

FAIV

ROADMAP 2019-2030







PRESIDENT'S MESSAGE

We are made wise not by the recollection of our past but by the responsibility of our future. By borrowing these words of wisdom from George Bernard Shaw, FAM aims to create the future we desire.

This comes in the form of the FAM Roadmap 2019-2030. It is a monumental opportunity for FAM and its stakeholders to start afresh.

Admittedly we have been guilty of building the house from the roof, causing years of neglect on developmental and management issues which led to a trust deficit among the key stakeholders.

FAM

Therefore the thrust of this vision is fixing the fundamentals. Through this roadmap which features three strategic plans spanning a period of 12 years, including the philosophy which offers a common model of play, we hope to win our detractors and doubters back. We need them to be on the same page, helping FAM on this rebuilding process and making it a true national agenda.

I am certain this roadmap will define a clear philosophy and realistic pathways for the development of Malaysian football, with the ultimate aim of achieving and sustaining international success at senior level.

We realise management is doing the things right, and leadership is doing the right things. From our standpoint, kicking this off is the FAM Roadmap 2019-2030.

Thank you.

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GENERAL SECRETARY'S MESSAGE

Malaysian football is about to enter a new phase in our rites of passage.

We plan to set ground breaking impulses by proposing explicit requirements and guidelines. This means everyone will be able to comprehend what is required in order to move forward together in all aspects of the game, especially governance, competitions and development.

We wish to re-animate our efforts in the area of children's football and social responsibility and give new thrust and impetus in the development of coaches and referees because without them, the total picture would never be complete.

The Malaysian DNA – reflecting a uniformed pattern of play across all levels - is also a key signpost in the roadmap we hope will resonate in schools, development clubs and all elite pathways.

So how do we do this? We cannot be out of step of contemporary reality, hence the need to have all the overwhelming recommendations, remedial measures and new ideas documented in this roadmap. It is broken into three phased strategic plans that will take into consideration the priorities and key focuses required to ensure its relevance, effectiveness and impact.

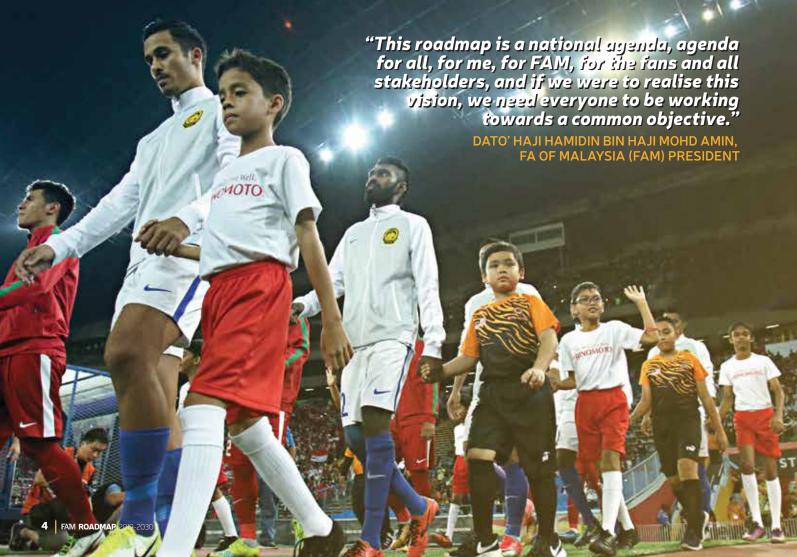
This working live plan will also allow reassessments at identified dates throughout the duration of the roadmap. This is done through current data which will be used to make adaptations and changes to suit the times.

While we do not expect a sudden wave of change at all levels, this roadmap will be the guide for FAM to focus and align all its efforts towards a common target. We know it is reliant upon the delivery system based on consistent implementation and uncompromising quality assurance.

Come and join us in the journey. DEMI LENCANA DI DADA.







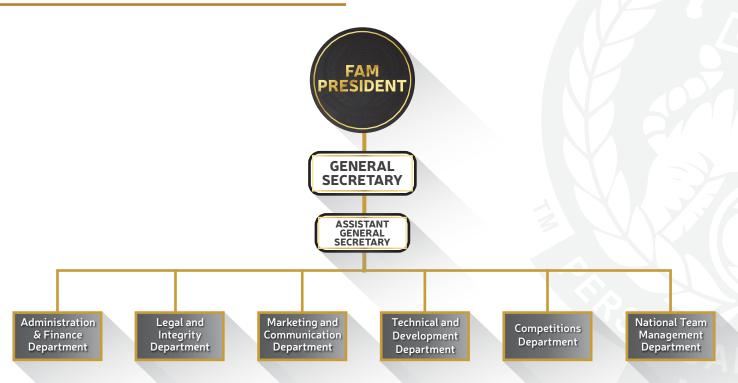
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ORGANISATION CHART











VISION

- To revolutionise sporting governance in the country, and to be seen as the top Sports Association in Malaysia.
- To be amongst Asia's top 5 Member Associations
- The National Teams performing at the biggest stages in Asia and Globally.
- To champion and protect the people's game as the nation's main unifying sport.

MISSION

- **Governance:** To revolutionise sporting governance in the country, through realistic implementation of optimal and effective governance reforms and practices.
- **Development:** Taking responsibility with a unified focus on the development of the game at all levels.
- **Affiliates:** Empowering, supporting and developing stronger affiliates via FAM's new President's Initiatives.
- Competitions: Via a progressive and holistic competitions structure.
- **Commercialisation:** Introduce and commercialise a distinct FAM Brand to support and increase the commercial value of football in the country.

PATHWAY





*to be launched in 2022





PLAN (1)

2019-2022 FOOTBALL'S

FUTSAL

AFFILIATES

STRICTION STRICT

FOOTBALL

PARTNERSHIP



KEY PILLARS

People

Management & Administration

- **Policies**
- Statute Reform
- The FAM Brand
- Reinvention as industry leader

 Culture PEOPLE POLICIES
GOVERNANCE **STRATEGIC PLAN** 2019-2022

PEOPLE

Strategic Goals

- To be the model association through best practices in management and administration.
- Results focused mindsets via efficient and productive efforts.
- To offer increased opportunities of Capacity Building for staff.
- Better profitability and financial sustainability.

Action Items (How to get there) & Outcome

- Obtainment of ISO Certification.
- Creation of standard procedures and guidelines in daily tasks with focus on high performance.
- Clear KPIs and Management Expectations.
- Incorporate learning programs/courses for staff in yearly plan.
- Offer learning/growth opportunities as incentives or reward.
- Implementation of responsible Financial Management System.





Strategic Goals

• To cultivate a new culture of positivity, professionalism, pride & integrity in FAM.

Action Items (How to get there) & Outcome

- Clear separation of responsibilities with defined KPIs of all individuals and departments.
- Empowerment and building of leaders through accorded authorities and decision-making capabilities.
- Merit based rewards and evaluations
- Motivational exercises to rebuild the belief within the organisation.
- Capacity building of future leaders via education, programmes and exposure supported by FAM.



• To be the model Member Association and sport governing body in the region which adheres to FIFA & AFC regulations and practices.

• To protect the Game in Malaysia via improved statutes and policies.

Action Items (How to get there) & Outcome

- Reform of FAM statutes and also its Affiliates statutes inline with FIFA and AFC statues.
- Improved engagement with the Malaysian Sports Commissioner to ensure the football is also protected domestically via updating its policies and practices.

FIFA

AFO

- Implementation of regulations and procedures coupled with periodical reviews.
- Increased participation of affiliates in charting the pathway of FAM via a fair & inclusive involvement.

Strategic Goals

- To improve the brand value of FAM and to rebuild the trust in the organisation.
- To establish FAM a as a commercially viable partner for brands.
- Extracting maximum commercial value with expert understanding and propositions.

Action Items (How to get there) & Outcome

- Improved and calculated communication strategy to win the fans beyond winning football matches.
- Increased efforts in FAM's marketing and sponsorship approach with a client's first mentality.
- To improve FAM's competitions' delivery to enhance its existing value.
- To launch commercially sound projects that will benefit FAM in the short and long term.



Strategic Goals

- To reinvent FAM as an industry leader in the country with focus on innovation and pioneering the approaches we take in the sport.
- To take on the responsibility of building the sports industry in Malaysia with other sports associations.

Action Items (How to get there) & Outcome

- Reforms to protect the game.
- Implementation of the latest methods and processes to increase efficiency and productivity.
- Adoption of environmentally friendly initiatives such as minimising usage of physical paper.
- Embracement of digital and social media/technologies to enhance output and reach.
- Display positive image to the masses through strategic usage of social media.

KEY PILLARS



New FAM Headquaters

The National Football Centre Of Excellence

Affiliates

- FAM ACE Project
- Pro Football Development

Strategic Goals

- To be ranked among the top 100 countries in the world of football by year 2026.
- To dominate the Asean Football Federation region by 2023, with teams fearing to play Malaysia
- To challenge Asia heavyweights by 2026.
- To challenge world's best teams by 2030 and ranked top 70.
- To play a consistent winning brand of football that excites and resonates with Malaysians.
- To implement a bold selection approach providing talented players with the opportunity of exposure to international football.
- To be leaders in high performance areas of medical & sport science, logistics, media/commercial.

MEN'S **WOMEN'S** NATIONAL SENIOR **NATIONAL UNDER NATIONAL UNDER NATIONAL UNDER** NATIONAL UNDER **NATIONAL SENIOR** ASIAN CUP 2023 U-15 CHAMPIONSHIP 2021 To qualify for the knock-out stage if the AFF To qualify for the finals To qualify for the Tokyo To qualify for FIFA To qualify for FIFA U-17 To win AFF U-15 Championship 2022 of the AFC Asian Cup Olympic Games 2020 U-20 World Cup 2023 World Cup 2021 Championship 2021



Conception of "The Malaysian Way"

What is it?

- ◆ THE MALAYSIA FOOTBALL DNA
- To play a consistent winning brand of football that excites and resonates with Malaysians
- To encourage best practices in football development from grassroots to elite level
- To establish a culture of excellence in the teams and within the staff
- Introduction and implementation of Malaysia Football Plan
 - Guide for players, coaches, coach educators and parents from grassroots to the elite level.

Instill, encourage and promote Malaysian Way attributes (pro active. creative, no fear, believe, mental toughness)

Teams



Malaysia's Football Philosophy

Playing style statement

"Dominant in all the four main moments within the game; based on effective possession, collective high press and quick in the transitions.

With mentally tough, pro-active and creative players all over the field, that have excellent decision making qualities; playing without fear."

PROACTIVE

- Making things happen
- Actively engaged
- Anticipating on what is going to happen

FOCUS ON EFFECTIVE POSSESSION

- Always play forward whenever possible
- Having the ball means the other team can't score
- Less turn overs, but sometimes closer to own goal
- Patient build-up play to prepare attack
- Break down defense with individual skill and creative combination play



FOOTBALL

Malaysia's Coaching Philosophy

All license courses are conducted in such a way that the "novice" coach is provided with Malaysia's vision and philosophy, based on the guiding principles of the Malaysian Football Plan.

Coach Education

- Community Pathway
- Advanced Pathway



A Holistic Approach

- Involves technical. tactical, mental and physical components in one scenario
- Improved in modified game related situations.

Coaching Process Plan

- Prepare
- Conduct
- Evaluate

Malaysia's Player Philosophy

Develop technically gifted, proactive players with good decision making skills able to play "The Malaysian Way"

Specific Player Profiles

- Goalkeepers
- Fullbacks
- Central Defenders
- Defensive & Offensive
- Midfielders
- Wingers
- Striker

Mental Toughness

- Develop players to be able to play according to The Malaysian Way
- Prepare players for a better transition into senior professional football
- Make the right choices necessary to pursue a career as a successful professional player

Talent Identification

- Technique
- Game awareness
- Mental toughness (focus, personality)

Winning v Development

• At youth level, winning matters, but development matters more.



To qualify for the knock-out stage if

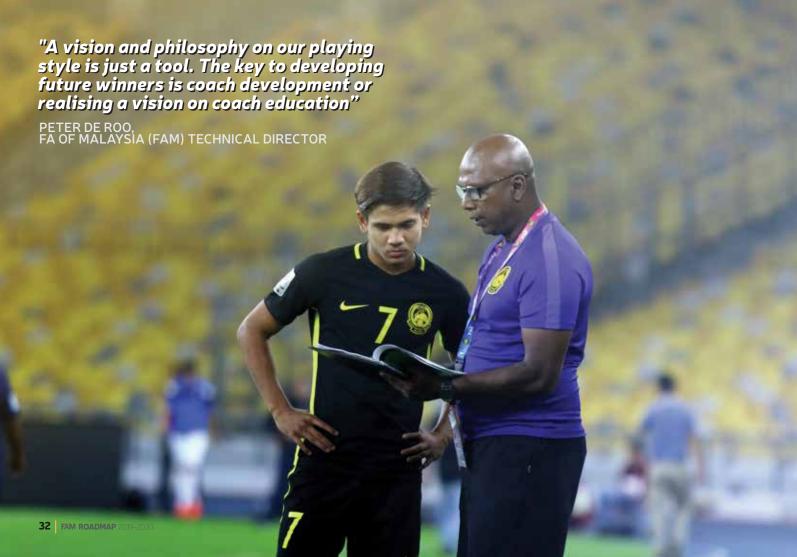
the AFF Championship 2022

- Enhance Capacity of National Coaches
 - **High Quality Preparations**
 - Establishment of Scouting network
 - International Level Competitions
 - Integrated Talent **Pathways**
 - **Increase Player Depth**
 - **Support Services**

- Provide National Team coaches with continuing professional development opportunities.
- Improve quality and enhance preparations for upcoming tournaments.
- Extensive scouting of opponents in upcoming competitions.
- Enhance scouting of players to increase pool of possible National Team players.
- Create a strong competitive environment in teams and provide enough international exposure with high quality opponents, playing with different playing styles.
- Regular collaboration with national teams staff to establish a real international teams unit and elite player pathway.
- Establish a bigger pool of player through bold selection process.
- Implementation of professional database and match analysis systems to capture all talented Malaysian players.

 • Advanced innovation & research to enhance National
- coaches, players and program capabilities.







Strategic Goals

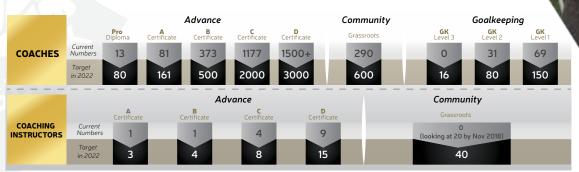
- Develop local coaching standards via the FAM Coaching Charter.
- Increase pool of accredited coaching instructors & coaches via AFC Convention.
- Innovating coaching delivery in Malaysia.

Coaching



FAM Coaching Charter

- Development of Coach Instructors
 Development of Coach Instructors Education
 Tracking of trends in Coaching Education
 Conducting of Coaching License Courses by FAM



Strategic Goals

- Increase of children participation in football from 8% in 2018 to 20% in 2022.
- Foster life-long interest in the game.
- Regulation of players, coaches, clubs, academies and leagues at grassroots level



- Reintroducing FAM's FIRST Touch Program
- **Grassroots Programs**
 - **FAM Grassroots Award**
 - **FAM Grassroots Ambassador**
 - **FAM Grassroots Charter**

- Reintroducing FAM's FIRST Touch Program.
- Supported by competitions that will be covered in the next section.
- Training of Coaches & Coach Developers.
- Football Festivals.
- Grassroots Leagues.
- School Outreach Program.
- Official recognition to grassroots activists in the National Football Awards:
 - The Best Grassroots Leader (individual).
 - The Best Grassroots Project.
- Promoting football through role models (national players) for the young players.



FOOTBALL

What is it?

A roadmap and development tool to support and raise the standards at grassroots football clubs through better support, advice, coaching for coaches and philosophy aligning to our Malaysia Football Plan.

Key part of the Grassroots Standard is to take local clubs to the next level by helping them get accredited with State FAs and regulating all Grassroots Academies & Clubs throughout the country.



Outcome:

- Identification and registration of future generations of coaches and officials.
- Increase pool for potential elite players, empowering state affiliates.
- Registration and association of academies and clubs throughout the country.
- Monitoring and support for accredited leagues and competitions.







FAM Grassroots Standard – Membership Type



What is it?

Looking at engagement and mass participation of Grassroots Development, FAM will reintroduce its First Touch Programme which will be used to not only engage with kids but also parents and other relevant stakeholders.

Taking FAM's First Touch programme with sponsors and spreading the FAM Grassroots Charter across Malaysia.

Outcome:

- Engagement with grassroots coaches, parents and corporates organisations.
- Develop a platform for spreading the awareness of grassroots football via non-elite or overly competitive programmes.





What is it?

Football is a major unification tool and also a vehicle to drive social change. FAM will champion using its position to lead the industry to take notice and to increase participation in the direction of Social Responsibility through sports.



L ASSOCIATION OF MALAYSIA

Outcome:

- Increased involvement of corporate sector and other stakeholders in social change through sports activities.
- Increasing awareness of campaigns and programmes that require mass attention and support.
- Football as a platform for social inclusion, change and uplift.
- Utilisation of Malaysian football players to speak on behalf of campaigns and FAM's Social Responsibility pillars.





Strategic Goals

- To be ranked among the top 20 countries in the world of football by year 2026.
- To dominate the Asean Football Federation region by 2020, with teams fearing to play Malaysia.
- To challenge Asia heavyweights by 2023.
- To challenge world's best teams by 2026.
- Encourage participation and interest at youth level.
- Expand competitive experience for futsal players.

Futsal

Establishment of a Pro Futsal League

Futsal Club Licensing

Creation of clear competitive pathway for vouth teams

- Pro Futsal League launch in 2019.
- Implementation from 2019 onwards in Futsal Pro League enabling champions to qualify to AFC Futsal Championship 2020.
- States League by 2019.
- National LFK U19 competition by 2020.
- FAM-MOE Competitions for group ages U15 & U17 by 2021.



FUTSAL

MALAYSIA PRO FUTSAL LEAGUE

- ▶ Launch of Malaysia Pro Futsal League.
- ▶ Home & away league format for men and woman over 6 months.
- Increase competitive experience for players.
- Higher quality of pool of players for national selection.

Key targets:

- Minimum participation of 16 teams (men & women).
- Two levels of competitions; league stage and to be followed by knock-out stage;
- Open to the participation of foreign players;
- Teams shall be subject to FAM Futsal Club Licensing Regulations.





Strategic Goals

- Reorganisation of women's football development.
- Increase of exposure for women's football with better competition formats.
- Expand competitive experience in women's football with larger talent pool.

Women

Streamline & increase development opportunities

- **Tun Sharifah Rodziah Cup** Expanded competition format with improvements where possible.
 - Organisation of football events for both players and coaches:
 - Carnivals Workshops
 - Festivals Educational courses
 - Youth level
 - Placement of Under 13 players into sports schools (SSBJ, SSMP & SSMS).
 - Creation of at least 5 centers for girls through collaborations with KBS.



FOOTBALL

TUN SHARIFAH RODZIAH CUP

- Launch of Tun Sharifah Rodziah Cup as a improved league sustainable competitive experience over a longer period of time
- Collaboration with Ministry of Education for U14 & U16 Competitions by 2021

Key targets:

- Improving the format year on year and including a Cup Competition by year 2021 if possible;
- If sustainable, the adoption of two (2) tier divisions by year 2022;
- Open to the participation of foreign players by year 2022.
- Teams shall be subject to FAM Women's Football Club Licensing Regulations.



Strategic Goals

- Increase pool of accredited referees.
- Develop local refereeing to be comparable to international standards

Referee

FAM Pro Ref & Independent Pro Ref Program

Referee Development

- Introducing the Pro Ref opportunity and the steps forward.
- Enhancement of Referee Academy
- Increase courses to include women and young referees
 Yearly seminars to upgrade refereeing level

		Current Number	Target in 2022
Ē	A	23	70
REFEREELEVE	A1	36	80
Щ	В	47	90
2	B1	34	60
ij	C	61	170
2	C1	35	135



Outcome:

• Appointment of full-time professional referees from 2019 onwards – increase performance and quality of refereeing.

• Development of referee pool with establishment of clear career pathway.

• Knowledge exchange/sharing sessions and mentoring by professional referees to develop profession.

 Supplemented by Independent Pro Referee (FIFA/AFC Elite panel/Category A).

Key targets:

- Increase number of professional referees to 8 by 2022.
- Improve standard of refereeing to international level.
- Local referees to be acknowledged and appointed in FIFA and AFC competitions.



Background

• The FAM President's Initiative is designed to work with and support FAM's Affiliates to improve their capacity and capabilities to manage, administrate and develop the game to its best of ability. It also serves to empower and deliver 'ownership' of football to the affiliates.



MANAGEMENT & ADMINISTRATION: Building stronger affiliates = a stronger FAM



FOOTBALL DEVELOPMENT: Technical support to create better coaches and players.



COMPETITION DEVELOPMENT: Providing more opportunities to play and develop.

AFFILIATES

Strategic Goals

- To have all professional football clubs and associations regulated as self-sustainable and well-managed entities.
- Improve the standard of management and administration clubs and FAs.
- Improvement of the economic and financial capability of clubs and FAs as well as increasing their transparency and credibility.

- Implementation of Club Licensing Regulations to all competitive football tiers
 - All clubs and associations in Super League & Premier League by 2019
 - FAM Cup (2020) and M4 & M5 League (2021)
 - Pro Futsal League (2019)
- Constant monitoring and support services for clubs to be accredited.
- Provide incentives to clubs maintaining high standards.









To become a modern and progressive association

Purpose:

- Provide conducive environment to working staff
- Accommodate growth of association
- Implement new ways of working
- Improvement on current HQ conditions.



INFRASTRUCTURE



The Vision:

To be the home of Malaysian Football Development, bringing to life and embodying the Malaysian football philosophy through the development of top coaches, players, referees and administrators







Purpose:

- Providing a state-of-the-art training home for the Malaysian National Teams
- Providing the facilities and opportunities to develop a larger number of top level coaches in Malaysia.
- Enabling education programmes to be conducted for "off-the-field" stakeholders.

PARTNERSHIPS

Strategic Goals

• To develop the professional game in a holistic and comprehensive eco-system.

- To improve association between the Pro League and Amateur Structure.
- Development of joint collaboration in Club Development and Licensing education programmes.
- Improvement of regulations and codes to protect the game and its various stakeholders.
- Development of national youth competition structure in tandem with the club academies in mind.



PARTNERSHIPS

Strategic Goals

• To protect the quality and utilisation of public fields.

- Working together with local councils and municipalities to protect public fields and facilities
 - Public fields as the social focus for a community, specifically football fields.
 - Establish current playing fields as recreational/football zones (FAM Zone)
 - Focus on retention, upkeep and maintenance of fields for public usage.
 - Propose and advocate suitable areas as potential fields.

PARTNERSHIPS

Strategic Goals

- Cooperation and understanding with ministries to increase participation, retain involvement and touch more people through football.
- Conception of a mutually beneficial partnership at strategic and operational level provide footballing opportunities to students and youths.

Ministry of Youth & Sports



Unification of direction on grassroots and youth programmes

Ministry of Education



Boys & Girls

•U17/U16

Championships

•U14 Championships

Ministry of Health



Initiatives promoting health benefits of football

Carnivals
 School outreach

Ministry of Tourism



International Events & Competitions

PARTNERSHIPS

Strategic Goals

To maximise and exploit the value of football commercially via Sports Marketing Agencies that share the same long-term vision as FAM.

- Repackaging and going-to-market with more commercially friendly products and communication.
- Understanding commercial ROIs that needs to be achieved to sustain partnerships better ROIs being provided to partners.
- Long-term partnerships between brands and FA Malaysia higher commercial returns.
- Larger exposure of Football to encourage growth, participation and support larger support in stadiums





PARTNERSHIPS

Strategic Goals

• Cooperation and understanding to increase football administration talent pool, retain involvement and build capacity of personnel in the football industry.

- Conception of a mutually beneficial partnership at strategic and operational level to increase 'football people' equipped with necessary skills Introduction of FAM Certificate of Football
- Development of talent through relevant courses at the partner learning institutions Enlarged pool of personnel with qualified skills
- Internship placements at FAM or its affiliates for graduates from partner institutions

KEY PILLARS

Men's Football

- Reintroduction of Pesta Bola Merdeka
- · U12, U14 & U17 Championship

Women's Football

- Tun Sharifah Rodziah League
- Inter Varsity League
- · U14&U16 Championship
- U 15 AFC-UEFA International

MEN'S FOOTBALL **STRATEGIC PLAN** 2019-2022

Futsal

- Pro Futsal League & Cup
- Malaysia U20 Futsal Carnival
- U 15 & U 17 Futsal Championship
- LFK Amateur & IPT League



STRUCTURE

Strategic Goals

- To re-evaluate and restructure the competition tiers from Grassroots Football up to Pro Football.
- Introduction of a clear and constant competitive pathway from youth to elite level.

- Revision and improvement of the existing domestic competitions structure to a more comprehensive and inclusive framework.
- Enhancement of the overall development and education of young players within the domestic structure through opportunities from U12 age group to senior level.
- Utilisation of online competition management (CMS) and player registration system implemented on a phased basis from 2019 and in full use 2021.



Enhancing the structure of Men's Football Competitions





U14Championship

Partnership with MoE & Private Academies

U12Championship

Partnership with

Private Academies



















International



Reintroduction of Pesta Bola Merdeka

Redesign structure of Women's Football Competitions

U16Championship

Partnership with MoE

U14Championship

Partnership with MoE & Private Academies

INTERNATIONAL

U15International Partnership with AFC-UEFA Assist

Starting in 2021

Inter Varsity League

Starting in 2021



Tun Sharifah Rodziah League

Redesign structure of Futsal Competitions

U15 & U17 FUTSAL

Championship

Partnership with MoE

Malaysia Futsal U20 Carnival

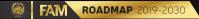
LFKAmateur

IPTLeague





Subject to FAM Club Licensing Regulations from 2019



SNAPSHOT

People

Policies

- Statute Reform
- The FAM Brand

PEOPLE POLICIES

Men's Football

- Reintroduction of
- U12.U14&U17

MEN'S FOOTBALL SNOTTHUND

Women's Football

- Tun Sharifah Rodziah League
- Inter Varsity League
- U14 & U16
- U 15 AFC-UEFA International

STRATEGIC PLAN 1 2019-2022

FUTSAL

Futsal

FOOTBALL WOMEN'S

- LFK Amateur & IPT League

Football

Partnership

- Malaysia Football League (MFL)
- Local Councils & Municipalities
- Commercial Agencies

Infrastructure

PARTNERSHIP

The National Football Centre Of Excellence

AFFILIATES **Affiliates**





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