



# Together for Tomorrow

Bosnia and Herzegovina Football Federation  
Strategy 2022-2026





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# Foreword

Despite troubling times across the globe and the new ways of living the pandemic has provided, it has been remarkable to witness the togetherness and unity football can still deliver on a national and international level.

Providing a guide to follow for the next 5 years, Together for Tomorrow will help capitalise on these unique benefits our sport provides and helps define our future direction as an organisation. Subsequently, I know this strategy will also provide the much-needed clarity on where best to commit our time, effort, and resources to deliver the greatest impact possible in developing football across our nation.

In generating this impact, we know we cannot work alone, and with that I would like to thank every individual that was involved in forming this exciting roadmap for the future of BHFF. Through a detailed and collaborative process, working with individuals internally across BHFF and externally across our wider football network, I stand proud of the outcomes we have been able to reach as a collective group and I look forward to this continued collaboration in making this all happen. As part of these discussions, we were also fortunate enough to have the support of experts from UEFA Grow to help shape our strategic thinking, and I know their ongoing commitment to be supporting our strategy implementation activity is very much appreciated from everyone across BHFF.

Through this collaborative approach in developing our goals and taking advantage of the latest insight and expertise available, this plan positions BHFF as a key component of the European football landscape and provides an exciting opportunity for continued growth. We are a key player that contributes to the growth of the game on a global scale, and a key stakeholder that helps define the very best practice Europe has to offer for all national associations. Both roles provide access and recognition on an international scale, which will only help us continue to evolve through to and beyond 2026.

Forming Together for Tomorrow has already provided a great level of insight into not only what the future of football could look like across Bosnia & Herzegovina, but also into the clear actions and activities we can be doing to get us to where we want to be.

I know that to get there it is a long road ahead, but it is an exciting journey I look forward to embarking with you all on over the next 5 years. I would like to personally thank you in advance for all your commitment and contributions in shaping this exciting future of football for our nation.

**Vico Zeljković**  
President





# Introduction

Together for Tomorrow has come at a crucial time for our country, and a continued connection through football can provide the foundations for a prosperous future.

This next chapter in football is much more than growing the game. Our focus will always be building on the success we have achieved to date on the pitch, as a matter of priority, however our focus over the next 5 years will also include developing internally as an organisation, to provide the best possible support for our football structure nationwide. We have the responsibility of preserving and promoting football across the country, and through this refreshed focus, we know our impact as an organisation will dramatically improve.

Part of this refreshed focus will be a clear promotion of equality and inclusion in everything we do, whilst also embedding solutions surrounding the complex issues of sustainability, cooperating and uniting with all stakeholders across the game in the process.

Providing substance to our approach in promoting equality and inclusion, a focused strategic plan for Women's Football will also be launched by December 2022. This will strive to ensure equal access and opportunity in this growing part of our game and will look to establish football as the number one female sport in the country. Hosting the UEFA U17 Women's Football European Championships in Bosnia & Herzegovina will be the catalyst for development in this area and will provide a fantastic platform to prosper from.

Over the next 5 years, our commitments more generally for Together for Tomorrow can be recognised across the 7 key areas listed below:

- Participation – Providing platforms for play
- Infrastructure & Workforce – Developing our places and people
- Talent Pathways & National Teams – Delivering quality on the pitch
- Leagues & Clubs – Supporting opportunities to compete
- Marketing & Communications – Raising our reach and profile
- Revenues – Financing and fuelling the game
- Good governance – Embedding the right processes and standards

Across these areas, you will see that the goals and objectives set throughout this document will not only improve the quality of our game, but they will also look to provide meaningful and long-lasting impact, far beyond the structures of our stadiums and long after the whistle on matchdays is blown. Through Together for Tomorrow, we will help football, communities within football, and individuals as part of these communities, to thrive for many years to come. We look forward to having both a nationwide and personal impact through the work we will deliver as part of this strategy, and we thank you for playing your role and being a part of our football family.





# Football across BHFF

**1903**

The first football arrived in Bosnia and Herzegovina (Mostar)

**1905**

The first football club (HKD "Hrvoje") is founded

**1908**

The first ever football game is played in Bosnia and Herzegovina in Mostar

**1945**

Under the Kingdom of Yugoslavia, BHFF is established

**1985**

FK Zeljeznicar reaches the semi-final of the UEFA Cup

**1992**

BHFF apply for FIFA and UEFA memberships

**1995**

First BHFF international fixture (Tirana, Albania; 30/11/1995)

**1996**

BHFF becomes full member of FIFA

**1998**

BHFF becomes full member of UEFA

**2002**

The Premier League of BHFF merges with that of the Republic of Srpska Football Association

**2008**

Biggest home win achieved to date Bosnia and Herzegovina 7-0 Estonia (Zenica, Bosnia and Herzegovina, 10/09/2008)

**2012**

Biggest away win achieved to date Liechtenstein 1-8 Bosnia and Herzegovina (Vaduz, Liechtenstein; 07/09/2012)

**2013**

The national teams training centre is opened in Zenica  
Highest FIFA ranking achieved to date of 13th

**2014**

First appearance at FIFA World Cup

**2021**

Viko Zeljkovic elected President of the Football Association

**2022**

Launch of Together for Tomorrow, the 2022-2026 Strategy for BHFF

The first UEFA competition hosted in Bosnia and Herzegovina (EURO WU17)







**3,498,000**  
population



**52,503**  
registered players  
(including 1,606 women -  
3.1%)



**1.5%**  
of population play football  
(1 in 10 play in a club)



**717**  
amateur clubs



**18 - 24s**  
are twice as likely to rate the BHFF  
positively compared to 45-54 year  
olds (UEFA Grow Image Research  
2021)



The BHFF image profile is  
improving, with perceptions of the  
organisation being less political  
and less slow to react  
(UEFA Grow Image Research 2021)



**2 in 5**  
children play football



**16:1**  
player to team ratio  
(16:1 for males, 15:1 for females)



**1,724**  
officials  
(including 83 women)



**554,958**  
average TV audience



**63%**  
of population follow football, making it the number one  
sport in Bosnia & Herzegovina. This is also significantly  
higher than the national association benchmark of 48%.  
(UEFA Grow Image Research 2021)





# BHFF focus 2022-2026

Together for Tomorrow will be **led** through the direction of our vision, **delivered** through our mission, and **embodied** through our values. Our vision, mission and values present the pathway for our daily work over the next five years and provide a clear opportunity for our partners across the football family to not only engage with us, but also effectively contribute to our efforts in building our future of football.

## Vision

Together for tomorrow through football

## Mission

Provide and promote the best possible environment across all aspects of the game for every citizen to enjoy and benefit from football

## Values

Unity, Pride, Equality, Inclusion, Influence

## Focus Areas



### Participation

Providing platforms for play



### Infrastructure & Workforce

Developing our places & people



### Talent Pathways & National Teams

Delivering quality on the pitch



### Leagues & Clubs

Supporting opportunities to compete



### Marketing & Communications

Raising our reach & profile



### Revenues

Financing & fuelling the game



### Good Governance

Embedding the right processes & standards

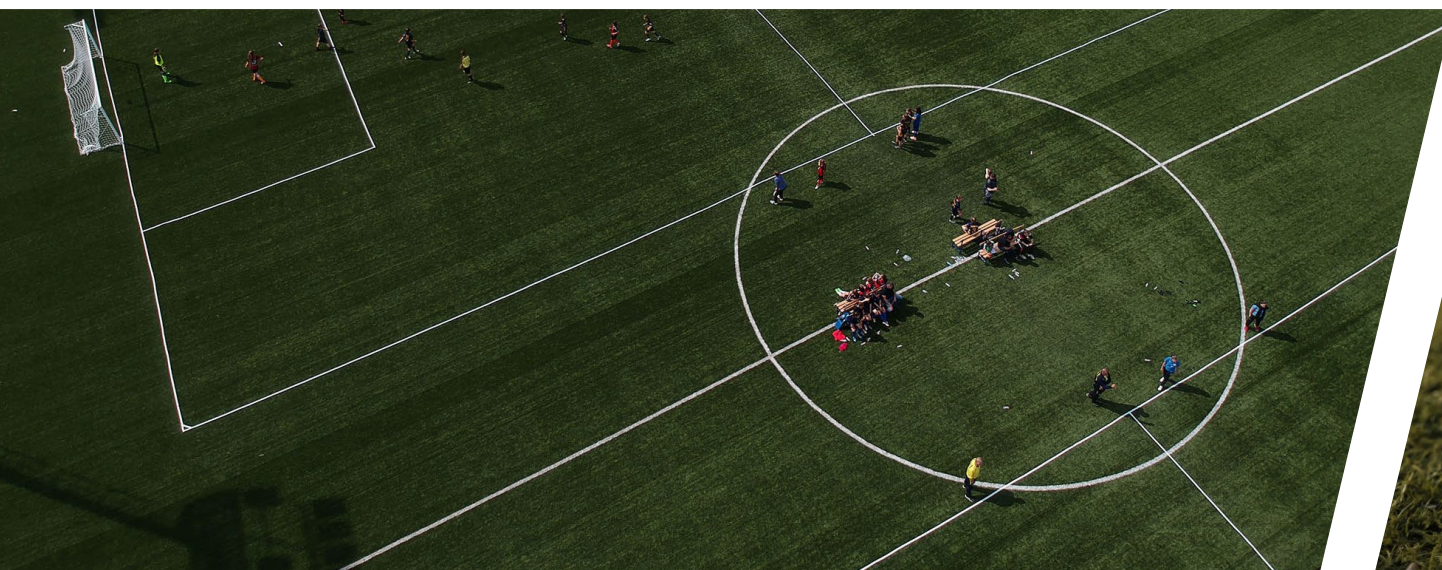




# Providing platforms for play

## PARTICIPATION

As the most popular sport for men across the country, and with football also being ranked in the top 5 sports for women, we have a great opportunity to get more people playing football. Often being limited in spaces to play, but with a great number of interested individuals, it is our duty to be as creative as possible to provide the opportunities for any individual to engage in football, anytime and anywhere. If we can achieve this, we are confident the game can also benefit from individuals who are then wanting to build on this interest and experience, seeking careers opportunities to remain involved. The foundations of our game are the next generations of our country, so it is important that we focus our attention on developing long-lasting interest and opportunities to participate. With this in mind, we will provide the best possible platforms for play to support all individuals interested in engaging with football, no matter their ability or stage of life.



As a commitment to providing platforms for play, we will:

	2022	2026	
<b>Strategic Goal 1</b> <b>Grow the foundations of football</b>	Increasing participation numbers	56,794 male (32,646 under 18, 24,148 over 18)  2,156 female (1,352 under 18, 804 over 18)  3,485 male futsal players (804 under 18, 2,681 over 18)  6 female futsal players (6 under 18, 0 over 18)	72,794 male (42,246 under 18, 30,548 over 18)  3,436 females (2,500 under 18, 1000 over 18)  6,685 male futsal players (1,604 under 18, 5,081 over 18)  500 female futsal players (350 under 18, 150 over 18)
	Increasing the number of competitive playing opportunities	125 leagues for ages U10 – U19  139 leagues for ages 19+  For ages U13 and above, there are leagues established in all regions, however, there is a need for leagues to be established in all regions for age groups below U13  6 Futsal competitions held each year	200 leagues for ages U10-U19  180 leagues for ages 19+  National & regional game format and competition structure in all regions for male and female  17 Futsal competitions held each year
	Increasing the number of participation programmes	Football in schools project plan and funding in place for commencement in 2022  No specific participation project in place for female players  Open Fun Football Schools deliver 25 festivals per year	17 Regions and 85% of schools participating in the football in schools project  Girls focused UEFA Playmakers programme is in place with 30 Playmakers centres across all 17 regions, working with 1800 girls per year  Open Fun Football Schools continue to deliver 25 festivals per year with a 20% increase in participants



**Strategic Goal 2**  
Promote our opportunities to participate

Enhancing the number and quality of promotional activities associated to opportunities to play



0 publications working with national media outlets per year



3 publications working with national media outlets per year

0 publications working with local media outlets per year



5 publications working with local media outlets per year

200 engagement on BHFF opportunity for participation posts online



750 engagement on BHFF opportunity for participation posts online

No clear pathway of participation opportunities promoted



A clear participation pathway is accessible for all interested individuals

Improving public awareness and understanding on the benefits of football

1 informative posts/campaigns around the benefits of football with 5% engagement from parents



10 informative posts/campaigns around the benefits of football with 30% engagement from parents

**Strategic Goal 3**  
Develop partnerships to make participation easy

Increasing the number of links between schools and clubs



2,535 schools offering football, however there are no formal links between clubs and schools



1,000 formal links between clubs and schools

Developing closer working relationships with our club coaches, private football school operators and regional associations, providing opportunities for education, training and networking

No club development support or school to club links programme in place



A Club services / Club Accreditation programme is in place with club support resources to increase standards and quality assurance of grassroots clubs

The 'Open Doors' school to club links programme has generated 10,000 new players as members of clubs

0 BHFF and private football school operator events per year to discuss challenges and identify shared solutions



At least 5 BHFF and private football school operator networking events hosted per year

2 BHFF and regional association / club coaches networking events per year to discuss challenges and identify shared solutions



At least 19 BHFF and regional association / club coaches networking events hosted per year



# Developing our places and people

## INFRASTRUCTURE & WORKFORCE

Whether you are playing recreationally or performing at a high level in the world of football, a suitable surface to play and the right people in place around you to provide the necessary advice, guidance, and support is a necessity. Looking into the journey of every player from a recreational standard to a professional job within the game, the quality of people around you can certainly dictate your ability to be reaching this level, and the quality of facilities once reaching this point can influence the extent to which you can remain there. As the promotor and preserver of football across Bosnia & Herzegovina, we believe every individual engaging in football should have the highest possible level of facilities and support in place to fulfil their playing aspirations. With the standard of our youth players increasing, a lack of quality in facilities and support staff should not restrict our most talented prospects in their journey to the top. A dedicated focus to this area as part of Together for Tomorrow will ensure there are more facilities and more support staff, such as coaches, of a high standard to meet this growing need of our future footballers.



As a commitment to developing our places and people, we will:

**Strategic Goal 4**  
**Ensure our current facilities in place are being utilised efficiently and effectively**

Identifying all possible playing environments across the country and analysing their current occupancy levels and operating processes

Working closely with key stakeholders such as government, private organisations and schools to maximise the number of playing spaces available



Minimal oversight of possible playing environments and levels of operational effectiveness



BHFF possesses a clear oversight of all venues for football nationwide with a coordinated approach to facility utilisation





**Strategic Goal 5**  
Enhance the quality of our elite environments

	2022	2026
Building a hybrid pitch at selected Premier League clubs	0 hybrid pitches	12 hybrid pitches at Premier League clubs
Increasing the number of stadiums that have UEFA standard floodlights	10 stadiums nationwide with UEFA standard floodlights	15 stadiums nationwide with UEFA standard floodlights
Developing the pitches available at the national training centre	2 new pitches required	2 new pitches developed at the national training centre
Improving the quality of technology at Premier League stadiums e.g. VAR capabilities	All Premier League stadiums requiring technology advancements	12 Premier League stadiums operating with VAR capabilities
Exploring the development of a new national stadium	Feasibility study and business plan required for a new national stadium	A completed feasibility study and business plan for a new national stadium
Enhancing the experience of attending a game at Premier League stadiums, regardless of the weather	No stand covers to protect fans from weather conditions at Premier League stadiums	12 Premier League stadiums with stand covers to protect fans from weather conditions, enhancing the fan experience and playing atmosphere

**Strategic Goal 6**  
Develop the skills and abilities of our football network

	2022	2026
Implementing staff education opportunities on infrastructure maintenance to preserve the pitches at amateur level as well as the improvements we implement at the professional level	2 BHFF staff members completing an education course on infrastructure maintenance	12 BHFF staff members completing an education course on infrastructure maintenance
Increasing the number of qualified coaches and playing opportunities within clubs	183 Pro License (Male = 183, Female = 0) 423 A License (Male = 422, Female = 1) 323 B License (Male = 301, Female = 22) 666 C License (Male = 622, Female = 44) 145 UEFA Grassroots Leader (Male = 120, Female = 25)	250 Pro License (Male = 240, Female = 10) 600 A License (Male = 580, Female = 20) 600 B License (Male = 560, Female = 40) 1000 C License (Male = 920, Female = 80) 600 UEFA Grassroots Leader (Male = 400, Female = 200)
	12 professional clubs with 79 teams 717 amateur clubs with 2,868 teams 86 futsal clubs with 93 teams Coaches ratio to total professional teams = 1:12 Coaches ratio to total amateur teams = 1:26	20 professional clubs with 140 teams 1,000 amateur clubs with 4,000 teams 150 futsal clubs with 300 teams Improved ratio of coaches to total professional teams to 1:11 Improved ratio of coaches to total amateur teams to 1:20



# Delivering quality on the pitch

## TALENT PATHWAYS & NATIONAL TEAMS

Our performances on the pitch are ultimately the sporting outcomes to which all our work contributes to. We know the success of our national teams also inspires and fosters social outcomes, such as healthier lifestyles through greater participation, however it is recognised that these wider outcomes also increase when our teams are doing well. With this in mind, we recognise that it is our match results that act as the catalyst for a great deal of our outcomes, both sporting and social.

With a greater number of successful results, we know from our first involvement back in 2014 at the FIFA World Cup that this produces a phenomenal level of international recognition, and a huge sum of role models our future generations of players can aspire to. Our work as part of Together for Tomorrow will help build on our growing international status as a strong footballing nation and ensure the necessary pathways are in place for our very best talent to develop and prosper when wearing our national colours.



As a commitment to delivering quality on the pitch, we will:

**Strategic Goal 7**  
**Produce national teams our nation can be proud of**

Improving the ranking of all national teams

Aiming to qualify for a major tournament

**2022**

Male Senior ranking: 56  
Male U21 ranking: 31

Male senior team not qualified for a major tournament since 2014

**2026**



Male Senior team ranking: Top 50  
Male U21 ranking: 26th or below



Male Senior team qualified for either a European Championships or World Cup



**Strategic Goal 8**  
Develop an approach to nurture the best talent our country has to offer

Developing a national playing philosophy

Designing and implementing a new performance system to implement our new playing philosophy

Improving the clarity of the performance pathway for both men and women

 2022

No recognised playing philosophy

No performance system in place to support a coordinated approach to 'playing the Bosnian way'

Minimal clarity of what a player can expect on their journey and transition into a national team

 2026

All national teams playing in line with an agreed playing philosophy that is supported by a performance system to help implement this across all national team age groups

A clear performance pathway that is shared and understood across all national team players and prospects



**Strategic Goal 9**  
Set the appropriate funding allocations and domestic regulations that will allow our national teams to thrive

Supporting our talent pathway through dedicated investment in equipment, technology, and coach education

Enhancing the league regulations linked to U21 domestic players within club squads on matchdays

 2022

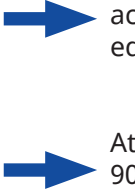
100,000 euros invested in the talent pathway across equipment, technology, and coach education

At least 2 U21 domestic players must feature in a Premier League club's matchday starting line-up, with one player having to play 90 minutes.

 2026

350,000 euros invested in the talent pathway across equipment, technology, and coach education

At least 2 U21 domestic players must play 90 minutes of each game at Premier League clubs





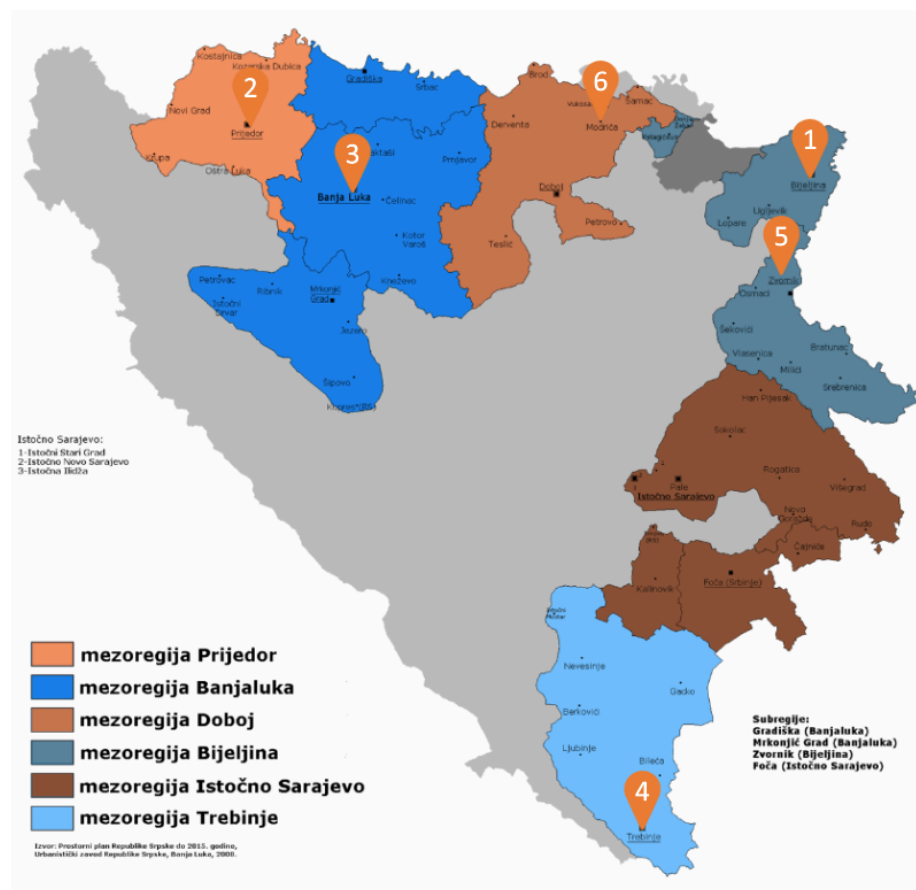
# Supporting opportunities to compete

## LEAGUES AND CLUBS

Providing a regular opportunity to compete, coach, officiate or simply spectate, our clubs, and the leagues in which they play in, are a crucial part of our football infrastructure. With our structure made up of 3 tiers, the Premier League, First League and Second League, on a weekly basis we are in the fortunate position to see over 100 fixtures across 7 different leagues – with the Second League organised through four different leagues (Sjever -North, Centar - Center, Jug – South, and Zapad - West) and working closely with the First League of the Republic of Srpska helps shape the other half of our First League set up.

Despite the vast reach of this club network, which helps with the number of supporters it can attract, it is the quality and competitiveness of these fixtures that is important for our game. With this in mind, we are proud that our viewing figures for our broadcasted Premier League matches are highly regarded in comparison to our neighbouring European counterparts, but it is the live experience of football across our country we would like to develop. As children across our country are the supporters of tomorrow, we must position our games as a welcoming environment for fans, but also family and friends to enjoy the competitive fixtures we have to offer.

The following two images present the current context we are faced with across our nation, with regards to the pitches available for the men's and women's game.



### Men's PL

1. Bijeljina (x1)

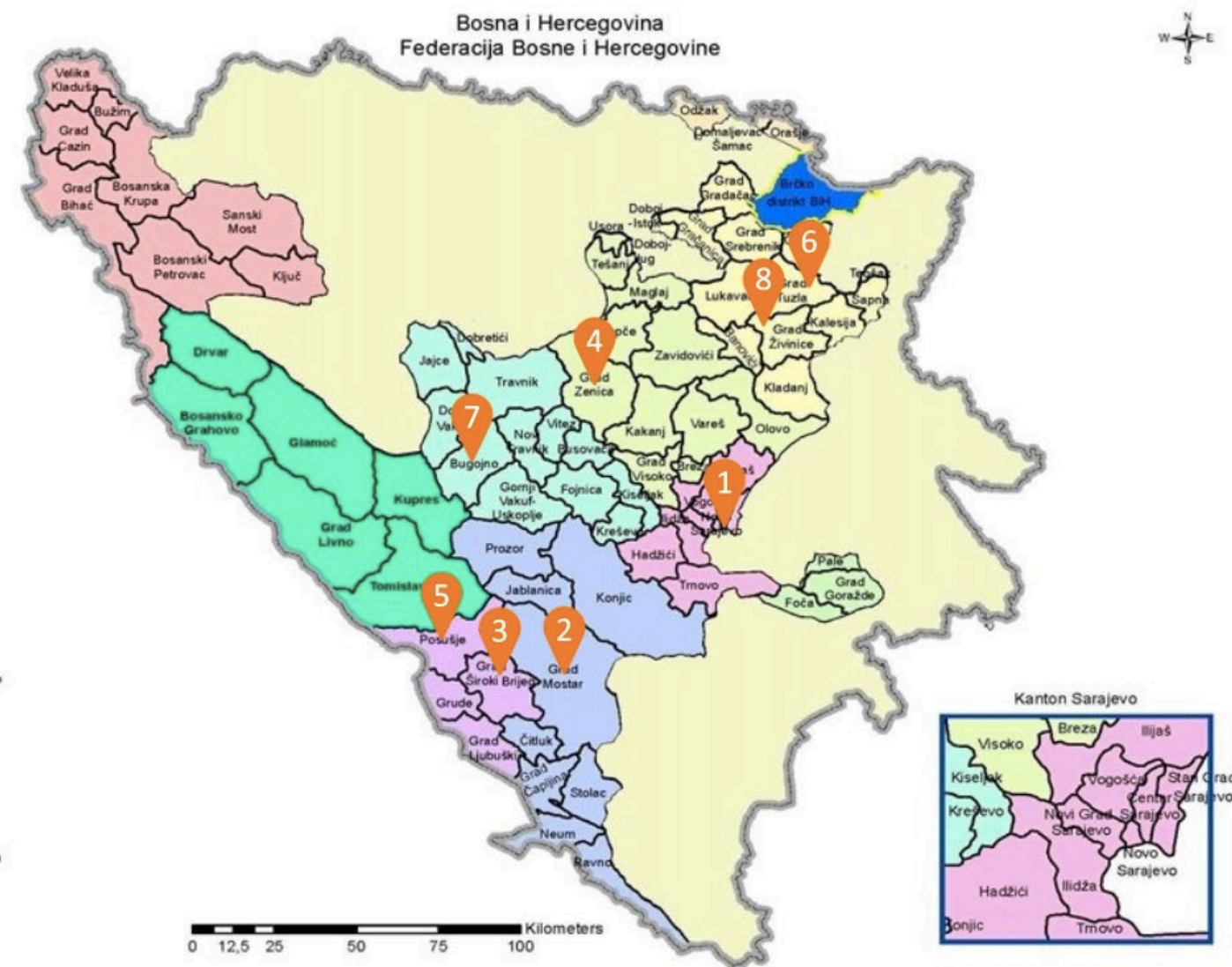
- 2. Prijedor (x1)
- 3. Banja Luka (x1)
- 4. Trebinje (x1)

Underlined = same pitch

### Women's PL

1. Bijeljina (x1)

- 5. Zvornik (x1)
- 6. Modrica (x1)



### Men's PL

- 1. Sarajevo (x2)
- 2. Mostar (x2)
- 3. Siroki Brijeg (x1)

- 4. Zenica (x1)
- 5. Posušje (x1)
- 6. Tuzla (x1)

Underlined = same pitch

### Women's PL

- 1. Sarajevo (x1)
- 2. Mostar (x1)
- 3. Siroki Brijeg (x1)

- 7. Bugojno (x1)
- 8. Zivinice (x1)



As a commitment to supporting opportunities to compete, we will:

	📍 2022	🏆 2026
<b>Strategic Goal 10</b> Ensure our professional leagues remain highly competitive	Increasing the quality of 1st and 2nd division clubs through club licensing requirements and exploring the reduction in the amount of teams within these leagues  12 teams within the 1st division, with a solid group of teams that never face relegation. 16 teams within the 2nd division that forms half of this tier with the First League of the Republic of Srpska.	1st division with 10 teams and 2nd division with 24 teams split 12 + 12 with the First League of the Republic of Srpska.
<b>Strategic Goal 11</b> Explore the development of new opportunities that can provide competitive competition for clubs	Conducting a feasibility study on the introduction of an U21 league  Consulting with both leagues and clubs on the different formats and schedule of current competitions to deliver the most effective calendar of fixtures  Enhancing the quality of women's football clubs through affiliation with men's clubs.	A clear feasibility and business plan for the proposal of an U21 league  An efficient and effective football fixture calendar that aids the best performances possible from our clubs  Obligation for a minimum of 6 clubs in the Premier League to have a women's team
<b>Strategic Goal 12</b> Work with clubs to provide the best possible experience for our fans at live events	Working with key stakeholders such as our government to improve the safety and security of our stadiums  Driving community involvement and engagement across all our football fixtures to promote our sport as a welcoming environment for all	4 stadiums not meeting safety and security requirements with 9 cases of hooliganism reported per season  All stadiums across 1st and 2nd divisions meeting safety and security environments with 50% less cases of hooliganism  Increased 1st division average attendances to 8,000, with 25% being spectators under the age of 18





# Raising our reach and profile

## MARKETING AND COMMUNICATIONS

At BHFF, we have a remarkable history. Our journey to get to where we are today, in comparison to others across the European football landscape, has been no easy challenge. Taking this into account, we are extremely proud with our position as a footballing nation, with international recognition as a team and there being cases of individual players being honoured with top awards abroad in the likes of England, Germany and Italy. As part of Together for Tomorrow, we must shout about this level achievement, to not only celebrate these key milestones, but to also inspire future success.

Despite having a great level of experience and expertise in this area within BHFF, in the past we have faced the daily challenges of multiple responsibilities and limited capacity to effectively tell our stories to the frequency we desire, but we are committed to improving this. Contextually, we know that the engagement and enthusiasm we witness as an organisation is wholly reliant on the performance of our national teams, but we also know that this is not uncommon for national associations of any sport. This is a worldwide challenge and is not something we can immediately look to solve.

Instead, to develop in this area, we will look to establish a clear and consistent approach across our organisation with regards to our marketing and communications, and establish a pro-active culture in telling the stories and successes of BHFF, providing an insight into the world of football beyond what happens on the pitch.

As a commitment to raising our reach and profile, we will:

### Strategic Goal 13

Enhance the profile of BHFF and work towards becoming a more open, trusted and leading organisation

Evidencing the benefits, impact and return on investment of football activities to demonstrate our influence on government initiatives

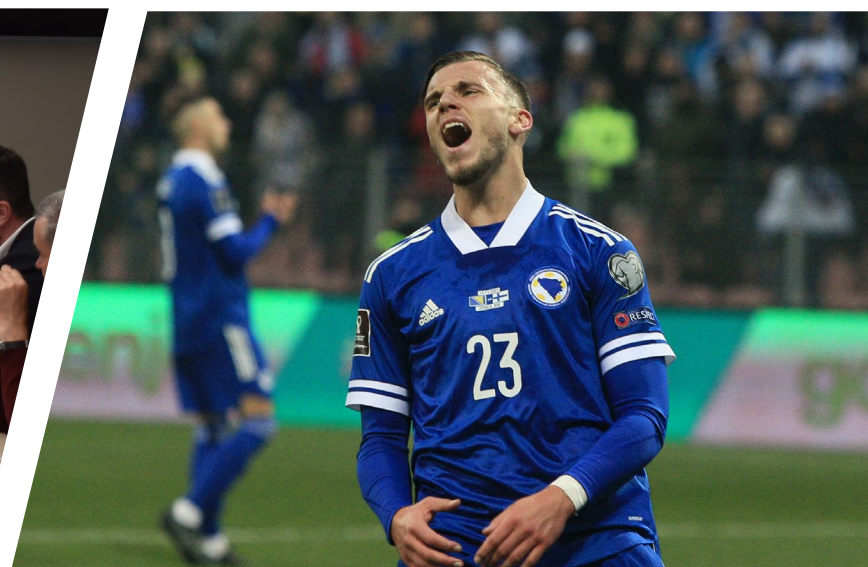


Quantifiable statistics that provide insight on BHFF's impact on society are minimal and there is a perceived lack of trust as an organisation

47% of the population perceive BHFF to have a positive image



BHFF are able to quantify their impact and return on investment on social matters - with at least 65% of the population saying BHFF has a positive image





**Strategic Goal 14**  
Combine the efforts of our staff, partners and stakeholders to promote our activities and impact across the country

Pro-actively working with all key stakeholders to help develop the image of BHFF e.g. media, politicians, partners, general public, clubs

📍 2022

There is currently a reactive relationship to marketing and communications with the majority of stakeholders



🏟️ 2026

All stakeholders have a dedicated point of contact and a schedule of activity planned to share the stories and impact of BHFF work on a frequent basis

Working with both current and prospective partners to enhance their role in promoting the work of BHFF

There is limited stakeholder engagement or management plans in place to drive the promotion of BHFF activity



Create a tailored engagement and management plan for all stakeholders to drive the promotion of BHFF activity

Increasing the capacity of the organisation for this area through the recruitment of a dedicated and consistent spokesperson, in addition to an external agency with specific expertise

Responsibility of communications is shared across the BHFF team with limited time available to apply insight and expertise into all external marketing and communications



An external agency is in place to provide additional capacity and expertise, who are supported by a dedicated spokesperson in place to provide input and reflections on key footballing matters to position BHFF as the central organisation and home of football

Improving internal communications so BHFF activity and areas of success are shared and celebrated for the development of engaging stories and content

The coordination of developing and distributing communications requires greater collaboration across the BHFF team



Communications content is a shared responsibility across the organisation and processes for contributing are clear

**Strategic Goal 15**  
Increase the number of people across the public that are aware, interested and engaged with football and BHFF activities

Creating a pro-active content plan to effectively tell the social story of BHFF

📍 2022

There is minimal awareness and understanding of BHFF work beyond national team operations and its benefits and impact on society. 78% of the population are either not very confident, or not confident at all in knowing what BHFF do as an organisation in leading, managing and overseeing football



🏟️ 2026

Levels of awareness and understanding of BHFF activity are increased by 25% across the public

Modernising our approach to digital communications and brand development

Official digital communications in terms of social media channels are limited and the application of the BHFF brand is a standardised process



BHFF owns a range of key social media pages that provide leading insight and content for football across the country. The brand of BHFF is expanded to capture the eyes and interests of a wider audience for football





# Financing and fuelling the game

## REVENUES

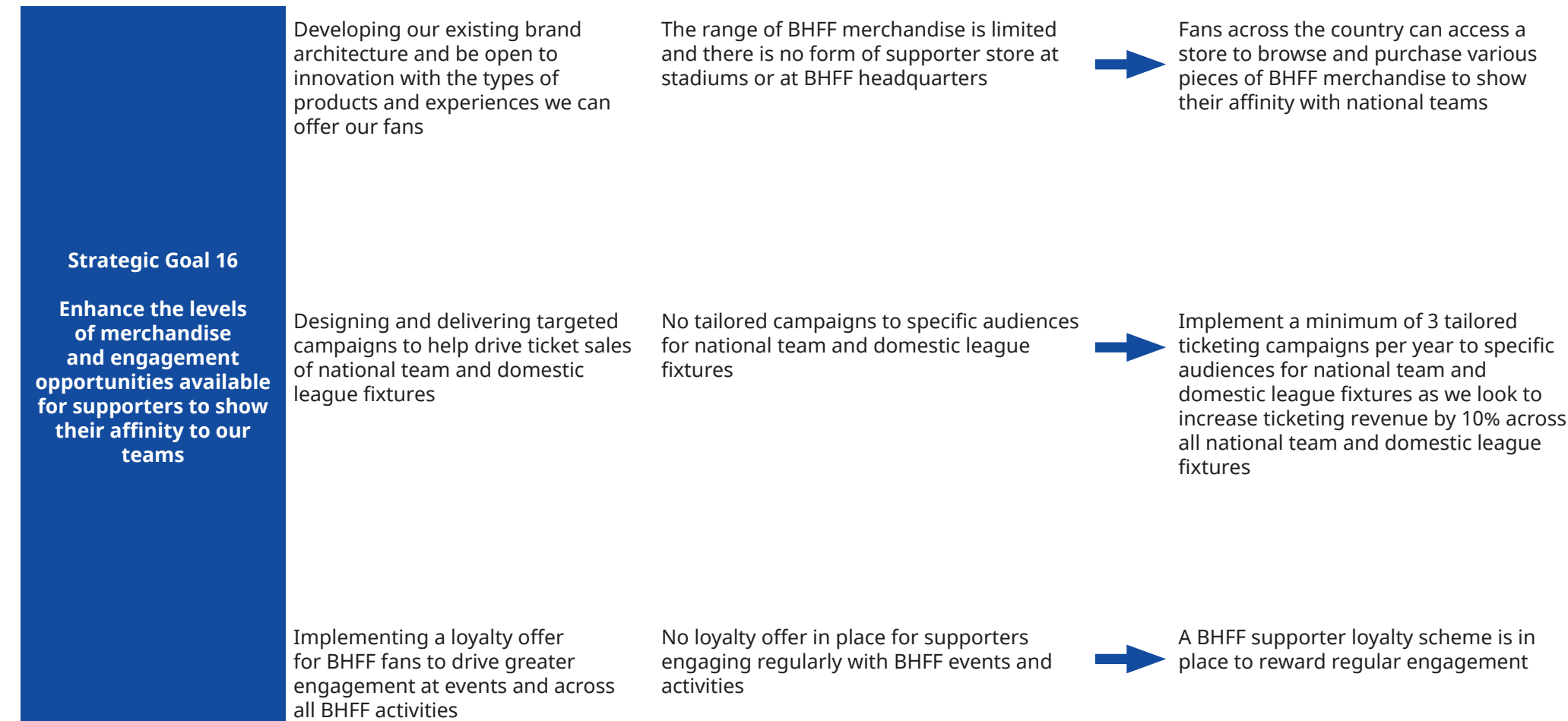
As a large and very public organisation in the country, there is the perception that financially we could not be in a better position, particularly with the support of our international friends at FIFA and UEFA, but this is certainly not the case. With the aspirations we have to develop and grow the game, for everyone to enjoy, with these clearly outlined as part of this strategic plan, we know that this cannot be achieved using only the current support and resources we have in place.

With the same resources, we will achieve the same results, so we must be explicit in striving for more, to not only support our structure today but to develop a better tomorrow. More resource will drive greater quality in everything that we do, whether that is in terms of equipment, expertise or environments for competition, it ultimately provides the platform for us to grow.

Knowing the knock-on effect of our efforts in football on wider society and looking to evidence this as part of Together for Tomorrow, we look forward to engaging with both our current and prospective partners who are interested in joining us on this exciting journey, knowing that it is an opportunity to contribute to society and the future of our football.



As a commitment to financing and fuelling the game, we will:





**Strategic Goal 17**  
**Develop BHFF as a financially sustainable organisation with valuable assets and processes that mirror high-functioning football organisations for the benefit of future generations**

Develop the value of our assets portfolio to provide the foundations of our future game

Allocate sufficient funding to national team expenses with effective budget processes for all events

Commit to a minimum spend for the development of grassroots football across the country

Commit to making improvements to financial management processes each year using UEFA Grow and other supporting resources

**2022**

BHFF net assets currently valued at 1.4million euros.

BHFF currently spending more than national association peers on national team expenses

BHFF spending to support grassroots currently fluctuates on an annual basis which limits the ability to establish long-term plans for the benefit of the game

**2026**

BHFF possesses an assets portfolio of over 3m euros in value

BHFF to allocate 25% of total expenditure on national team expenses (in line with our national association peer group)

Spend at least 10% of total expenditure on grassroots football (in line with our national association peer group)

**Strategic Goal 18**  
**Create a compelling proposition for partners that want to be a part of our journey**

Establishing a closer relationship with our governments to increase their understanding of our alignment in activity and desired outcomes

Creating additionality in the current commercial offer by exploring the different ways we can be packaging our assets and rights

Increasing the number and value of partner contracts by enhancing the opportunities to engage with BHFF

**2022**

There is a desire to have a closer relationship with governments and for greater understanding and support on the work of BHFF

Partnership packages, assets and rights are limited in detail with the aspiration to have more opportunities and ways to engage

**2026**

BHFF hosts meetings with government officials on a quarterly basis to discuss social impact and future activity in supporting our participation projects

BHFF possesses an attractive and detailed deck of opportunities for partners to engage with at various different levels, providing an increase of sponsorship revenues per annum of 20% by 2026





# Embedding the right processes and standards

## GOOD GOVERNANCE

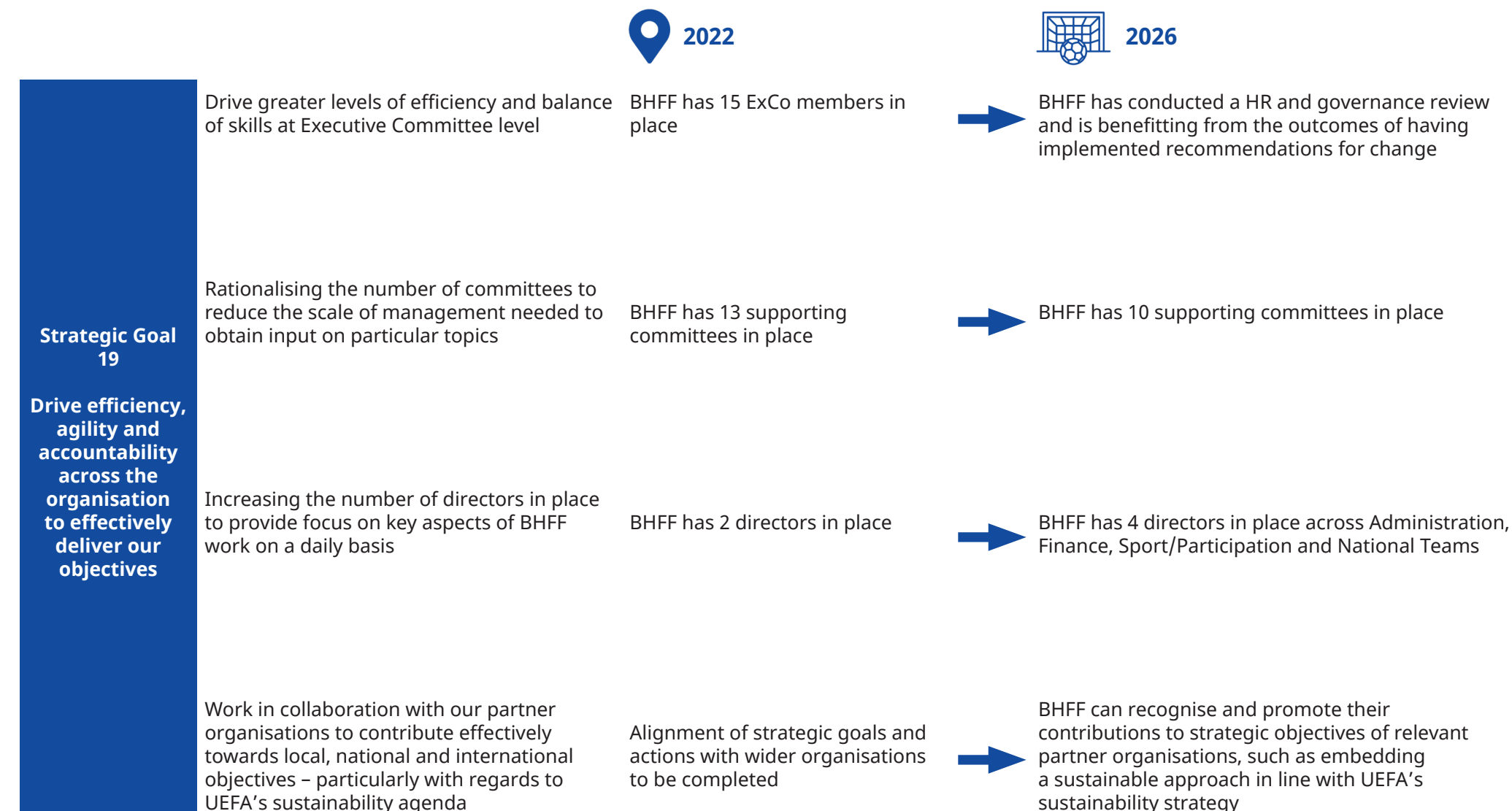
Delivering football across a nation of 3.5 million people is by no means down to any one individual. It is the collective contributions of multi-millions of people, those directly employed or associated with BHFF, but also the coaches, officials and administrators that help the running of football at every level on a weekly basis. We all have the responsibility to engage with football with the appropriate standards, and it is our responsibility as BHFF to listen and help shape these standards.

With a team of 40 staff members, but also an extended network of 12 executive committee members, 60 general assembly delegates and additional members of 13 committees, even our 'central team' that helps govern our sport can be seen as a complex machine. As part of Together for Tomorrow, our focus will be on reflecting on what we have in comparison to best practice across Europe, to ensure we have the right components in place across this central team and that these components are effectively working with one another.

We want our governance to be robust, but also relative to who we are and the decisions we need to be making to move football forward. Taking this into account, we may challenge the status quo with our approach to this area over the next five years which may lead to change after consideration and consultation. Change is often overlooked due to fear and uncertainty, but we must commit to change should it be the right outcome to benefit the future game.



As a commitment to embedding the right processes and standards, we will:





**Strategic Goal 20**

**Ensure there are clear roles, responsibilities and relevant expertise across all areas of the organisation**

Looking to recruit individuals of the appropriate skills, experience and background to ensure the organisation's demographics are reflective of society and expertise can be applied at a faster rate for greater impact

Conducting a HR review to identify and embed supporting processes and procedures that would assist BHFF operations

Reviewing our delegation of authority across the organisation and update our approach where necessary

 2022

Recruitment across BHFF can be improved to become more reflective of society and to minimise the induction/training period for new employees

BHFF require external input to help reflect and shape the necessary processes/procedures for BHFF to become a high performing organisation

The speed of action across BHFF is often limited due to the rate at which decisions can be made

 2026

The recruitment process across BHFF is refreshed and refined to drive greater quality and efficiencies

A HR review of BHFF has been conducted with the suggested updates implemented across the organisation

Authority is appropriately delegated across the organisation to provide a clear and efficient decision-making process for action



 2022

Developing greater levels of collaboration across BHFF departments

There are currently no dedicated cross-departmental meetings in place so department collaboration is ad-hoc and opportunities for greater input and impact may be missed

 2026

Heads of departments across BHFF meet on a monthly basis to discuss all areas of future activity and identify areas of support that can be provided to each other



**Strategic Goal 21**

**BHFF is recognised as a rewarding place to work with proud, committed and collaborative members of staff**





# BHFF by 2026



- |    |   |                          |    |   |                          |
|----|---|--------------------------|----|---|--------------------------|
| 1  | Grow the foundations of football  | <input type="checkbox"/> | 12 | Work with clubs to provide the best possible experience for our fans at live events   | <input type="checkbox"/> |
| 2  | Promote our opportunities to participate  | <input type="checkbox"/> | 13 | Enhance the profile of BHFF and work towards becoming a more open, trusted and leading organisation   | <input type="checkbox"/> |
| 3  | Develop partnerships to make participation easy   | <input type="checkbox"/> | 14 | Combine the efforts of our staff, partners and stakeholders to promote our activities and impact across the country   | <input type="checkbox"/> |
| 4  | Ensure our current facilities in place are being utilised efficiently and effectively                         | <input type="checkbox"/> | 15 | Increase the number of people across the public that are aware, interested and engaged with football and BHFF activities  | <input type="checkbox"/> |
| 5  | Enhance the quality of our elite environments   | <input type="checkbox"/> | 16 | Enhance the levels of merchandise and engagement opportunities available for supporters to show their affinity to our teams   | <input type="checkbox"/> |
| 6  | Develop the skills and abilities of our football network  | <input type="checkbox"/> | 17 | Develop BHFF as a financially sustainable organisation with valuable assets and processes that mirror high-functioning football organisations for the benefit of future generations | <input type="checkbox"/> |
| 7  | Produce national teams our nation can be proud of   | <input type="checkbox"/> | 18 | Create a compelling proposition for partners that want to be a part of our journey  | <input type="checkbox"/> |
| 8  | Develop an approach to nurture the best talent our country has to offer                                       | <input type="checkbox"/> | 19 | Drive efficiency, agility and accountability across the organisation to effectively deliver our objectives  | <input type="checkbox"/> |
| 9  | Set the appropriate funding allocations and domestic regulations that will allow our national teams to thrive | <input type="checkbox"/> | 20 | Ensure there are clear roles, responsibilities and relevant expertise across all areas of the organisation  | <input type="checkbox"/> |
| 10 | Ensure our professional leagues remain highly competitive   | <input type="checkbox"/> | 21 | BHFF is recognised as a rewarding place to work with proud, committed and collaborative members of staff  | <input type="checkbox"/> |
| 11 | Explore the development of new opportunities that can provide competitive competition for clubs               | <input type="checkbox"/> |    |   |                          |

Throughout this document you will recognise a great number of aspirations to set us on our way to 2026. Although this overview provides a picture of what success by statements and numbers of what success can look like, we know we will only be successful in numbers with the help of our wider football family. As a key factor of driving societal development and greater unity through a shared passion for football, we look forward to working with our government, clubs and partners across the game in turning these aspirations into reality.







# Together for Tomorrow

Bosnia and Herzegovina Football Federation  
Strategy 2022-2026

