITIONS IN 2028 (8/9mths/yr)<br/>All return Leagues<br/>Regional Cup Competitions<br/>13 Operational Regional Football Offices<br/>Triangular Regional Cup<br/>Triangular Regional Champions League<br/>Sunday Leagues for MASS-FOOTBALL</p> |  <p>Yearly Surveys<br/>F. Auditing &amp; Reporting</p>     | <p>Rs 6m- Grant from MYESR (Rs 500k/ RFA)<br/>Rs 1.47m- From RFAs<br/>Rs 1m- from MFA for Triangular Tournaments<br/>Rs 3.6m- Municipalities &amp; District Councils</p> |
|  <p>12 Regional Football<br/>Development Coordinators<br/>12 Regional Football Offices<br/>In 2022/23</p>                      |  <p>12 Regional Football<br/>Development Coordinators<br/>12 Regional Football Offices<br/>Fully operated with CTRs<br/>In 2028</p>                                       |  <p>Yearly Surveys<br/>F. Auditing &amp; Reporting</p>    | <p>Rs 1.44- MFA &amp; RFA</p>                                                                                                                                            |
|  <p>5,740<br/>Regional Players<br/>(Male) -Licensed<br/>In 2021</p> <p>MASS FOOTBALL<br/>~15,000<br/>unlicensed<br/>In 2021</p> |  <p>+12,000<br/>Regional Players<br/>(Male) -Licensed<br/>In 2028</p> <p>MASS FOOTBALL<br/>~27,000 (1080<br/>teams) unlicensed<br/>In 2028</p>                             |  <p>Yearly Surveys<br/>&amp; Reporting</p>                | <p>Included in above</p>                                                                                                                                                 |

~ANNUAL FINANCIAL REQUIREMENTS FOR ALL OBJECTIVES



| OBJECTIVES                                                                                                                                 | FORECASTED COSTS/YR         | MFA                        | MYESR               | LOCAL AUTHORITIES     |
|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------------|---------------------|-----------------------|
| 1 PROFESSIONALIZATION OF ELITE CLUBS & DEVELOPING PATHWAYS FOR FOOTBALL TO BECOME A SPORTS-ENTERTAINMENT INDUSTRY                          | Rs 71m                      | Rs 11m                     | Rs 60m              | Rs -                  |
| ENHANCE YOUTH FOOTBALL DEVELOPMENT FOR BOTH GENDER TO PRODUCE HIGH-PERFORMANCE FOOTBALL ATHELETES UNDER ONE UMBRELLA                       | Rs 86.9m                    | Rs 30.9m                   | Rs 56.m<br>Actual   | Rs -                  |
| TO DEVELOP VISIBILITY OF FOOTBALL EVENTS THROUGH THE INTRODUCTION OF DIGITAL FOOTBALL TV PRODUCTION UNIT TO SUPPORTEXISTING BROADCASTER(S) | Rs 10.3m                    | Rs 10.3m                   | Rs -                | Rs -                  |
| 4 ENCOURAGE & INNOVATE IN WOMEN FOOTBALL DEVELOPMENT & IMPROVE THE COMPETITINESS OF REGIONAL FOOTBALL                                      | W Rs 5.82m<br>RFA Rs 15.21m | W Rs 5.82m<br>RFA Rs 5.61m | W Rs -<br>RFA Rs 6m | W Rs -<br>RFA Rs 3.6m |
| TOTAL                                                                                                                                      | TOTAL Rs 189.23m            | TOTAL Rs 63.63m            | TOTAL Rs 122m       | TOTAL Rs 3.6m         |

## 4.3 STRATEGIC PLANNING

STRATEGIC PLAN 2021-28

[illegible]

The Strategic Plan 2021/28, composed of 4 Strategic Objectives and 26 Action Plans, if well implemented the transformation of Football is Guaranteed. The Professionalization of Football to become a self-sustainable Sports-Entertainment Industry in Mauritius is not a project but a long process. Results cannot be expected in the short term.

The feasibility of this process withstands on the responsibilities and engagement of all stakeholders whether internal & external and requires regular extensive control and evaluation. The success of this mission relies upon the trust among all the stakeholders and the contribution of the Government in terms of the design and implementation of necessary legal frameworks remain at the heart of it's development and successful implementation.

Educating the workforce in the sports industry to come, is imperative, to sustain specializations to be needed in a near future.

The football infrastructures including stadiums shall be well maintained and be available to Elite Football Clubs and Licensed Clubs and players in priority. The Joint-Management of the infrastructures will help in optimizing the used while maximizing monetization to contribute to its' regular up-to-the level of maintenance required.

Football shall be made more accessible to all gender and at every corner of the island and the policy of encouraging girls and women to play football will also help to increase the audience and potential fans to clubs. The future of football depends on the increasing participation of girls and women in football.

This Strategic Plan is the result of long and intensive research and several consultations both locally and internationally. These requirements are the minimum standard used in successful countries where football is an industry.

The Club Members, Board Executives, the Workforce, and Stakeholders must accept the changes required. If the stakeholders are convinced that the plan is worth being successful, they would then easily be encouraged to contribute to the investment process.

The results are expected to be visible within the first two years. This strategic plan will leverage the Brand, the identity of clubs and competitiveness, which will, in turn, gives necessary keys to success to both powers; Economic & Athletic.

5 November 2021.

