



## AFF Strategic Plan 2022–2028

### At A Glance

#### Shaping the Future of ASEAN Football

##### Our Mission

To improve life, strengthen social harmony and evoke the One ASEAN Spirit.

##### Our Vision

To excel in Asia and compete at the World Stage.

##### Our Values

Teamwork · Inclusiveness · Transparency · Respect · Innovation

### 1. Our Goals

#### 1.1 Football Goals

- Achieve success at all national team levels
- Widen participation at all levels
- Govern our games professionally at all levels
- Ensure the health and safety of football participants

#### 1.2 Social Goals

- Promote healthy living
- Strengthen social harmony
- Nurture inclusive society
- Enhance character building
- Evoke One ASEAN Spirit

### 2. Our Organisational Focus

- Grow football participation across the region
- Increase competitions and events
- Develop football excellence
- Develop leadership and management
- Improve the behaviour of the football fraternity

### **3. Our Game Plan / Strategies**

#### **3.1 Core Strategies**

- Football Development
- Football Participation
- Football Competitions & Events

#### **3.2 Enabling Strategies**

- Football Science & Medicine
- Football Facilities
- Football Business, Marketing & Communications
- Football Information & IT/Digitalisation
- Football Leadership & Management
- Football Officiating

### **4. Our Implementation**

AFF Game Implementation Framework:

- 4.1 Planning & Monitoring
- 4.2 Resource Allocation
- 4.3 Risk Management
- 4.4 Ethics & Values
- 4.5 Key Stakeholders
- 4.6 Governance
- 4.7 Policies, Procedures & Regulations
- 4.8 Communications

### **5. Our Requirements**

- 5.1 People
- 5.2 Stakeholders
- 5.3 Facilities
- 5.4 Investment / Finances
- 5.5 Governance

## 6. Our Milestones

### 6.1 Performance of National Teams

- 5 Men's National Teams to qualify for 2023 Asian Cup
- 2 Men's National Teams to qualify for 2026 FIFA World Cup
- 5 Men's National Teams to qualify for 2027 Asian Cup
- 2 Men's National Teams to qualify for 2030 FIFA World Cup
- 3 Women's National Teams to qualify for 2023 FIFA World Cup
- 3 Women's National Teams to qualify for 2026 Asian Cup
- 3 Women's National Teams to qualify for 2027 FIFA World Cup

### 6.2 Football Participation

- 10% annual increase in number of school teams
- 10% annual growth in kids participation
- 10% annual increase in number of grassroots coaches and instructors

### 6.3 Leadership & Management

- Recognition as a united, strategic, and transformative football family in the sports industry

### 6.4 Football Business & Events

- Increase value of AFF Competitions by 40% by 2028
- Bid to host:
  - 2031 AFC Asian Cup
  - 2035 FIFA Women's World Cup
  - 2038 or 2042 FIFA World Cup

**Join us in shaping the future of football in ASEAN.**



# SHAPING THE FUTURE OF ASEAN FOOTBALL

## AFF STRATEGIC PLAN 2022-2028

### 1 OUR GOALS

- 1.1 AFF Football Goals
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- 1.2 AFF Social Goals
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  - Strengthen social harmony
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  - Evoke One ASEAN Spirit

### OUR MISSION

To improve life, strengthen social harmony and evoke the One ASEAN Spirit

### 2 OUR ORGANISATIONAL FOCUS

- 2.1 Grow football participation across the region
- 2.2 Increase competitions and events
- 2.3 Develop football excellence
- 2.4 Develop leadership and management
- 2.5 Improve the behaviour of football fraternity

### 3 OUR GAME PLAN / STRATEGIES

- 3.1 Core Strategies
  - Football Development
  - Football Participation
  - Football Competitions & Events
- 3.2 Enabling Strategies
  - Football Science & Medicine
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- AFF Game Implementation Framework
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  - 4.5 Key Stakeholders
  - 4.6 Governance
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### 5 OUR REQUIREMENTS

- 5.1 People
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### 6 OUR MILESTONES

- 6.1 Performance of National Teams
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  - 2 Men National Teams Qualify for 2026 FIFA World Cup
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- 6.3. Leadership & Management
  - Recognition as a united, strategic and transformative football family in the sports industry.
- 6.4 Football Business & Events
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