



ACTIVITY PLAN IN 2023

Sarajevo, March 2023

Contents

I INTRODUCTION	3
II AUTHORITIES AND BODIES OF THE FEDERATION	5
III GENERAL SEKRETARIAT	6
IV ADMINISTRATION SECTOR	7
V ECONOMIC AFFAIRS SECTOR	8
VI NATIONAL TEAMS AND EDUCATION SECTOR.....	11
VII COMPETITION, REFEREEING AND EVENTS SECTOR	16
VIII CLUB COMPETITIONS	21
IX CLUB LICENSING	22
X STANDARD AND QUALITY	23
XI INFRASTRUCTURE PROJECTS.....	24
XII CONCLUSION.....	25

I INTRODUCTION

The Activity Plan for 2023 is harmonized with the competition calendar of the BH FF, FIFA and UEFA. This document was prepared based on the stated needs of our national teams for international and friendly matches, as well as tournaments of younger national teams. In March 2023, the new qualification cycle for EURO 2024, which will take place in Germany, begins. During the year, our "A" national team will play ten matches in qualifying group J. Opponents of our best national team are Portugal, Slovakia, Iceland, Liechtenstein, and Luxembourg.

The BH FF will continue its activities to assist to the clubs of the BH Premier League, but also to clubs that compete at other organizational levels of competitions in B&H. The primary task is to work on the reconstruction of the infrastructure, which will be especially visible in the coming period when the pitches with hybrid grass will be completed as part of the project "Complete Reconstruction of the Main Pitches at the Stadiums of BH the Premier League".

Improving work in all segments of business and administration of the BH FF General Secretariat are special priorities in the coming period. For this purpose, newly adopted management methods are used, expressed in the UEFA guidelines from the document "Principles of Good Management". In the following period, specific actions will be implemented to introduce ISO quality standards into the business system of the BH FF. The new leadership of the BH FF worked proactively in the previous period. They took over the mandate and created the preconditions for the introduction and implementation of new projects in our country. First, to improve the conditions for training sessions and playing matches. Infrastructural problems are the "brake" of continuous and quality work with young players. At the beginning of last year, financial resources were secured for the complete reconstruction of the twelve main pitches in the stadiums of the BH Premier League, from our own funds and the UEFA HatTrick V Program. The BH FF is not able to implement these projects independently, because the situation with sports facilities in our country is very bad. There is a possibility, but the goals regarding infrastructure in local communities need to be redefined, and without that, the BH FF cannot take over the further implementation of future projects. In the first half of 2023, the completion of two more pitches with hybrid grass is expected, so that half of the tasks in the implementation of this capital project will be realized in accordance with the planned dynamics of the works.

Activities this year will be focused on:

- Suppression of forms of incriminated actions that directly threaten the integrity of the game (manipulation of results, hooliganism, nationalism, racism, hate speech, etc.);
- Active action in the field in order to suppress illegal and corrupt actions;
- Monitoring of financial stability, current operations, and liquidity in the work of the BH FF;
- Constant communication with FIFA and UEFA, with quality implementation of the given guidelines;
- Active support for the work and functioning of entity associations (FF FBH and FA RS);
- Application of new technologies, constant education, and acquisition of new knowledge;
- Monitoring the application of all criteria and standards in the club licensing procedure;
- Raising the quality of women's football;
- Continuous work on the "Grassroots" Project through schools, workshops, and various associations;
- Continuation of quality business cooperation with associations from the region;
- Continuous social dialogue with all levels of government;
- Better cooperation with all media, both printed and electronic;

- Improvements in communication through social networks;
- Interviews with fan groups from Bosnia and Herzegovina and abroad.

These activities were previously coordinated with all stakeholders participating in the work of the BH FF, at all organizational levels.

Community and social responsibility is our primary task, as well as a proactive attitude towards the local community in our environment. This is one of the principles of our work, and it can always be improved. We will certainly continue to apply this in the future.

II AUTHORITIES AND BODIES OF THE FEDERATION

Statutory authorities and bodies of the Federation: General Assembly, Executive Board, Committees, Commissions and Legal Bodies, will implement tasks in accordance with work plans, in accordance with the competences and valid regulations of the BH FF.

In the course of 2023, it is planned to hold a regular session of the BH FF General Assembly. The regular session is planned to be held in the second half of April 2023.

In 2023, the Executive Board will hold its sessions in accordance with the BH FF Statute. In accordance with the provisions of the Statute, in urgent cases between two sessions of the BH FF EB, the BH FF Emergency Committee can also sit.

Advisory bodies of the Executive Board (committees) will hold their regular sessions in accordance with the indicated needs, and according to the prescribed competences defined in the Regulations on Work of the BH FF Committees and Legal Bodies.

The General Secretariat will continuously provide administrative support to the authorities and bodies of the BH FF in the implementation of their statutory activities.

III GENERAL SEKRETARIAT

The General Secretariat will carry out tasks within its jurisdiction, providing administrative support to the authorities and bodies of the BH FF, as well as the organization of travel for all national teams in 2023. The conduct of the competition organized by the BH FF will be carried out in accordance with the competition regulations and rules.

The tasks in the sectors will be carried out in accordance with the legal regulations and acts of the BH FF. FIFA and UEFA guidelines will be treated to the highest standards. The General Secretary will organize, coordinate, and supervise the work of the organizational units of the General Secretariat in accordance with the obligations from the BH FF Statute, elaborated in the Regulations on Internal Organization and Systematization of Workplaces in the BH FF. The General Secretary will actively participate in the club licensing process during the key process.

IV ADMINISTRATION SECTOR

In 2023, the Administration Sector will regularly carry out the jobs and tasks established by the BH FF Statute, as well as the corresponding regulations that define competences and responsibilities. In this regard, the Administration Sector will also in 2023:

- Continue the implementation of the activities of monitoring, arranging, and harmonizing the legal regulations of the BH FF together with other services, which would include all the acts that should be regulated in accordance with the growing needs of the BH FF;
- Continue with the successful management of disputes, which are led by the BH FF or are led against, both before domestic and international courts;
- Continue carrying out activities related to exercising the rights and fulfilling the obligations of employees and other interested legal and natural persons;
- Preparation of drafts and proposals for decisions and conclusions of the BH FF Executive Board;
- Continue active cooperation with the committees and legal bodies of the BH FF that are served in the work, so that they continue to be expeditious, and the sessions and activities of these bodies to be organized and implemented in a timely and quality manner;
- Continue successful cooperation with registration and entity associations as well as clubs and players in order to ensure the correct application of the regulations of the BH FF;
- Participation in seminars and educations for registration associations, entity associations, clubs, players, official club representatives, through thematic lectures;
- Verifications of contracts and contract terminations, as well as agreements on loan between the BH Premier League clubs and players;
- Continue successful cooperation with state institutions related to obtaining sports citizenships as well as other aspects of business;
- Continue successful cooperation with state institutions on all status issues;
- Drafting of all types of contracts, in accordance with the needs of the BH FF, which contract cooperation or hire persons for a wide range of jobs depending on the current events and needs of the BH FF, in the way of additional improvement thereof;
- Monitoring the implementation of certain sponsorship and partnership contracts from the legal aspect of validity and correctness;
- Submitting a request for compensation for non-material damage caused by injuries to male and female national team players during preparations or matches with the insurance company;
- Implementation of activities related to the resolution of legal issues concerning the old administrative headquarters of the BH FF;
- Logistical, administrative-technical, and legal support for all events, matches, seminars and the like, which will be organized by the BH FF;
- Keeping track of the correctness and validity of vehicle documentation in the BH FF fleet in accordance with relevant legal regulations;
- Implementation of the sale of the old office building according to the Decision of the BH FF EB;
- Management of protocols, establishment of archiving procedures and other administrative tasks, management of sports equipment, fleet, and facilities at the disposal of the Federation;
- Providing services through the Zenica TC for gatherings of all national teams of the BH FF, playing international matches of men's youth and all women's national teams, as well as official gatherings for the improvement of match officials, football workers and coaches through seminars and other educational contents;
- Planning of the occupancy of the Zenica TC capacity;
- Planning the development of project documentation for the extension of the Zenica TC and monitoring the implementation of land expropriation by the City of Zenica necessary for the extension of the Zenica TC;
- Completion of the Project to Improve the Floodlighting in Premier League Stadiums;
- Completion of the Project "Development of Youth Football Infrastructure through the Wider Social Community" - pitches with artificial turf";
- Implementation of the Project for the Complete Reconstruction of Main Pitches of the BH Premier League Stadiums.

V ECONOMIC AFFAIRS SECTOR

The Sector continues to perform activities from the scope of financial, economic, accounting and marketing nature, and in accordance with the competences and obligations prescribed by the Regulations on Internal Organization and Systematization of Workplaces of the BH FF General Secretariat, the Regulations on Work and Labour Relations of the BH FF, the Law on Work in BH Institutions, other relevant regulations, and the requirements of FIFA and UEFA, all according to the recommendations of competent bodies in B&H.

Service for Financial Affairs and Accounting

In 2023, the following jobs and activities are planned:

- recording of business changes; invoicing disciplinary penalties and other obligations to clubs which participate in competitions organized by the BH FF,
- calculation and preparation of orders for payment of gross personal income and other income of employees, compensation for members of management bodies, committees and legal bodies of the Federation, compensation to officials, for competitions organized by the BH FF,
- regular monitoring of the financial situation regarding the collection of receivables and payment of obligations, and regular informing about the financial situation of the Federation,
- calculation and preparation of orders for payment of gross fees to members of national teams and technical staffs,
- cooperation with the BH FF Finance Committee and preparation of information and reports as requested by the Finance Committee,
- participating in the development of the Income and Expenditure Plan for 2024, monitoring its execution, and providing information on the financial situation of the Federation,
- harmonization of the data submitted by the Commission for the list of fixed assets and sources of funds with the balance as of 31.12.2023,
- preparation of the BH FF Annual Accounts for 2023 and the Report on Execution of the Income and Expenditure Plan for 2023,
- cooperation with the external auditor and provision of all required information and data regarding the audit of the BH FF Financial Report,
- acting according to the requirements of UEFA and FIFA and submitting the requested data and information on the purpose of spending the funds used by the Federation under the programs of these organizations,
- preparation of information and other documents at the request of the management, and cooperation with other organizational parts of the General Secretariat in order to fulfil the goals and tasks of the Federation.

Procurement Service

In 2023, the BH FF Procurement Service plans the following activities:

- Preparation of the procurement plan for 2023 in cooperation with all sectors of the BH FF;
- Provision of funds and services necessary for the functioning of the BH FF General Secretariat;
- Continuous market research;
- Continuous communication with suppliers;
- Continuous monitoring of the execution of signed contracts;
- Implementation of all necessary documents in the ISO 9001 certification system, through cooperation with external collaborators;
- Other tasks by order of the Executive Director, the General Secretary, the Executive Board, and the President of the BH FF.

Marketing and Promotion Service

- After the development of the BH FF Football Development Strategy, the conditions were created for the further improvement of all strategic documents of the Federation in accordance with the activities, and in the following period the Marketing and Promotion Service will begin the preparation of the Strategic Marketing Plan, which will be the link between all documents that are already implemented (Marketing Budget, Revenue and Expenditure Plan of the BH FF, Plan for Implementing Regular Activities; Product Range/Sponsorship Packages, Brand Book/Book of Graphic Standards, etc.), and everything will be harmonized with the ISO 9001 process certification carried out in the BH FF;
- Activities that are planned and not related to the calendar refer to continuous work and regular cooperation obligations, both with sponsors and with all stakeholders of the BH FF. Of strategic interest is the extension of the contract with the "m:tel" general sponsor for a multi-year period, which would additionally provide security of income through marketing activities, the continuation of negotiations and the finalization of cooperation with the companies "Kelme" and "Coca Cola" HBC. The marketing market not only in Bosnia and Herzegovina, but in the whole world, has experienced certain difficulties due to the COVID-19 virus, and our goal is to maintain partnership business with existing sponsors. The plan is to increase sponsorship contracts by at least 10% through better contracts and securing new sponsors. The plan of promotional and FRM activities with all sponsors will be implemented in accordance with the contractual obligations, as well as reporting on the same;
- All marketing and promotional activities in the organization and implementation of all sports events of national teams and the BH FF in general, which primarily concern branding, sale and distribution of tickets, hospitality services to all VIPs, and representatives of other national associations, FIFA, and UEFA;
- Provision of all marketing and promotional services at the Zenica Training Centre, during the organized gathering of national teams, playing international matches of men's youth and all women's national teams;
- Introduction of e-tickets for football events, which would keep the BH FF in step with the times. Online payment and shopping would avoid crowds and queues, which ultimately saves all citizens' time. Tickets would become available to everyone and there would be no monopoly on sales, and the possibility of a black market would be reduced. At any time, through the online platform, the BH FF representatives would have the possibility to review sales and an accurate analysis of sold tickets, as well as the possibility that for all events during the calendar year, tickets would be on sale several months in advance. Furthermore, when purchasing tickets, the customer's basic data would be entered, so the BH FF would have the opportunity to have a better overview of all visitors from a security standpoint;
- Launching the Fan Shop, as well as online sales and the possibility to make all props available to all fans and sympathizers of the BH football national teams. The BH FF is an association of citizens characterized by non-profitable, non-lucrative activity, since it is legally unable to independently organize this type of sales while gaining profit from the position of image and brand, it is desirable to find a partner who will implement this idea. When making props and equipment of national teams, the basic requirement is to return to a recognizable brand and image and to avoid generic issues that have no connection with the fundamental values of the BH FF (coat of arms, colours, etc. recognizable motifs, and names);
- Carrying out many humanitarian activities, with the aim of positioning the BH FF as a socially responsible institution, especially helping socially vulnerable categories of BiH citizens who are in a certain state of need. Signing a memorandum of cooperation with the non-profit humanitarian organization "pomozi.ba" and implementing joint activities of a humanitarian nature in the field of sports and through sports activities and events, as well as implementing a large sports humanitarian event that goes beyond the borders of B&H;
- Additional improvement of the work of social networks (own YouTube channel, Facebook page, Twitter, and Instagram account, as well as additional activities on the same in cooperation with the marketing departments of the BH FF sponsors;

- Improving the skills and knowledge of employees of the Marketing and Promotion Service and monitoring world trends through adequate FIFA/UEFA seminars and workshops, as well as joint "brainstorming" activities and seminars for sponsor representatives, organized by the BH FF.

VI NATIONAL TEAMS AND EDUCATION SECTOR

In accordance with the plan and program of activities, in 2023, the Sector will actively work on the plan of organizing matches of all national teams that will participate in official FIFA/UEFA competitions, or will take part in friendly matches and tournaments.

"A" NATIONAL TEAM

The "A" national team will take part in the UEFA EURO 2024 qualifiers, in the dates:

23.03.2023 Bosnia and Herzegovina – Iceland
26.03.2023 Slovakia – Bosnia and Herzegovina
17.06.2023 Portugal – Bosnia and Herzegovina
20.06.2023 Bosnia and Herzegovina - Luxembourg
08.09.2023 Bosnia and Herzegovina - Liechtenstein
11.09.2023 Iceland – Bosnia and Herzegovina
13.10.2023 Liechtenstein – Bosnia and Herzegovina
16.10.2023 Bosnia and Herzegovina – Portugal
16.11.2023 Luxembourg – Bosnia and Herzegovina
19.11.2023 Bosnia and Herzegovina - Slovakia

U-21 NATIONAL TEAM

The U-21 national team begins the cycle in the qualifications for EURO 2025:

07.09.2023 Bosnia and Herzegovina - Slovenia
12.09.2023 Austria - Bosnia and Herzegovina
13.10.2023 Bosnia and Herzegovina - France
17.11.2023 Cyprus - Bosnia and Herzegovina
22.03.2024 Slovenia - Bosnia and Herzegovina
06.09.2024 Bosnia and Herzegovina - Austria
10.09.2024 France - Bosnia and Herzegovina
15.10.2024 Bosnia and Herzegovina - Cyprus

U-19 NATIONAL TEAM

With the aim of quality preparations for official competitions, the plan and program include friendly international matches, winter and summer camps, as well as one-day or two-day selective gatherings.

QUALIFICATIONS FOR 2024 UEFA U-19 EURO

Boys born in 2005 start the competition in the first qualifying round of the UEFA European U-19 Championship 2024. The qualifying mini-tournament will be held in Luxembourg, in the period from 15.11. until 21.11.2023, and the opponents of our national team will be teams from the Netherlands, Azerbaijan, and Luxembourg.

CAMP

The plan is to hold several camps, the main goal of which is professional organizational, technical, methodological, and practical determination and selection of young players, boys born in 2005 and 2006, for checking and selecting potential candidates.

U-17 NATIONAL TEAM

CAMP

As with the U-19 team, and with the aim of preparing as well as possible for the afore-mentioned competitions, friendly international matches, a winter and/or summer camp and one- or two-day selective gatherings are planned.

QUALIFICATIONS FOR 2023 UEFA U-17 EURO

Boys born in 2006 continue the competition in the elite qualifying round for the UEFA European U-17 Championship 2023. The qualifying mini-tournament will be held in Serbia, in the period from 22.03. until 28.03.2023, and the opponents of our national team will be the teams of Serbia, Israel, and Belarus.

QUALIFICATIONS FOR 2024 UEFA U-17 EURO

Boys born in 2007 participate in the new qualification cycle for the UEFA European U-17 Championship 2024. The qualifying mini-tournament will be held in Hungary, in the period from 25.10. until 31.10.2023, and the opponents of our national team will be teams from Hungary, Bulgaria, and Andorra.

U-15 NATIONAL TEAM

The pioneer national team, boys born in 2008 and 2009, who do not participate in international competitions, should prepare, and introduce new young players to take part on the international stage with quality national team. In 2023, regional selective gatherings are planned with the aim of checking as many candidates as possible, and the final selection will be the best individuals, future national team players.

Friendly international matches are also planned. The Federation will organize this year the international memorial tournament "Josip Katalinski – Škija" in Sarajevo, with the participation of four teams. The date of the tournament is the beginning of April 2023.

The goal of this national team is the correct and systematic selection of players, integration, and profiling of the entire team's game through friendly matches, and the creation of national team's standards and a winning mentality for players who will move on to senior national team.

"A" NATIONAL TEAM /women/

In the month of February, preparations are planned in Antalya (from 13th to 23rd February 2023). It is planned to play two friendly matches in the FIFA dates from 04.03. until 11.04.2023 and from 10.07. until 18.07.2023 (four matches in total).

The draw for the UEFA Nations League will take place in the month of May 2023. The matches are scheduled in FIFA dates from 18.09. until 26.09.2023, from 23.10. to 31.10.2023, and from 27.11. until 05.12.2023. The continuation of the UEFA Nations League will follow in 2024 (FIFA dates in February, April and June 2024).

U-19 NATIONAL TEAM /women/

Girls born in 2005 will participate in the new qualifying cycle for the UEFA European WU-19 Championship 2024, which will be held in Italy in the period from 04.05. until 11.04.2023. Our opponents will be the national teams of Italy, Greece, and Austria. In order to prepare as well as possible for these competitions, friendly matches and one-day and two-day gatherings are foreseen in the plan and program. Camps for this age category are planned at the Training Centre in Zenica, and in terms that will be coordinated with other activities and the preparation plan of this national team.

U-17 NATIONAL TEAM /women/

Players born in 2006 are participating in the new qualifying cycle for the European WU-17 Championship, and the tournament will be hosted by Bosnia and Herzegovina in the period from 22.03. until 28.03.2023, and the opponents of our national team will be Azerbaijan, Kazakhstan and Montenegro.

In order to prepare as well as possible for these competitions, the plan and program also provide for appropriate control matches.

OLYMPIC - MEDITERRANEAN NATIONAL TEAM

The activities of this national team, which consists of potential candidates for the "A" national team, will be realized through a gathering of candidates, with two planned control matches with other national teams.

The main goal is the professional development of national team members who have left the U-21 national team, and are potential candidates for the "A" national team of Bosnia and Herzegovina, with integration and profiling of the players and the selection through friendly matches.

FUTSAL NATIONAL TEAM

Futsal national team of Bosnia and Herzegovina will play the "Futsal Week January Cup" tournament in Poreč, from 10.01. until 16.01.2023, in order to prepare for the qualifying cycle.

The futsal national team will play two qualifying matches for the World Cup:

03.03.2023 Armenia – Bosnia and Herzegovina, and
08.03.2022 Bosnia and Herzegovina – Czech Republic

If our national team makes it to the play-offs, the matches will be played from 10.04. until 19.04.2023. If our national team ends the cycle with both victories against the above-mentioned opponents, as the second team in the group, qualification will be secured as the four best second-ranked teams that will directly qualify for the elite round along with the twelve first-ranked teams from the twelve groups. After that, the elite qualifying round would be played in the period of September, October, November, and December 2023 (FIFA futsal dates for the qualifying cycle of the elite round). A larger number of selective gatherings and international friendly matches are also planned.

FUTSAL U-19 NATIONAL TEAM

The BH junior futsal national team will play the main qualifying round for the 2023 European Championship. We are the hosts of the main round, and we play matches in the time slot:

22.03.2023 Bosnia and Herzegovina - Greece
23.03.2023 Bosnia and Herzegovina – Azerbaijan
25.03.2023 Bosnia and Herzegovina - France

WOMEN'S FUTSAL NATIONAL TEAM

This team is participating in the UEFA qualification competition in 2023. Also, a larger number of selective gatherings and international friendly matches are planned, in order to prepare for official matches and tournaments in 2023.

DEVELOPMENT AND EDUCATIONAL PROGRAMS

In addition to the participation of the national teams, certain activities are planned within the UEFA "GROW" Program, UEFA "Grassroots" Program, Women's Football Development Program, Social Responsibility Programs, Coach Education Program, as well as other program activities, as follows:

"Development of Young Elite Players" Project

It is a project prepared by UEFA in order to invest in the development of young, "elite", or promising players, and it refers to players up to the age of 14 and 15. The Project will be implemented through four camps with two groups of players each, according to the regional principle. Each group will gather 25 players, who will train according to a special program in

accordance with UEFA guidelines. Finally, a final camp is planned, to which the best players from the previous camps will be invited.

"Grassroots" Program

As part of the "Grassroots" Program for 2023, a number of activities are planned: Women's Football Revue-Festival, celebration of the "Grassroots" Weekend, Open Fun Football School and celebration of the Champions Mini-League, activities related to the Special Olympics, assistance to the "Roma Association" in their program activities, support for competitions of people with special needs, "Grassroots" study group, organization of primary school tournaments, tournaments of homes for neglected children, as well as assistance in equipping various associations and clubs. A special place is occupied by the UEFA Grassroots Weekend, which is planned for September 2023 throughout Bosnia and Herzegovina.

School Football

In accordance with the UEFA guidelines, it is planned to launch a school football league, with the aim of gaining mass and increasing the number of registered players.

Women's Football Festival

The Women's Football Festival will be held in several cities. Players aged U-13 from all women's clubs and schools throughout Bosnia and Herzegovina will participate in this Festival.

CCPA Open Fun School

In accordance with the signed Agreement, the Federation will continue cooperation with CCPA - Open Fun School, and will thereby provide full support and assistance in the implementation of program activities organized by CCPA in different parts of Bosnia and Herzegovina.

Program of Equality and Non-Discrimination

This Program is implemented with the support of UEFA and in cooperation with the "Vienna Institute for International Dialogue and Cooperation", which implements the same programs in other associations throughout the region. The goal of the Program is the promotion of fair-play, equality, and the fight against any form of discrimination through various activities, such as tournaments, workshops, etc.

Special Olympics

As a socially responsible sports organization, and in accordance with the signed cooperation agreement, the Federation will participate in the implementation of the "BH Special Olympics" Program.

Education Programs

The Coach Education Centre has planned regular activities for 2023, as follows:

Extending the validity of UEFA B, A and Pro licenses.

As in the previous year, four dates are planned, so that all coaches whose licenses are expiring could choose a convenient date and extend their licenses. Since the previous year, there has been a separation of groups based on the type of license that the participants possess, all with the aim of more efficient implementation of the seminar.

Coach education to obtain the UEFA C license.

The plan envisages holding four groups for acquiring this license.

Coach education to obtain the UEFA A license.
The plan envisages holding two groups for acquiring this license.

Coach education to obtain the UEFA Pro license.
It is planned to start training a new group for this coaching license.

Coach education to obtain the UEFA B license for goalkeepers.
The plan envisages holding one group for acquiring this license.

Coach education to obtain the UEFA B license for futsal.
The plan envisages holding one group for acquiring this license.

Coach education to obtain the UEFA A license for goalkeepers.
The plan envisages holding one group for acquiring this license.

Coach education to obtain the National Goalkeeper Coach Certificate.
The plan envisages holding one group for acquiring this license.

Coach education to obtain the National Futsal Coach Certificate.
The plan envisages holding one group for acquiring this license.

Coach education to obtain the UEFA Elite Youth A license.
The plan envisages holding one group for acquiring this license.

Training of coaches to acquire the UEFA Elite Youth B license.
The plan envisages holding one group for acquiring this license.

Adaptation of the National C license into the UEFA C license.
The plan envisages holding ten groups for four regions.

Club mentor education for the UEFA Elite Youth A license.

Education of educators for the UEFA C license.

Coach Registration Seminars for 2023.

It is planned to hold a seminar for the coach registration with all associations for the competition levels that are in their organization.

VII COMPETITION, REFEREEING AND EVENTS SECTOR

Competition and Refereeing Service

The Committees served by this Service are:

The BH FF Competition Committee will deal with cases within its jurisdiction, in accordance with the Regulations on BH Football Competitions and the Regulations on the Work of the BH FF Executive Board Committees and Legal Bodies:

- Make proposals to the Executive Board for the adoption of the regulations of all competitions managed by the BH FF;
- Delegate match officials (match delegates) to the matches of the "m:tel" BH Premier League and the finals of the BH Cup, Premier Youth League (U-15, U-17, and U-19), BH Premier Women's League (female seniors and cadets), BH Premier Futsal League (seniors and juniors) and final matches of the BH Youth Cup and the final part of the BH Women's and Futsal Cups;
- It will analyse and register matches of the "m:tel" BH Premier League and the finals of the BH Cup, matches of the Premier Youth League (U-15, U-17, and U-19), BH Premier Women's League (female seniors and cadets), BH Premier Futsal League (seniors and juniors) and final matches of the BH Youth Cup and the final part of the BH Women's and Futsal Cups;
- It will make all decisions of a competitive nature in the first instance for the "m:tel" BH Premier League, the BH Cup final, as well as the BH Premier Youth League, the BH Premier Women's League, the BH Premier Futsal League and the final of the BH Cups in all categories, as well as other decisions from its jurisdiction;
- It will conduct regular and control seminars for match delegates of the BH "m:tel" Premier League, the BH Premier Youth League, the BH Premier Women's League and the BH Premier Futsal League;
- It will resolve requests, appeals and objections related to the competitions, as well as other acts addressed to the Federation, if they relate to the competitions;
- In cooperation with the Sports Sector, it will make proposals for amendments to the competition regulations, Instructions on Performance of Duties of Match Delegates, as well as proposals related to improvements in the Comet System in connection with the competitions.

If necessary, this Committee will resolve other issues within its jurisdiction, entrusted to it by the BH FF Executive Board.

The Referee and Refereeing Committee, in cooperation with the Administration, will organize the holding of sessions in the premises of the BH FF, as well as the sessions of the Panel for the UEFA Referee Convention. Thus, it will play an active role in all processes related to the refereeing.

For all matches, which are under the jurisdiction and under the authority of the BH FF, the Committee will prepare and implement the following activities: preparation, organization and conducting of seminars for referees and referee observers; organization of seminars for regional referees and fitness instructors; appointment of referees and referee observers; refereeing analysis; lecturing to clubs about the Laws of the Game in the club licensing procedure; preparation and organization of exams for the federal category of referees and referee observers; education of male and female referees, as well as futsal referees.

The Stadium and Security Committee will deal with matters within its jurisdiction, in accordance with the Regulations on Security at International Matches and Matches of the Federal Level of the BH FF Competitions, as well as the Regulations on Work of the BH FF EB Committees and Legal Bodies:

- Analyse the state of security at the matches of the "m:tel" BH Premier League and other leagues organized by the BH FF, giving instructions for improvement in case of need;

- In cooperation with the competition service, it will determine high-risk matches in the competition of the BH "m:tel" Premier League, the BH Cup and in other competitions organized by the BH FF, and it will appoint security coordinators to those matches;
- Organize seminars for club security officers and security coordinators at least twice a year;
- Analyse the work of the club security officers and security coordinators and will issue guidelines for the correction of work in accordance with the applicable regulations and rules of procedure;
- Hold meetings with representatives of police agencies for better cooperation and coordination regarding the organization of matches from the security aspect;
- Make conclusions regarding problems and inquiries related to security issues;
- Carry out detailed preparation and organization of the security aspect at the national teams' matches, which includes meetings and cooperation with the relevant police and security agencies, setting up perimeters around the stadiums where the match will be played, cooperation with fan groups of the BH national team, cooperation with representatives of the opposing national team associations, care regarding the arrival of opposing fans, attendance at those matches and all other matters related to the aspect of security.

Legal Bodies served by the Service

The Disciplinary Commission, as competent in the first instance, in accordance with the Disciplinary Regulations and the Regulations on Work of the Executive Board Committees and the BH FF Legal Bodies, will deal with offenses committed by:

- Clubs at matches of the "m:tel" Premier League, Premier Youth League, Premier Women's League, Premier Futsal League of B&H and matches of the final part of the BH Cup for seniors, youth, women, and futsal;
- Players, sports workers, professional and technical managers, clubs, referees, coaches, and match officials, and in connection with all matches, played within the competition managed and approved by the bodies of the BH FF Executive Board;
- Clubs, in connection with obligations to the Federation, obligations to players, then in connection with failures in the organization of matches and obligations at matches in accordance with the provision of professional-pedagogical conditions, provided for a certain level of competition, i.e., in the implementation of obligations from the stipulated norms and minimum professional and preventive pedagogical work for younger categories;
- Clubs, match officials, and players in relation to fees when players transfer from club to club;
- In accordance with the provisions of the BH FF Disciplinary Regulations, which governs its competences, the Commission will keep the Register of Penalties;
- In cooperation with the Sports Sector, the Commission will make proposals for amendments to the BH FF Disciplinary Regulations, then initiatives for harmonizing positions with the BH FF Competition Committee and the BH FF Appeals Commission, and in connection with the procedures for the adoption of important Decision regarding competitions.

The Commission will also solve other issues within its jurisdiction, entrusted to it by the Executive Board.

Competition Department

For the purposes of organizing the competition of the "m:tel" BH Premier League, the BH Premier Youth League (U-15, U-17, and U-19), the BH Premier Women's League (female seniors and cadets), the BH Premier Futsal League (seniors and juniors), and finals of the BH Cup in all categories, the Competition Department (hereinafter: the Department) will perform professional, administrative and technical tasks for the bodies that are responsible for the implementation – execution of the programs of the mentioned competitions.

In the period from 01.01. until 31.12.2023, the Department will organize at least two seminars for match delegates of the "m:tel" BH Premier League, one of which will be held before the start

of the spring season, and the other no later than 7 (seven) days before the start of the 2023/24 competitive season. In this period, two seminars will be held each for match delegates of the BH Premier Futsal League and match female delegates of the BH Premier Women's League, all in accordance with the competition calendar. If there is a need after the regular ones, a remedial seminar for match delegates will be held, as well as a control seminar. But this is only if during the competition, and for the purpose of regularity, this Sector and the BH FF Competition Committee will be evaluated. The Department will participate in the preparation and organization of meetings for the purpose of familiarization with possible amendments to the BH FF regulations and the analysis of competitions with clubs of the "m:tel" BH Premier League, the Premier Futsal League, the Premier Women's League, as well as regular educational seminars for security coordinators and seminars related to the registration of club officials (official representatives, doctors, physiotherapists, club security commissioners, fan liaison officers, as well as additional club officials). If necessary, the same will be organized for the registration associations of the BH FF, and in connection with possible changes in regulations and activities as part of preparations for the implementation of the club licensing system in the competition season 2023/24.

The Department will carry out professional, administrative, and technical tasks for the bodies that are responsible for the implementation of the competition program, namely:

- It will prepare work programs and reports on the work of the Competition Committee, the Disciplinary Commission, and other commissions responsible for conducting the competition;
- It will organize the draw for all championship and cup competitions in senior, youth, women, and futsal competitions;
- It will prepare and deliver (duplicate, scan, sort, etc.) invitations and materials for the sessions of the bodies that manage the competitions;
- It will prepare minutes, decisions, conclusions, and other acts of the mentioned authorities;
- It will make proposals regarding amendments to the Regulations on Competitions, the Disciplinary Regulations and the Regulations on Club and Player Registrations and the Status and Transfer of Players, the Security Regulations, the Instructions on Performing the Duties of Match Delegates, as well as other BH FF regulations;
- The Service will carry out regular activities during the registration periods and verify electronically in the Comet System all data related to the registration of players of clubs from the first rank of competitions in B&H, carried out by the registration associations;
- It will prepare and publish in the "BH FF Official Gazette" the decisions of the commissions served by the Department and registration of players via the official website of the Federation;
- As part of its regular activities, the Department will conduct competitions via the electronic system, enter match officials for matches, monitor possible cancellations of appointments by match officials and regularly update the register of sanctions issued by the BH FF Disciplinary Commission;
- It will process through the Comet System statistical data related to competitions managed by the BH FF, create competitions in accordance with the adopted regulations n competitions.
- It will follow the decisions of FIFA and the decisions of the BH FF Disciplinary Commission on the suspension of clubs in connection with debts to players, as well as debts on other grounds, in accordance with the regulations of the BH FF.
- It will submit data to the Economic Affairs Sector regarding the calculation of costs for all its committees and data related to the engagement of match officials at matches, as well as the number of yellow and red cards and records of imposed fines for clubs participating in competitions managed by the BH FF.

In 2023, the Competition Department, together with other authorities and bodies of the BH FF, will directly manage the competitions, as follows:

Championship Competitions

- "m:tel" BH Premier League
- Premier Youth League U-19
- Premier Youth League U-17
- Premier Youth League U-15

- BH Premier Futsal League
- Premier Futsal League U-19
- BH Premier Women's League
- Premier Women's League U-17

CUP Competition

- BH Cup for seniors
- BH Cup for juniors
- BH Cup for women
- BH Futsal Cup

The of Referees and Refereeing Department will perform the tasks provided for in the Regulations on Referees and Refereeing, as well as the instructions of the Referee Committee of FIFA and UEFA regarding the refereeing, as well as continue the implementation of the UEFA Referee Convention. It will submit its activities and work results for implementation through the Committee for Referees and Refereeing and the UEFA Referee Convention Panel, which is an integral part of the BH FF. In its plans, the Department has primary tasks in 2023, which are divided into two basic segments, Educational and Operational.

Educational

- Preparation and performance of work as part of eight seminars for referees and assistant referees of the "m:tel" BH Premier League, which will be organized in the months of February, March, April, July, October, and November 2023;
- Preparation and performance of work as part of four seminars for referee observers of the "m:tel" BH Premier League;
- Preparation and performance of tasks as part of two seminars for referees of the "Talent-Mentor Program", which are planned for July and December 2023;
- Preparation and performance of work as part of two seminars for female referees of the BH Premier League, which are planned for March and August 2023;
- Preparation and performance of tasks as part of a seminar for regional theoretical referee instructors, which are planned for March or April 2023;
- Preparation and performance of tasks as part of a seminar for regional referee fitness instructors of the "m:tel" BH Premier League, which are planned for March or April 2023;
- Preparation and performance of work as part of two seminars for referees of the BH Premier Futsal League, which are planned for February and September 2023.
- Preparation and performance of work as part of six remedial fitness test checks for referees ("m:tel" BH Premier League, BH Premier Women's League, BH Premier Futsal League and Entity Leagues) who were not successfully passed during the regular seminars planned to be organized in January, February, March, April, August, and October 2023;
- Preparation and performance of work as part of the organization of two seminars for the examination of referees and assistant referees for the federal category, as well as the work of the Examination Commission, which are planned for April and October 2023;
- Preparation and conducting of educational lectures for clubs from the Laws of the Game, futsal clubs, women's clubs, and youth teams within the BH Premier League clubs;
- Correspondence and reservation of necessary logistic items for all educational seminars;
- Support to referee departments in entity associations with the aim of harmonizing education, implementation of education, development of refereeing, educational and operational support;
- Professional training includes activities that are carried out with the aim of preparing match officials to perform tasks, namely: monitoring professional literature, translating literature, participating in professional seminars on refereeing, contributing to the work and education of the departments. To prepare circular letters from FIFA and UEFA Referee Committee regarding amendments to the Laws of the Game (LoG), as well as other instructions related to referees and referee observers. To prepare jobs in educational work with referees, referee observers, and mentors of the "Talent-Mentor program", referees who apply for the federal category, fitness instructors, theoretical instructors. To continue working on the popularization of the refereeing.

Operational

- Receiving and checking the documentation of former referees for the transfer to referee instructors in accordance with the Regulations on Referees and Refereeing from 2023;
- Receiving and checking the documentation of referees for the acquisition and title of first (first) category referee/assistant referee, in accordance with Regulations on Referees and Refereeing from 2023;
- Cooperation and coordination of the Department with referees and referee observers, consulting and providing professional support and assistance as well as information updates and timely notification of the engagement of referees, assistant referees, futsal referees, female referees, youth referees and referee observers;
- The Department will perform all types of work, preparation, and organization of hosting for FIFA/UEFA match officials as part of the qualifying matches of all BH national teams and participating clubs within the UEFA competition for 2023;
- Management and updating of work documentation, database of referees and referee observers, database of referees for passing the federal category;
- Cooperation and coordination of the Department with entity, cantonal/regional/county associations, and their consulting, providing professional support and assistance in the area of refereeing and education;
- Planning a short-term and long-term plan for improving the work and development of refereeing, encouraging, and introducing modern methods of working with referees, monitoring, and implementing normative acts that regulate the organization of referees, tasks, the evaluation system, and regulations, proposing possible corrections thereof;
- Implementation of the goals and tasks contained in the development and improvement through the UEFA Referee Convention;
- Implementation of the UEFA Referee Convention, improvement of the education quality, use of collected statistical data, selection of sample units and assessment of results as well as data processing;
- Preparing, converting, and uploading videos, serving, and servicing the "FilaZilla" Server;
- Organizing domestic officials, as well as hosting match officials, as part of qualifying matches of our national teams;
- Serving the KU Leuven Online Perception and Performance Training Server;
- Serving Online Google DRIVE for testing all referee staff;
- Administrative maintenance and control of COMET 3.0 System Server;
- Cooperation and correspondence with SSDN production regarding Servers updates and preparation, preparation of links, video clips, matches.

In 2023, **the Event Organization and Security Service** will perform tasks related to the management of operational activities and the organization of domestic matches of our national teams, UEFA mini-tournaments, UEFA development tournaments, and will actively participate in the organization of other events under the jurisdiction of the BH FF.

The Event Organization and Security Service will deal with the organization of events for which a draw has not been made before the preparation of this Plan, or the need for their organization will arise later, in accordance with UEFA and internal regulations of the BH FF.

For the period January - December 2023, the Event Organization and Security Service will participate in the organization of all events under the jurisdiction of the BH FF and the League Competitions Department, and coordinate all operational activities.

VIII CLUB COMPETITIONS

Club, championship, and Cup competitions represent a challenging organizational task for the BH FF in 2023. The BH FF will undertake activities in the very organization of the competitions, as well as the implementation of the club licensing process. A very demanding competition (BH Premier League) without the financial help of the general sponsor, "m:tel" Banja Luka, would be very difficult to implement independently. Significant funds are allocated for this competition from the sponsorship contract, primarily for obligations to match officials. In 2023, the BH FF will allocate funds from the budget for the purchase of balls that will be distributed to clubs on an annual basis.

IX CLUB LICENSING

The BH FF Club Licensing Department will carry out the necessary activities in 2023 with the aim of fulfilling program goals and tasks.

Emphasis will be placed on the implementation of the club licensing procedure according to the new UEFA Regulations. The Club Licensing Administration will fully apply the new provisions of the Club Licensing Regulations of the BH FF and UEFA, as well as the "Club Licensing Quality Standards" (2022 edition).

As part of the regular activities of the Club Licensing Department, it will prepare and organize seminars for applicant clubs during the month of February 2023. The seminar for financial criteria will be organized separately, and the seminars for other criteria (administrative, legal, sports and infrastructure) will be held the day after the seminar for financial criteria.

The Club Licensing Committee meetings will be held in accordance with the terms of the key process of the Club Licensing Regulations. Clubs will be regularly monitored, along with the usual preparation of the annual internal review of the club licensing system. Special preparation will be for the annual audit in accordance with the Club Licensing Quality Standards (SGS), as well as preparation for amendments to the Club Licensing Regulations. In order to ensure the continuity of the preparation of audit reports, the BH FF will bear the costs of the services of audit houses for the preparation of audit reports on the financial status of the BH Premier League clubs.

X STANDARD AND QUALITY

As part of the project "Implementation of the Quality Management System According to the Requirements of the International Standard ISO 9001:2015 in the Business Processes of the Bosnia and Herzegovina Football Federation", the following activities will be carried out in 2023:

- Establishment, implementation, maintenance, and improvement of the Quality Management System (QMS) according to the adopted quality policy;
- Preparation and adoption of the final version of the Rules of Procedure on Quality of Work;
- Establishment of QMS procedures;
- Preparation of other information and QMS forms;
- Training of internal auditors and conducting internal audits;
- Defining and implementing corrective measures;
- Reviewing the implementation of the Quality Management System by the BH FF management (collection of reports from the process, organization of management meetings, preparation of minutes with an assessment of the efficiency and effectiveness of the process as a whole);
- Preparation and implementation of the certification audit;
- Possible elimination of critical inconsistencies; and
- Awarding of certificates.

Continuation of activities on the implementation of the UEFA Principle of Good Management in the functioning of the BH FF, in accordance with the requirements of the project accepted by UEFA, harmonized with the future BH FF Strategic Plan.

Preparation for the adoption of acts by the competent authorities and bodies of the BH FF, which refer to the introduction of Quality Management System and the implementation of the UEFA Principles of Good Management, with the aim of harmonizing and updating them in accordance with relevant requirements.

Improvement of all business processes defined by acts of the BH FF and proposing corrective measures during the implementation of the Quality Management System.

XI INFRASTRUCTURE PROJECTS

In the previous period, the BH FF was engaged in the implementation of FIFA and UEFA projects, all with the aim of improving infrastructure at stadiums throughout Bosnia and Herzegovina.

For the next period, the new FIFA "Forward 3.0" and UEFA "HatTrick VI" programs have been opened, from which funds have been made available for the implementation of projects that were completed the previous year, or will be completed in the first half of 2022. The ongoing projects are:

1. The Project of Improvement of floodlighting at the Premier League Stadiums

A contract was signed with the City of Trebinje for the installation of new floodlighting. Excavations were supposed to start with the beginning of the construction season. Due to the implementation of the public procurement procedure, and for part of the obligations to be performed by the City of Trebinje according to the contract, the start of the works has been prolonged for a certain period. The continuation will follow when the tender procedure for the procurement of the necessary materials and equipment is completed. Work on the preparation of lighting for the City Stadium in Prijedor was supposed to start in the first half of the year, with a clearly defined deadline for the completion of the work. The execution of the works was prolonged due to the implementation of the public procurement procedure for part of the materials and equipment that are contractually part of the obligation of the City of Prijedor. Last year, work began on the installation of floodlighting at the "Mokri Dolac" Stadium in Posušje. This project is realized from the funds of the FIFA Forward Program.

2. Expansion of the BH FF Training Centre in Zenica

An annex to the Contract was signed with the City of Zenica for the expansion of the capacity of the BH FF Training Centre in Zenica. Along with the implementation of the land expropriation procedure by the City of Zenica, the main project for the expansion of the Centre was prepared. It is the basic document for announcing the competition in the procedure of implementing the procedure of selecting the best contractor.

3. The Project of Complete Reconstruction of the Main Pitches in the Stadiums of the BH Premier League

Work on the stadiums in Banja Luka, Mostar and Tuzla started at the beginning of this year. During the year, contracts were signed for two more pitches for complete reconstruction, the HŠK "Zrinjski" Stadium in Mostar and the "Asim Ferhatović Hase" Stadium in Sarajevo. The project implementation is in accordance with the expected dynamics. The main pitches of two stadiums have already been completed and put into operation, the "City Stadium" in Banja Luka and the "Rođeni" Stadium in Mostar. Completion of the other pitches is underway, and the reconstruction of the pitches at the stadiums in Široki Brijeg and Doboј is planned for this year.

XII CONCLUSION

The Bosnia and Herzegovina Football Federation has planned many events for 2023, aligned with the calendar of domestic and FIFA/UEFA competitions. The implementation of the planned events takes place in two directions, sports and administrative.

The priority at the beginning of the year is the preparation for the organization of qualifying matches for the European Championship (EURO 2024), which will be held in Germany. In addition to these matches, which will be played during 2023, many events (matches and tournaments) are planned for youth national teams. Implementation of these events is very demanding, and the rules are precisely defined by the UEFA regulations. Development tournaments for youth categories are an opportunity for players from these national teams to get an opportunity for continuous development.

In the middle of the year, the implementation of the quality standard (ISO 9001:2015) in the work of the BH FF Administration is planned through certified auditors. In parallel with these activities, the project "Principles of Good Management in the Functioning of the BH FF" will be implemented. By introducing new standards in the work of the administration, it will be necessary to harmonize the work plans with the new requirements, and this will certainly improve the efficiency of the work.

The regular session of the General Assembly is planned for the second half of April 2023. During the year, regular activities will be carried out within the work plan of the BH FF Executive Board, as well as other authorities/bodies of the BH FF. In this year, the implementation of the Project of Complete Reconstruction of the Main Pitches continues. Four main pitches have been completed so far, and the fifth is in the stage of reconstruction and preparation for the installation of a new pitch (HŠK "Zrinjski" Stadium). The Project is realized partly from own funds, partly from the UEFA "HatTrick" Program, as well as certain financial participation of local communities. In addition to these pitches, at the beginning of the construction season in 2023, work will begin on two stadiums (Široki Brijeg and Dobož).

The BH FF goes on continuously with the implementation and realization of the tasks foreseen in the plan. This shows complete dedication in working towards the achievement of set goals, and every task is approached with complete readiness until its final realization. Therefore, we have a great desire to turn our thoughts into an idea, our idea into a project assignment, and the project assignment into a new value for the entire community.

Vico Zeljković
President