



اتحاد الإمارات العربية المتحدة لكرة القدم  
UAE FOOTBALL ASSOCIATION



استراتيجية  
كرة القدم  
رؤية 2038



Election of a new Executive Office for UAE Football Association Chaired by Sheikh Rashid Bin Humaid Al Nuaimi

Review of the UAE football ecosystem

Knowing the capabilities of UAE Football Association at the present time and working on strengthening them

Election of New Executive Office for UAE Football Association  
March 2020

Confront technical, administrative and organizational challenges facing UAE football

What can we do to correct UAE football path?

Benefit from international practices and view the best applications at a global level



# Virtual Strategy Retreat

UAE Football  
Retreat  
July 2020

# Strategy Workshop

November 2020



# Review of the strategy during the exhibition game

January 2021



# Data collection & Strategy process

This strategy went through several phases of data collection undertaken by the work team, namely:



**11,050+**

Comments from social media



**652**

Answers to questions and remarks from UAE Football retreat, with scientific analysis for each answer.



**+60**

Individual interview's with Board Members and UAE FA affiliates



**15**

National associations were benchmarked to view the best international practices in order to plan the initiatives optimally.



**100**

Documents provided by UAE FA, UAE PL, sports councils and other bodies, for analysis



**30**

Answers to the questions of the questionnaire made to clubs and academies, with scientific analysis for each answer.

# Strategic Pillars

1 National teams and Pathways.

2 Participation

3 The Professional Game

4 Commercial and Fan Engagement

5 Global Prominence

6 Growth Areas:  
Women's football,  
beach soccer and  
futsal



## Initiatives

1. Establish national training centers to develop the best talents.
2. Set national plan to develop youth and a system to follow-up the academies.
3. Develop a large pool of qualified coaches.
4. Transform the sport performance support system through technical centers and performance analysis.
5. Redesign the structures of age groups competitions & tournaments.
6. Establish scholarship program for players to develop their skills and enhance their experiences.

# 1. National teams and Pathways

## Objective:

set a program to develop UAE talents and secure the UAE's position as successful footballing country at Asian and International levels.

## Aims



Establish sport centers specialized in football at the highest levels



Enhance the style of play that provides the desired fun



Focus on developing elite youth capacities



Qualify to big competitions of national (A) team and youth teams



Improve national team position at FIFA rankings.

## KPI's

**FIFA**

Qualify to Round of 16, FIFA World Cup 2038

**AFC**

Win AFC Asian Cup 2031

**AFC**

Win AFC U-20 Cup 2030



Qualify to Olympic Games 2028

**FIFA**

2026 Qualify to FIFA World Cup

## Initiatives

1. Launch a training program for football practitioner to support the game at the community.
2. Develop a program for the groups aged 5 to 11 years.
3. Improve players registration process in an efficient, useful and smooth manner.
4. Develop an accreditation program for academies, clubs, events, and community leagues.

## 2. Participation

### Objective:

Increase the percentage of participation, playing opportunities and number of footballer's.

### Aims



Enhance football values



Ensure the quality of sports facilities standards to maintain the safety of players



Increase number of coaches and community referees



Provide opportunities for players from various ages



Engage the community through football.

### KPI's

**From 6k to 80k**

Registered players at UAE FA by 2025

**From 150k to 200k**

Practicing players throughout the week by 2025

## Initiatives

1. Sign comprehensive agreement with UAE PL.
2. Work on the development of clubs' work and sustainability.
3. Conduct feasibility study for privatization of clubs.
4. Strengthens the regulations of professional players.
5. Upgrade licensing process for competitions and tournaments.
6. Expand domestic competitions pyramid.
7. Form a new association for professional players.
8. Develop referees and increase their number.

## 3. The Professional Game

### Objective

Develop the game through improving structures of various competitions and the model of governance and management

### Aims



Provide job opportunities for players



Motivate investment in professional clubs.



Support the financial sustainability of clubs



Improve and enhance domestic competitions



Promote football in a professional manner.

### KPI's

#### First Place

AFC Rankings by 2030

#### Less than 60%

Government support from total club funding by 2025

## Initiatives

1. Build high quality partnership and attract the sponsors.
2. Increase the use of UAE FA facilities and their revenues.
3. Promote spectators' attendance during national teams and club matches.
4. Increase the spectators' interaction through questionnaires and other means.
5. Launch membership program for children.
6. Increase number of outlets at national level.

# 4. Commercial & Fan Engagement

## Objective

Fruitful interaction with spectators, building relations between population and football; and marketing of football assets.

## Aims



Produce and distribute high quality digital content



Increase number of spectators during matches.



Provide dynamic marketing solutions to companies



Develop and diverse the sources of income



Increase levels of spectators' interaction.

## KPI's

**Sale of national team matches tickets in full**

By 2030

**From 31 million to more than 50 million dirhams**

Revenues from sponsorship and media rights by 2025

# Initiatives

1. Host great football conferences.
2. Increase number of UAE representatives at FIFA and AFC committees.
3. Build international partnerships with regional federations, confederations and FIFA.

## 5. Global presence

### Objective

Play key role in promoting football at regional and international levels.

### Aims



The best destination for elite national teams and clubs



Host FIFA congress and/or AFC congress.



Exchange knowledge and experience with international partners



Contribute to regional and global efforts.



Enhance UAE's image globally, through football.

### KPI's

**FIFA**

**Member at FIFA Council**

And a member of AFC Executive Committee, by 2023

**FIFA**



**Host FIFA or AFC congress**

By 2025

## 6. Growth Areas

### Objective

Continue in developing women football, beach soccer and futsal.

### Aims



Increase participation in beach soccer



Increase participation of youth in futsal



Develop and support women football



Foster new fields to develop women football, beach soccer and futsal.

### KPI's

**Form youth futsal teams**

By 2023  
They are currently existing in many clubs and we national (A) team and youth national team

**Establish beach soccer clubs**

By 2022

**Women football strategy**

By 2021

## Initiatives

1. Provide wider support to develop women's football.
2. Develop transformation strategy for women's football.
3. Develop beach soccer league.
4. Develop futsal programs.