



FOOTBALL FEDERATION OF MACEDONIA

GENERAL STRATEGY 2021-2025

UNITED BY FOOTBALL

“

Despite a period of difficult times off the pitch, with pandemic pressures causing unprecedented levels of isolation on a global scale, our football family has never been more connected. The level of pride that was recognised throughout the country during our first European Championships was phenomenal and it is clear to see that the aspiration of building on these recent successes are shared nationwide.

Looking ahead to the future and to build on this success, we must remember that the national teams who delivered this pride are the pinnacle of our performance and are the output of years of commitment – from playing on a neighborhood street, right the way through to playing on the global stage. With this in mind, our future success is dependent on the extent to which we are able to not only create opportunities for engagement today, but also the extent we develop the foundations of our game for an even better tomorrow. This balanced approach has already showed signs of reward with the success of our youth national teams, and is something we will look to build on through ‘Unite the nation through football 2021-2025’.

What has been evident in recent times is that football is more than just a game. It is a release of energy, a hub for memories across generations, and a driver of social and economic impact. As the organisation serving football across Macedonia, it is our responsibility to continue positioning football as a key contributor to Macedonian society and highlight the benefits it delivers beyond the pitch on a weekly, monthly and annual basis.

In taking this approach we will build a brighter future, instill pride and unite the nation through football. As individuals engage with our sport on a range of levels, I know this unity will take many different shapes and sizes across our football family, but it will be this unity and shared motive that will help us deliver all what we aspire to achieve.

Over the next 5 years, I hope our successes both on and off the pitch grow the support for our national teams and inspire even more of our younger generations to engage in the sport. By celebrating what we have achieved to date and using this engagement to build our strategic plans, I know our recent successes on the pitch can be the spark to start an exciting future for football in Macedonia.

As the President I would like to thank all of you that have been involved in helping shape the roadmap to this future in the form of ‘Unite the nation through football 2021-2025’, and I look forward to working with you closely as we look to create new records and generate more memorable moments as part of this strategy.

”

Muamed Sejdini

President



CONTENTS

- 2. FOREWORD
- 4. OUR VISION, MISSION, AND VALUES
- 6. INTRODUCTION
- 8. OUR CURRENT CONTEXT
- 12. OUR STRATEGY OVERVIEW
- 14. IMAGE AND ENGAGEMENT – Raising the profile
- 20. PARTICIPATION – Building our game
- 26. COMPETITIONS – Nurturing our talent
- 32. ELITE FOOTBALL – Delivering on the world stage
- 38. REVENUES – Preserving future football
- 44. INFRASTRUCTURE – Developing environments for success
- 50. GOOD GOVERNANCE – Being the best we can be
- 58. OUR PARTNERS

OUR VISION, MISSION & VALUES



VISION

To build a brighter future, instill pride and unite through football.

MISSION

Establishing an approach that provides equal opportunity for everyone to get involved, enjoy and compete in the Macedonian sport number one – football.

VALUES

Integrity, Equality, Professional, Collaborative, Pride



INTRODUCTION



The development and launch of this strategy represents an exciting and ambitious step in the development of football within Macedonia. Using the incredible success of our national team as a catalyst for change we have structured our future work through 7 strategic goals. Each of these goals plays a vital role in the future development of our game and through their implementation we aim to create a strong and sustainable football pathway. This in turn will allow all current and future players to enjoy the game and fulfil their potential. Similarly, those who choose to coach, officiate or volunteer will be fully supported in their efforts. From a fans perspective we will provide many more engagement opportunities and facilitate increasingly memorable matchdays.

To expand our future potential, we will use this strategy to build on existing partnerships and generate new relationships through which we aim to not only raise the profile of Macedonian football around the world but also generate much needed investment, allowing us to strengthen areas of current high performance and innovate in areas that have high potential for improvement.

Over the next four years we aim to instil a philosophy of modernisation and continual

improvement. We will use this to ensure that FFM is representative of world class governance and can be trusted and respected for the work it carries out on behalf of the Macedonian football family. This approach will also stimulate a period of digital transformation, making us more efficient and effective.

Data and insight have both played a vital role in the development of this strategy, helping us to set measurable objectives based on sound intelligence. Throughout this strategy period we will use data and the insight it offers to shape our investments and to ensure we remain agile in our future approach. This process will also enable us to clearly demonstrate our social and economic impact on an annual basis.

At the beginning of this strategic planning process, FFM decided that it wanted its planning to be transparent and inclusive. To achieve this, we included a wide variety of stakeholders and partners in the development of this exciting agenda. With this in mind, we would like to thank all these partners for their incredible contribution and the crucial perspectives that they were able to provide. Without this input, our strategy would be significantly less impactful. We very much

look forward to sharing the collective success we anticipate this strategy leading to.

Whilst this strategy represents an exciting new direction for football in our country, implementation will not be without its challenges. To fulfil the ambitions set forth in this strategy, we are committed to being as dedicated and committed off the pitch as our players are on it.

[#TeamBehindTheTeam](#)

Filip Popovski
General Secretary



CURRENT CONTEXT

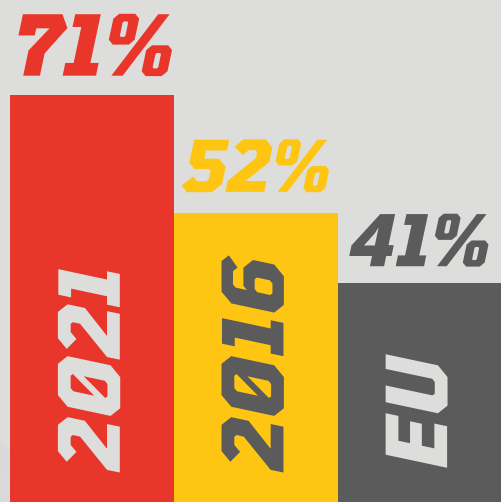


Through the tremendous efforts of our previous strategy, we are in the fortunate position of starting from a relatively solid base

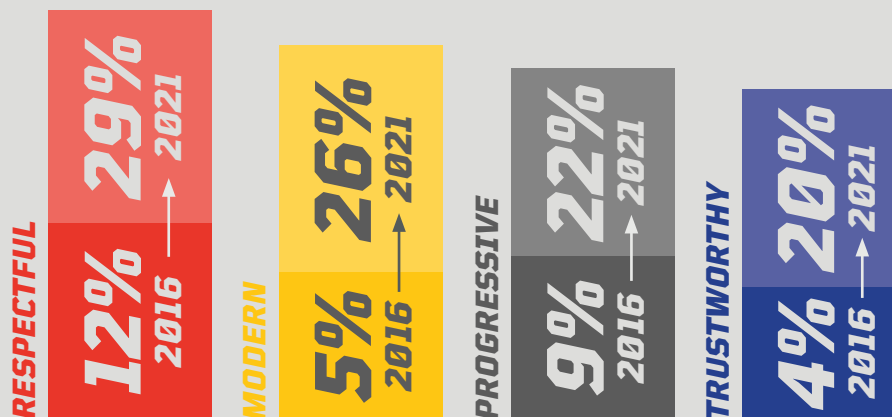
across all our strategic focus areas. Providing this summary of where we are today not only provides a poignant point for reflection, but it

also holds us accountable for when we look back again at our impact on these figures as part of this next strategic period.

IMAGE & ENGAGEMENT



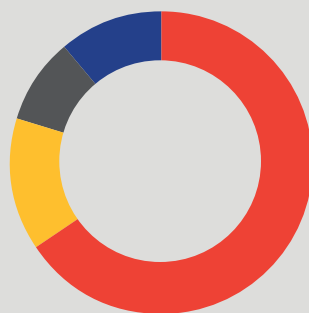
Positive overall image of the FFM vs other EU National Associations



Perception of the FFM



38% of people know what the FFM does - vs 28% of other EU National Associations



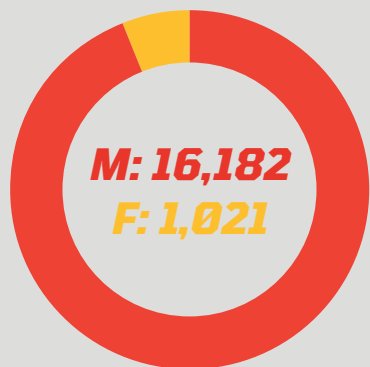
Engagement split across FFM owned media channels

Facebook - 65%
 YouTube - 14%
 Website - 9%
 Instagram - 11%

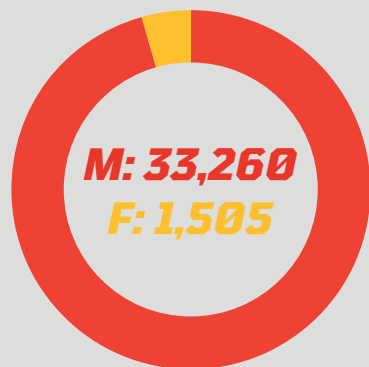


119,500 likes
 786,795 views
 5,134 followers
 62,000 followers

PARTICIPATION



Amateur footballers under 18



Registered footballers



Amateur Futsal players



127 grassroots clubs for males & females



30 municipalities & 110 primary schools in Football for Schools programs



Level	Male	Female
UEFA Pro	82	0
UEFA A	337	7
UEFA B	454	36
C Licence	168	12
Total	992	55

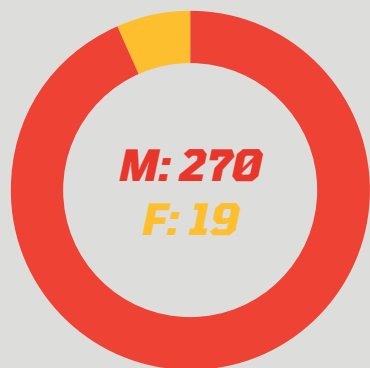
Number of coaches



Category	Male	Female
Republic	18	1
First	35	3
Second	38	2
Permanent	29	2
Temporary	26	2
Other	755	59
Total	901	69

Number of referees

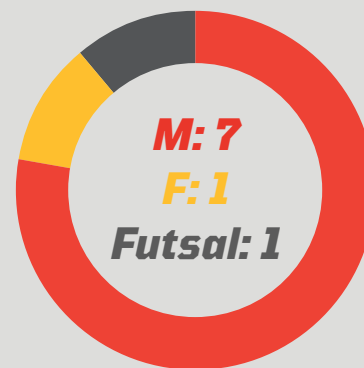
ELITE FOOTBALL & COMPETITIONS



Professional footballers



Professional Macedonian clubs



National teams
(across all ages)



M: 1
Youth: 6
F: 1
Futsal: 1

Cup Competitions
Men's est. 1993
14 different winners



M: 1
F: 0

Professional leagues
Est. 1992/93
8 different winners



Current Rankings:
M: 67 / F: 131
Futsal: 46



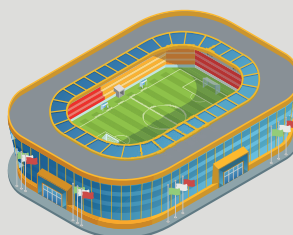
2020 Euro Qualification
2017 U21 Euro Qualification

REVENUES



Sponsorship increase, primarily due to growing broadcast deals

INFRASTRUCTURE



1x Stadium Category 2
1x Stadium Category 3
1x Stadium Category 4
4x FFM Facilities

STRATEGY OVERVIEW



In designing our strategy, we have placed players, coaches, officials, volunteers, fans, and partners at the heart of our planning. Through this approach, we will build and deliver an accessible, inclusive, and sustainable football future for everyone, irrespective of their backgrounds. As the

guardians of Macedonian football, we will take every step to ensure we deliver all aspects of our work to the highest possible standards. Through this approach, we will continually strive for improvement and growth. Through the delivery of our 7 strategic pillars, we will build a seamless pathway of opportunity for

our current and future players and for all those people who support football delivery throughout Macedonia. We will also enhance the enjoyment of our fans, ensuring match days are memorable and our national teams instil a sense of ambition and pride.

IMAGE AND ENGAGEMENT – RAISING THE PROFILE

We will make football the most popular, successful, and played sport in Macedonia, delivering national pride and passion throughout our country.

PARTICIPATION – BUILDING OUR GAME

We will develop a seamless pathway of opportunities, ensuring any child in Macedonia who wants to play can enjoy and sustain a lifelong involvement in football.

COMPETITIONS – NURTURING OUR TALENT

We will establish competition as the catalyst for development, delivering challenging and developmental opportunities for our players. We will also provide compelling and inspirational opportunities for our spectators, the media, and our partners.

ELITE FOOTBALL – DELIVERING ON THE WORLD STAGE

We will strengthen and further embed our elite talent development approach nationwide in order to deliver sustainable international success that inspires a nation and delivers national pride.

REVENUES – PRESERVING FUTURE FOOTBALL

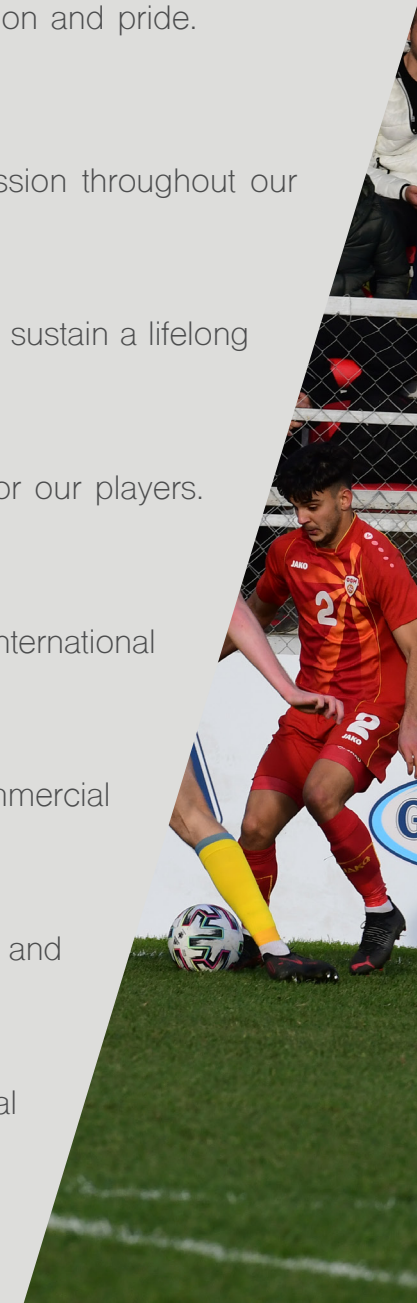
We will establish FFM as a highly compelling investment opportunity within both the global football family and national commercial landscape.

INFRASTRUCTURE – DEVELOPING ENVIRONMENTS FOR SUCCESS

We will facilitate the development and maintenance of a footballing infrastructure that serves the needs of all our current and future players.

GOOD GOVERNANCE – BEING THE BEST WE CAN BE

We will consistently demonstrate best governance practice and use the power of football to deliver measurable social impact.



***IMAGE
AND
ENGAGEMENT***



The incredible performance of our men's national team, culminating in their qualification to the UEFA European Championships, generated significant national pride and has helped to boost the already positive image of our Football Federation to an all-time high. As a direct consequence, demand for all forms of football engagement is growing at an exciting and unprecedented pace. Whilst this context is extremely positive, football and those who coordinate its strategic direction must not be complacent. To build on this very positive image and the momentum of

engagement, our federation must continually strive to improve its performance in all areas of the game.

In addition to celebrating the ongoing success of our national team, we must show how we are identifying and supporting tomorrow's talent, combined with a clear demonstration of the significant power of football as a tool for social and economic good. Through our work, we must ensure football is relevant, accessible, and welcoming for all Macedonians.

Underpinning this, we must live our organisational values in order to demonstrate our integrity and openness. We must generate and analyse insight across our sport and throughout society, ensuring our decisions are well informed and deliver the best possible return on investment. Additionally, we must be prepared to continually listen and learn from the football family across Europe and be agile and flexible in our ongoing approach to the development of the game.

GOAL 1 - WE WILL MAKE FOOTBALL THE MOST POPULAR, SUCCESSFUL, AND PLAYED SPORT IN MACEDONIA, DELIVERING NATIONAL PRIDE AND PASSION THROUGHOUT OUR COUNTRY

We will achieve this through the delivery of the following objectives and actions:

Objective

- Make football the most accessible, welcoming, and safe sport in Macedonia

Action

- Simplify our digital registration, making it easier for all amateur football players to engage
- Improve the registration of clubs and football infrastructure within the Football Federation of North Macedonia
- Increase awareness and confidence in our talent development approach ensuring all young players have access to the necessary information and opportunities to reach their potential
- Make our nation's stadiums accessible and family friendly, both for domestic competitions and for international fixtures

Impact

- Launch and embed an improved digital player registration tool by Q1 2023
- Launch and embed an improved digital registry of clubs and infrastructure by Q1 2023
- Initiate a clear communication strategy relating to our football and talent development programs by Q2 2022
- Undertake a programme of ongoing stadium enhancements from Q2 2022

Objective

- Establish our national team as a focal point of national pride – creating a passionate and accessible connection between our elite players and the people who support them

Action

- Develop a digital and social communications strategy to enhance engagement with our national team, through exclusive interviews, Q&A sessions, and human-interest stories
- Facilitate a programme of public events, bringing our national players closer to the fans

Impact

- Digital and social media strategy operation by Q2 2022
- Annual national team engagement events calendar launched by Q1 2022

Objective

- Improve our digital communications and content, ensuring we are reflective of a modern and high-performing organization

Action

- Develop and implement annual digital and social communications plans, ensuring we are current and relevant to our football family and our stakeholders
- Work with sector-leading support to enhance digital content creation and promotion

Impact

- Embed digital communications planning into all our activities from Q1 2022
- Increase of digital engagement across social media channels by 15% annually
- Retain external communications support by Q2 2022

Objective

- Refine the Football Federations communications channels, allowing all Macedonians to access the information they need to satisfy their footballing interest and ambition

Action

- Enhance our website, providing relevant and real time information to satisfy the diverse needs of our footballing family and the stakeholders who support us
- Ensure our website has the necessary functionality to be accessible by all sectors of society
- Establish an enhanced Football Federation brand architecture allowing us to communicate more effectively and to differentiate and give greater profile to each element of our sport
- Establishing internal and external communication strategies to facilitate the successful delivery of strategic goals
- Work with UEFA to demonstrate the power of football as a tool for social good through clear and compelling communications

Impact

- Launch enhanced web content and functionality by Q2 2022
- Undertake an annual web review from 2023
- Increase web page traffic 15% per annum in the period 2022 – 2025
- Devise and launch our new brand architecture by Q1 2022
- Embed communication plans for each sub brand by Q1 2022
- Launch and communicate a detailed strategy implementation plan by Q1 2022
- Produce and present to our annual General Assembly a strategy impact report
- Launch the results of a joint UEFA – FFM social return on investment research project by Q2 2022, using this as a benchmark for a further research project

Objective

- Tackle challenges and barriers to engagement in a consistent and transparent way – ensuring everyone has an equal opportunity to engage

Action

- Utilise the unique opportunities stimulated through the Euros to deliver a lasting engagement legacy
- Define social, cultural, and economic barriers to engagement and launch an engagement strategy to overcome these
- Embed effective data collection, analysis, and evaluation to structure our future engagement and business planning

Impact

- Launch unique Euros content by Q4 2021
- Complete a programme of research by Q3 2022
- Launch a new process of data collection and management by Q2 2022

Objective

- Enhance our media and broadcast presence, ensuring we are relevant and appealing to commercial partners

Action

- Expand our TV and streaming broadcast coverage of our national competitions structure, including 1st and 2nd League, Women's League, futsal, youth, and grassroots football
- Negotiate improved commercial terms for the broadcasting of our U21 national and Women's national teams, domestic leagues, and cup competitions

Impact

- Finalise a new broadcast contract for our 1st League for the period Q3 2023 to the end of 2024/25 season
- Finalise a new broadcast contract for the Macedonian Cup for the period 2023 to the end of the 2024/2025 season



UEFA SUPER CUP™

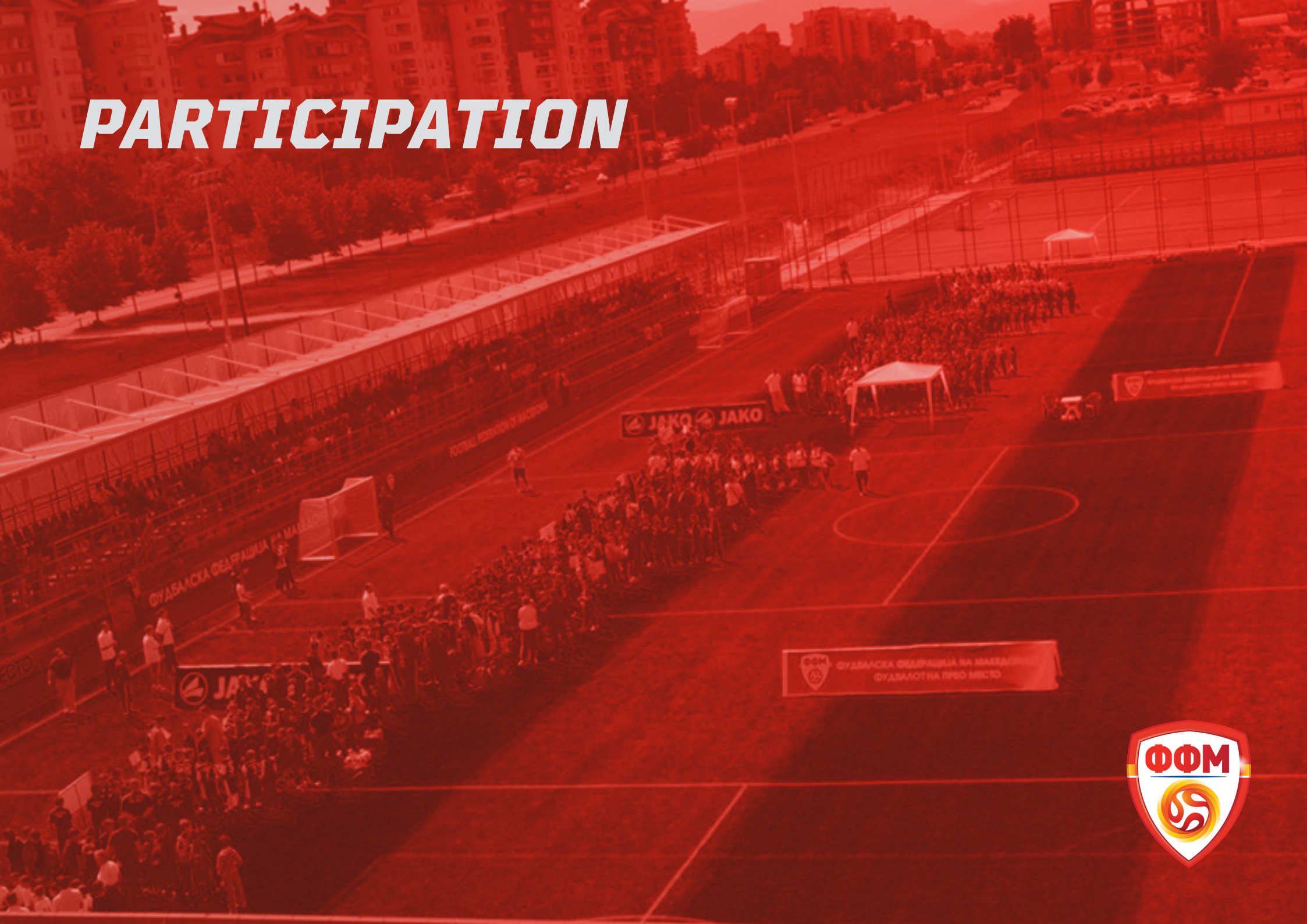


RESPECT

RESPECT



PARTICIPATION

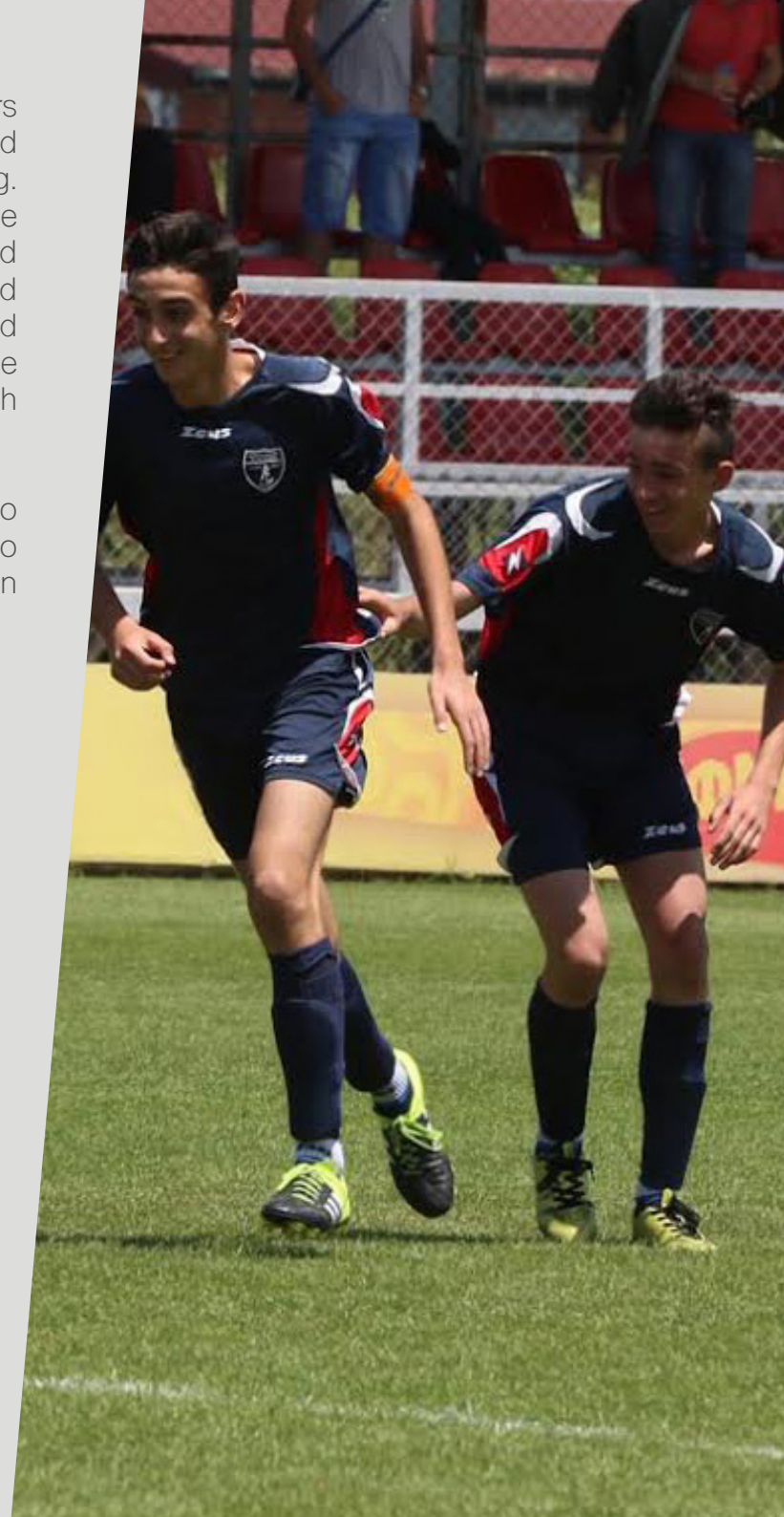


In 2016, FFM set the ambitious target of increasing football participation by 13% by 2020. Pleasingly, this target has been surpassed. Specifically, we achieved an increase of 20%, with the drivers of this participation increase being varied. The combined success of our national senior team and youth teams has ignited a real national interest and passion for football, through which many more young people have sought out participation opportunities with a desire to emulate their national heroes. The increased provision of football within school settings and the development of children's leagues have provided early developmental opportunities for young people to engage and develop. Whilst these factors are positive, there are a number of underlying issues which need to be addressed if participation growth is to be continued and a sustainable involvement in the game is to be achieved across the country.

FFM need to take a lead in combatting phases of youth dropout, ensuring that opportunities adapt and develop to suit the changing needs and aspirations of young people. Underpinning this, gaps in competition provision, particularly between children's leagues and youth leagues, need to be filled as it is currently too easy for young people to lose momentum in their development. Next, existing coaches and referees need to be supported in their development, allowing them

to adapt to changing contexts, with players leaving the game also being encouraged to transition into coaching and refereeing. To provide the foundations for sustainable growth, our clubs must be encouraged and supported in their delivery of enhanced participation opportunities. Having stimulated a growth in participation, we must provide a clear and consistent talent pathway which allows anyone with talent to progress.

Whilst youth participation will continue to be our primary focus, FFM will also seek to support a growth in older age participation through the provision of newer innovations.



GOAL 2 - WE WILL DEVELOP A SEAMLESS PATHWAY OF OPPORTUNITIES, ENSURING ANY CHILD IN MACEDONIA WHO WANTS TO PLAY CAN ENJOY AND SUSTAIN A LIFELONG INVOLVEMENT IN FOOTBALL

We will achieve this through the delivery of the following objectives and actions:

Objective

- Collect and analyse participation data, enabling us to develop and launch a 5-year participation strategy based on insight

Action

- Establish an expert multi stakeholder working group to analyse data and devise our future approach to participation growth and sustainability
- Develop and launch an FFM 5 -year participation strategy

Impact

- Establish expert working group by Q1 2022
- Launch the FFM participation strategy by Q3 2022

Objective

- Review participation environments and the rules that govern their activities

Action

- Introduce new rules to accelerate the pace of participation provision within clubs and to facilitate more developmentally focused environments
- Undertake a feasibility study to identify the benefit of expanding FFM registration to include recreational players

Impact

- Implement new participation rules by Q3 2022
- Complete feasibility study by Q1 2023

Objective

- Develop and launch a new leadership course for parents and young coaches to provide a positive insight into coaching

Action

- Establish an expert working group to analyse the current provision and develop an enhanced leadership system
- Increase the number of leadership education opportunities for parents and young coaches

Impact

- Launch the new leadership system by Q2 2022
- Qualify a minimum of 100 new leaders per year between 2022 and 2025
- Collect insight relating to the impact of leadership and produce an annual report to enhance future development

Objective

- Undertake research into child and youth dropout in relation to playing and coaching and develop targeted programmes and support to strengthen levels of future retention

Action

- Work in partnership with UEFA and key academics to generate a comprehensive bank of research data
- Through our technical and coaching departments, analyse research findings and devise related programmes and support
- Annually monitor and report on levels of child and youth player and coach retention and adjust our approach accordingly

Impact

- Complete initial research project by Q2 2022
- Develop and gain approval for new programme and support by Q3 2022
- Incorporate child and youth retention figures into our annual reporting process from 2022 onwards

Objective

- Expand the FFM school sports project, ensuring children of both primary and secondary age have an opportunity to enjoy and develop through football

Action

- Undertake analysis of the current school sports project, identifying areas for future enhancement
- Develop and introduce an improved school sport system and seek UEFA funding to support its implementation
- Expand stakeholder engagement within schools, clubs, municipalities, and government, ensuring future schools' development is effective and seamless

Impact

- Complete system review by Q2 2022
- In partnership with our stakeholders, launch an expanded and improved school sport system by the beginning of the 2023 season
- Deliver an annual 10% increase in school participation between 2023 and 2025
- Incorporate school sport participation into our annual reporting process from 2023 onwards

Objective

- Increase the reach of the FFM children's leagues programme and introduce new innovative junior league formats that bridge the gap between children and youth leagues

Action

- Work with our stakeholders and sponsors to stimulate child and youth competition innovation
- In partnership, launch an enhanced children's league alongside new innovative competitive formats

Impact

- Present new project(s) for ExCo approval by Q2 2022
- Launch new child and youth competition by 2023

Objective

- Provide a structured programme of encouragement and support for our clubs to improve the scale and quality of participation opportunities

Action

- Stage an annual programme of interactive meetings with youth football clubs throughout the country to facilitate an improvement in the quality of attracting new players
- Develop supporting resources and programmes to share best practice and enhance opportunities
- Work with local partners to introduce common initiatives
- Deliver an annual programme of community football fairs

Impact

- Conduct meetings each year from Q3 2022
- Develop and launch new participation resources and programmes from Q3 2022
- One football fair per municipal football union by 2023, 2024, 2025
- Annually increase club child/youth participation by 10% between 2022 and 2025

Objective

- Enhance our education and training for coaches and referees, better equipping them to support child and youth development

Action

- Through our coaching and technical departments, analyse our current grassroots coach education system to identify areas of enhancement
- Introduce new developmental modules into our coach education system to enhance grassroots coaching
- Increase the number and frequency of grassroots coach education courses, ensuring all of our Municipal football unions receive enhanced training and support
- Deliver a national campaign to encourage and make it easy for young people to engage in coaching and refereeing

Impact

- Provide the review finding and recommendations to the ExCo for approval in Q4 2021
- Launch an enhanced grassroots coach education system by Q2 2022
- Annually increase the number of courses from 2022 onwards
- Launch an FFM national campaign from Q1 2023

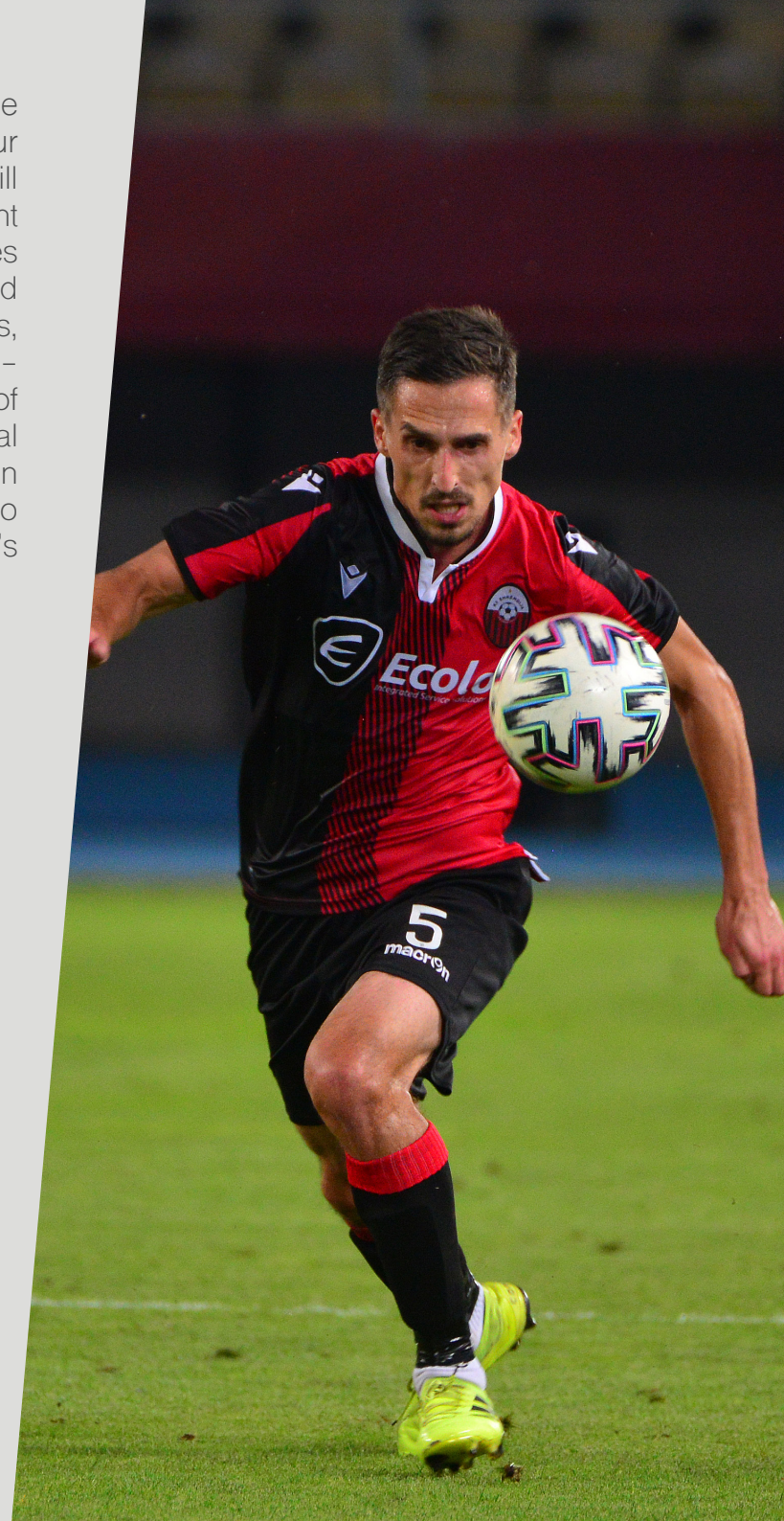
COMPETITIONS



Effective and challenging competition throughout our player pathway is key to the development of our most talented players and to the enjoyment and fulfilment of those involved in grassroots activity. To build the game effectively, FFM must develop a connected and developmental structure of competition that protects player development whilst also building participation and reducing player drop out. In addition to this player focus, our competition structure must be appealing to spectators and commercial partnerships, to facilitate ongoing investment and improvement. Since 2016, we have made great progress, but a few issues need ongoing focus within this next strategic period. Through our work, we will adopt a holistic approach that gives equal and balanced support to addressing issues such as access to elite play for under 21s, the improvement of quality standards throughout our leagues, eliminating gaps in playing opportunities and stimulating significant investment and media interest in our elite and international matches. Running in parallel to this, we will ensure that we deliver across our other strategic pillars, particularly infrastructure, as improved playing surfaces have a direct and positive impact in competitive play.

Through our image and engagement pillar,

we will continually seek to increase the commercial and broadcast appeal of our competitive structure. To achieve this, we will embark on a programme of enhancement facilitated through the surplus revenues we generate through our commercial and broadcast partnerships. Underpinning this, we will look to significantly improve the fan-based experience both inside and outside of stadiums and also through improved digital channels and content. To further broaden our appeal, we will give specific focus to the promotion and elevation of the women's game.



GOAL 3 - WE WILL ESTABLISH COMPETITION AS THE CATALYST FOR DEVELOPMENT, DELIVERING CHALLENGING AND DEVELOPMENTAL OPPORTUNITIES FOR OUR PLAYERS, AND COMPELLING AND INSPIRATIONAL OPPORTUNITIES FOR OUR SPECTATORS, THE MEDIA, AND OUR PARTNERS

We will achieve this through the delivery of the following objectives and actions:

Objective

- Review the FFM domestic competition system from grassroots to elite performance identifying areas of addition and enhancement

Action

- Establish an expert competition working group comprising FFM staff, external stakeholders, and sponsors
- Through the working group, undertake a comprehensive competition review and report findings and recommendations to the ExCo for approval
- Develop and implement a new competitions strategy, including adaptation and improvement of current competition and the addition of new innovation

Impact

- Establish a competition working group by Q1 2022
- Report the findings and recommendations of the competition review with a specific focus on enhancements to 1st, 2nd, 3rd leagues, women's league, futsal, youth, and children leagues to ExCo by Q2 2022
- Gain approval of the competition's strategy by Q4 of 2022
- Implement a new competitions system for the start of the 2023/2024 season

Objective

- Enhance league structures to increase and improve the playing and developmental opportunities for our U21 players

Action

- Implement additional rule changes to expand the playing opportunities for our U21's throughout our domestic league structure

Impact

- Embed new U21 rule changes within our league's structures for the start of 2022/2023 season

Objective

- In line with the competition's strategy, develop new and enhanced competitive opportunities to cater for growth in participation and to improve the linkage between junior and youth competitions

Action

- Introduction of amateur team competition
- Expand our competitions programme through the development of futsal and small sided games to facilitate a growing demand for grassroots social football

Impact

- Launch a new amateur league by Q1 2023
- Launch new futsal and small sided games formats by Q1 2023

Objective

- Showcase the enhanced quality of play to inspire new and significant partnership investment into the FFM 1st – 2nd leagues and SuperCup

Action

- Re-package the FFM partnership inventory relating to league and cup competition and approach the market with an enhanced commercial opportunity

Impact

- Deliver a new market approach from 2023

Objective

- Improve the overall quality of our clubs and enhance their ability to participate and support high quality competition
- Improving the quality of the clubs through enhancing the club licensing system

Action

- Review and refine the FFM Club Licencing system, ensuring it is reflective of European best practice
- Undertake a phased implementation of an improved club licencing system across all areas of domestic competition to include:
 - o 1st league
 - o 2nd league
 - o 3rd league
- Develop and implement a new club licencing system within our Women's 1st League
- Develop and implement a new club licencing system within our Futsal competition structure
- Provide education and support to our clubs ensuring they have the skills and experience to effectively implement the club licencing requirements

Impact

- Complete CLS refinement by Q1 2022
- Introduce CLS to 1st league by season 2022/2023
- Introduce CLS to 2nd league by season 2022/2023
- Introduce CLS to 3rd league by season 2024/2025
- Introduce CLS to the Womens League by Q3 2022
- Introduce CLS to Futsal by season 2022/2023
- Provide training and education for 2nd league clubs from Q2 2022 and for 3rd league clubs from Q1 2023

Objective

- Work with our clubs, stakeholders, and sponsors to improve the holistic match day experience for our football fans

Action

- Will form an expert working group and utilise best practice and case studies from across Europe to review the current match day experience and identify ways in which it can be enhanced
- Provide education, training and support to our clubs, helping them to enhance the fan experience they provide

Impact

- Form our working group by Q2 2022
- Launch new memorable match day support from the beginning of the 2023 season



***ELITE
FOOTBALL***



Since the launch of the and the establishment of the related talent pathway, levels of performance have exceeded all expectations. The National Men's Team qualification for the 2021 European Championships, combined with the sooner than expected qualification of the under 2021 team to the equivalent age group competition in 2017, has placed North Macedonian football in an extremely strong position. In addition to igniting national pride and passion, the momentum of this success has also stimulated a tidal wave of ambition amongst our young players. The ongoing development and support of our 8 elite academies, combined with talent focused competition rule changes that enable more U21 talent to access elite club football, have all contributed to this tremendous success.

Whilst weaknesses in any system can and should be identified, this strategic period will focus more on building and enhancing what already exists, rather than trying to create and embed new ways of working. Through this approach, we will look to expand the scale and scope of our elite development activities, giving particular emphasis on the greater engagement of clubs, together with a continual investment in the professional skills of our elite coaches. As with other strategic pillars, this activity is reliant on a holistic and connected approach. For example, our elite players need to play incredibly

competitive games, on excellent pitches, with fantastic levels of support to achieve any form of success on the international stage. Additionally, increasing the profile of our players will stimulate more reinvestable commercial and broadcast income through which we can continually provide more advanced support to our most talented players.

Through the delivery of this strategy, FFM seek to be recognised as world class in their approach to talent identification, talent development and elite performance. Whilst it may take some time for our on the pitch performances to eclipse the largest European footballing nations, our ambition, determination, and professionalism must surpass them.



GOAL 4 - WE WILL STRENGTHEN AND FURTHER EMBED OUR ELITE TALENT DEVELOPMENT APPROACH NATIONWIDE, TO DELIVER SUSTAINABLE INTERNATIONAL SUCCESS THAT INSPIRES A NATION AND DELIVERS NATIONAL PRIDE

We will achieve this through the delivery of the following objectives and actions:

Objective

- Continue to equip all our national teams with the skills, experience, and confidence to consistently qualify for the most prestigious international tournaments

Action

- Deliver an ambition preparation programme to secure qualification for the FIFA World Cup in Qatar
- Deliver a structured elite development programme to secure a minimum of qualification within the U21 UEFA Euros within this strategy period
- Implement world-class talent identification and development programmes to ensure our U19 and U17 teams consistently reach the elite rounds of European and World competition

Impact

- Achieve qualification by Q4 2021
- Achieve a minimum of 1 EURO qualification between 2022-2025
- Consistently qualify in the elite round on each competition rounds with U17 and U19 between 2022 and 2025

Objective

- Undertake a detailed analysis of our elite academy structure, examining how quality can be improved throughout this structure

Action

- Task our technical department with an ongoing review and enhancement programme of our elite academy structure
- Enhance the coaching network within each academy, ensuring all environments benefit from a minimum of 4 pro licensed coaches

Impact

- Conduct annual reviews within Q1 of each year and present findings and recommendations to the ExCo for approval
- Implement ongoing enhancements from 2022 to 2025
- Achieve this minimum aspiration by Q2 2023

Objective

- Work with our clubs to stimulate greater inward investment in localised talent development and to instil a disciplined and consistent talent development culture

Action

- Through our technical department, conduct research to identify the scale and quality of club- based talent identification and development
- Implement a programme of support for all 1st league clubs
- Invest in enhanced education and training within our regional municipality unions and clubs to ensure all coaches have the skills to enhance talent

Impact

- Complete club talent identification and development research and analysis project by Q1 2022
- Implement 1st league support programme by the start of the 2022/2023 season
- Launch enhanced coach education programme by 2023 ensuring all first league clubs are educated by 2025

Objective

- Deliver consistent and incremental improvement in our Women's and Futsal international tournament progression

Action

- Deliver a programme of continual development to improve the world ranking of our Women's A national team
- Deliver a programme of continual development to improve the world ranking of our Futsal national team

Impact

- Ensure our Women's team is achieving a top 100 FIFA ranking by 2025
- Ensure our Futsal team is achieving a top 30 FIFA ranking by 2025

Objective

- Develop and implement an ambitious Futsal development system ensuring we capture all the available talent within Macedonia
- Expand our Futsal playing and education programmes to ensure our Futsal players are developing in the best possible environments with the appropriately qualified staff

Action

- Through our technical department, devise and implement a new Futsal talent development system
- Consistently enhance the quality and quantity of Futsal coaches operating within the system, ensuring a minimum of 1 UEFA Futsal B licence course is delivered
- Deliver a national education programme to facilitate the creation of youth futsal programmes throughout our club structure

Impact

- Develop and implement a refined Futsal system from 2022
- Deliver a minimum of 1 Futsal UEFA B licence course per annum from 2022 to 2025
- Run a minimum of 1 national Futsal seminar per annum from 2022 to 2025
- Ensure all 1st League clubs have an active and developmental Futsal system by 2023



REVENUES

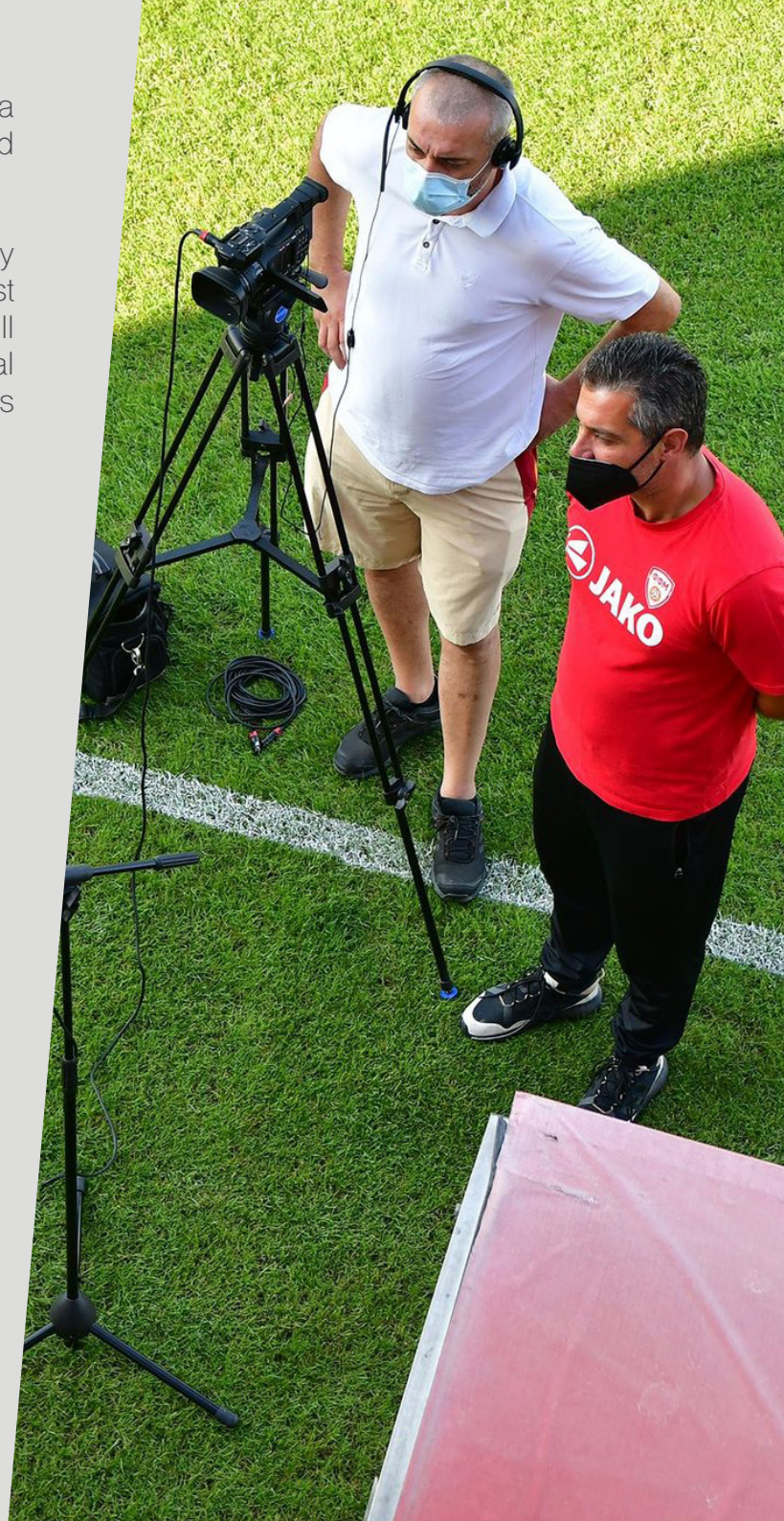


As a not-for-profit organisation, FFM has established itself as a very robust and financially secure organisation. Through its diligent financial management and excellent partnerships with FIFA and UEFA, it has secured significant and sustained funding which has helped shape and develop football across Macedonia. Underpinning these prominent and highly valued funding streams, FFM have made positive initial progress in the development of commercial income generation, including, broadcasting, sponsorship, and ticketing.

Whilst its overall financial performance is strong, FFM recognises that it must continually diversify its income profile if it is to successfully expand its impact and fulfil its constant ambition to provide the best football opportunities and environments for all Macedonians. To achieve this broader income profile, FFM will use the work and impact stimulated through each pillar to clearly demonstrate its holistic offer and the significant benefit that this can bring to prospective partners. In recent years the nature of commercial partnerships has changed significantly. Historically partners would only focus on inventory associated with the national team and high-level domestic competition. Whilst these elements remain incredibly important, the meteoric global rise in women's football and the growing importance

and significance of the sustainability agenda have stimulated increased creativity and breadth in partnership development.

Through the implementation of this strategy FFM want to be representative of best European practice. To achieve this, we will develop and promote a diverse commercial partnership offer that clearly demonstrates every element of our work.



GOAL 5 - WE WILL ESTABLISH FFM AS A HIGHLY COMPELLING INVESTMENT OPPORTUNITY WITHIN BOTH THE GLOBAL FOOTBALL FAMILY AND NATIONAL COMMERCIAL LANDSCAPE

We will achieve this through the delivery of the following objectives and actions:

Objective

- Modernise our approach to business growth and commercial partnerships

Action

- Establish a limited company to promote and manage FFM's commercial activities such as sales of merchandise and energy delivered through the solar panel scheme
- Refine our ticketing strategies to support the development of the FFM National Stadium
- Develop and launch a refreshed and more holistic commercial inventory and partnership strategy
- Secure and sustain a consistent number and level of commercial partnerships, demonstrating a modern approach to partnership creation and activation
- Broaden our commercial inventory to include women's football, Futsal, talent pathway and grassroots programmes
- Develop and launch an engagement and memorable match day strategy

Impact

- Launch an FFM limited company by Q1 2022
- Appoint an official merchandising partner by 2021
- Using the momentum of the Euros, we will increase merchandising revenues by 100% in 2021 and then 50% per annum thereafter
- Change ticketing arrangements, ensuring FFM benefit from 50% centralisation rights by 2022
- Complete the redesign of our commercial inventory by Q1 2022
- Sign three commercial partners of the A national team before the UEFA European Championships
- Sign 4 long-term and renewable sponsorship deals for the period 2021 – 2023 in order to generate circa 600,000 EUR per year
- Sign a new long-term (Ideally 4 year) technical partner contract with improved merchandising and sponsoring opportunities in order to generate circa 300,000 EUR per year
- Strategy prepared by Q2 2022 for return of spectators including concessions and match day experience

Objective

- Continue to refine all aspects of our financial management to deliver best value through cost effective planning and delivery. Through this approach we will facilitate future investment in football development

Action

- Establishment of a procurement department as an essential link to effective cost efficiency and reduction
- Use our procurement process to secure sustainable investment in our strategic objectives through the alignment of partners with key areas of our work

Impact

- Establish an FFM procurement department by Q1 2022
- Seek to embed commercial partnerships within our procurement commissioning from 2022 onwards

Objective

- Restructure and renegotiate the FFM broadcasting rights, incorporating modern approaches to value creation

Action

- Capitalise on data rights and structure the remaining broadcast rights in order to maximise revenue

Impact

- Generate income of at least 200.000 EUR per season for the broadcast rights for the First North Macedonian League for the period 2021 – 2025
- Generate income of at least 90.000 EURO per qualifying cycle for the U21 in package with the North Macedonian Cup
- Generate income of at least 20.000 EUR per season for the data rights for the First North Macedonian League

Objective

- Enhance collaboration and partnership with key stakeholders such as municipalities and regional associations to stimulate ongoing investment in football infrastructure and opportunities

Action

- Present our strategy and the results of our UEFA SROI research to key local stakeholders and partners to demonstrate the social and economic value to their localities
- Using this insight, we will look to generate additional investment in both infrastructure and developmental opportunities

Impact

- Facilitate 6 monthly meetings with key stakeholders and municipalities to update on progress and impact from 2022

Objective

- Explore funding opportunities provided through European grant funding agencies and pursue these avenues when significant value can be secured

Action

- Monitoring the EU calls for projects related to capital and revenue funding for which Macedonian organisations are eligible to apply


Impact

- Submit timely applications for capital and revenue projects that are strategically relevant and where FFM is eligible to apply




КОМЕРЦИЈАЛНА БАНКА
АД СКОПЈЕ

ЕКИПА ЗА НОВИ ПОБЕДИ

КОМЕРЦИЈАЛНА БАНКА
АД СКОПЈЕ

ЕКИПА ЗА НОВИ ПОБЕДИ



Three men in suits are seated at a long wooden table on a stage. Each man has a microphone and a nameplate in front of him. The nameplates feature the DoubleTree logo. There are water bottles on the table.

EXIT



ФУДБАЛСКА ФЕДЕРАЦИЈА НА
МАКЕДОНИЈА

INFRASTRUCTURE



Since 2016, positive progress has been made in relation to the development of the footballing infrastructure across Macedonia. Significant FFM and partner investment has facilitated the establishment of 300 training and competitive pitches of a national standard, a range of floodlighting projects and a number of stadium developments. Underpinning this, nearly every village in the country has access to a natural turf pitch. Despite this progress, significant infrastructure issues remain. At an elite level, the National Team has insufficient access to international standard playing surfaces, particularly for training purposes. Due to a lack of club investment into capital projects, many of our first league clubs use the same pitches for training and matches, producing unrealistic demands on the playing surfaces and ultimately diminishing the standard of play over the course of the season. Similarly, a number of first league clubs have no access to floodlight facilities. A lack of artificial grass pitches also places a strain on available infrastructure. Whilst building additional facilities remains key to future success, it is less of an imperative than the maintenance of current pitches. Across the infrastructure in place, a lack of investment and skilled expertise in pitch maintenance remains the biggest and most challenging issue. If this is not addressed, existing and new infrastructure can quickly fall into disrepair, having a negative knock-

on effect on levels of participation, talent development and elite performance.

Through the implementation of this strategy FFM want to establish and improve the maintenance of the nations football facilities, ensuring they are welcoming, safe and are suitable for the provision of developmental opportunities. Progress made in this area will add significant value to many other strategic pillars.



GOAL 6 - WE WILL FACILITATE THE DEVELOPMENT AND MAINTENANCE OF A FOOTBALLING INFRASTRUCTURE THAT SERVES THE NEEDS OF ALL OUR CURRENT AND FUTURE PLAYERS

We will achieve this through the delivery of the following objectives and actions:

Objective

- Ensure that all clubs have the relevant maintenance skills and experience through an adaptation of our licencing scheme and the provision of enhanced groundsman qualification

Action

- Review and refine the FFM Club Licencing criteria making it obligatory for all 1st League clubs to employ a minimum of 1 qualified ground maintenance staff
- Support and oversee clubs wishing to outsource maintenance contracts should this be a preferred option to achieve licencing criteria
- Develop and launch an improved FFF Grounds Maintenance course
- Provide a phased programme of grounds maintenance training across our club network

Impact

- Embed new club licencing criteria (requiring 1st league clubs to employ a minimum of 1 fully qualified ground maintenance staff) from Q1 2023
- Provide support and guidance from Q1 2023
- Launch an improved course by Q1 2022
- Provide phased training as follows:
 - o 1st league clubs 2022
 - o 2nd league clubs 2023
 - o 3rd league clubs 2024

Objective

- Embedding a culture of excellence in facility management by developing high level skills and experience in relation to pitch installation and maintenance

Action

- Collaborate with clubs and municipalities to stimulate investment into the development and maintenance of local grassroots pitches and related developmental facilities
- Devise and make available high quality facility maintenance training to clubs and stakeholders with an initial focus on supporting our 1st League clubs
- Seek to make available to our 1st league clubs access to high quality grounds maintenance machinery secured through UEFA and FIFA funding programmes
- Work with our 1st league clubs to develop training facilities to reduce the overuse and burden on stadium pitches

Impact

- Stage yearly meetings with local stakeholders between 2022 and 2025
- Deliver facility maintenance training for all clubs. 1st League commencing Q2 2022
- Secure and make available an inventory of machinery from Q3 2022
- Yearly meeting with stakeholders 2022 – 2025
- Look to secure training facilities in all 1st league clubs by 2025

Objective

- Upgrade the FFM National Training Centre to include ancillary services such as a medical centre, sports science facility, and fitness hall

Action

- Deliver a phased redevelopment programme of the FFM National Training Center
- Significantly upgrade the floodlighting on all NTC pitches

Impact

- Initiate redevelopment programme from Q2 2022
- Initiate floodlights upgrade from Q1 2023

Objective

- Undertaking a facility upgrade programme of all artificial pitches – creating more adaptable small- sided facilities to support participation activity

Action

- Undertake analysis of the current infrastructure, identifying quality, utilisation, and access
- Develop a technical partnership with a specialist contractor
- Deliver a phased programme of upgrading and re-configuration
- Enhance the quality and quantity of artificial pitches through a targeted capital investment programme

Impact

- Complete research and analysis by Q1 2022
- Engage a contractor by Q2 2022
- Initiate upgrading programme from Q3 2022
- Ensure 5 new (artificial turf system without rubber infill) pitches are installed by 2024

Objective

- Significantly enhance the quality of stadia for our national teams, ensuring Macedonia is representative of European best practice

Action

- Apply for funding through UEFA HatTrick and FIFA Forward 3 to support our stadium development programme
- Subject to funding, develop a new national team (10,000 capacity) stadium next to the FFM HQ
- Subject to funding and the completion of a feasibility study, develop an international level stadium (8000 to 10000 capacity) in a region outside of Skopje

Impact

- Apply for funding support in 2022/2023
- Initiate development of national team stadium in 2022
- Initiate development of international stadium in 2023

Objective

- Create a commercial culture within our stadiums and facilities, ensuring they are both commercially sustainable and provide excellent fan experiences

Action

- Analyse the stadium market to identify best commercial practice in relation to stadium management
- Work with UEFA and FIFA to develop a bank of resources that provide excellent commercial support to the owners of our stadiums and facilities
- Deliver training seminars and 1-2-1 meetings to support the development of commercial plans

Impact

- Complete research programme by Q4 2023
- Develop a resource bank by Q2 2024
- Deliver training seminars from Q3 2024

Objective

- Support clubs and municipalities to progressively improve playing and changing facilities to meet the needs of female players

Action

- Facilitate workshops with municipalities and clubs in coordination with Municipal Football Associations to explain and address the challenges concerning women's football infrastructure
- Work with our female and male clubs to build a career pathway for our most talented female players, coaches, and referees

Impact

- Deliver a minimum of 15 workshops in the period 2022 – 2025
- Look to stimulate and support a minimum of 15 improvement projects
- Encourage a minimum of 5 clubs per year during the strategy period to develop a women's football action plan

GOOD GOVERNANCE



Although good governance is often unseen by the majority, it is the area which provides the catalyst and energy for positive strategic delivery. Like all national football federations, FFM's operating context is complex with multiple layers of dialogue and decision making. Cascading from its elected Executive Committee, FFM works through topic specific committees and internal departments to design and develop the strategic direction and interventions required to deliver the ambitious goals within each of its strategic pillars.

Additional complexity is created through an internal ambition to be at the forefront of demonstrating the positive social impact of football. From an external perspective, FFM works through many varied stakeholder organisations, each with their individual contexts and challenges, so there is a great need for FFM to be effective in the development and nurturing of partnerships. Whilst much progress has been made in the area of good governance, FFM will continually strive to improve the way we operate.

Through the implementation of our strategy, we want the federation to be reflective of the very best practice within Europe. We want our clubs, members, stakeholders, and sponsors to trust us and respect the way we do our work. We also want our

football family to view us as approachable and fully transparent in our decision making. Finally, but equally as important, we want our staff to view FFM as an incredibly positive environment and culture to work in. In line with this, we are fully committed to living our values in everything we do.



GOAL 7 - WE WILL CONSISTENTLY DEMONSTRATE BEST GOVERNANCE PRACTICE AND USE THE POWER OF FOOTBALL TO DELIVER MEASURABLE SOCIAL IMPACT

We will achieve this through the delivery of the following objectives and actions:

Objective

- Embed best governance practice and systems throughout every aspect of our Federation ensuring our boards, committees and staff are operating within a high-performance team structure

Action

- Use our strategy to create effective empowerment and accountability across our organisation
- Secure the services of a full-time head of Human Resources within FFM
- Develop an organisational handbook that clearly details policies, procedures, and ways of working
- Improve security and efficiency through the digitization of employee records and performance
- Embed clear tasks and responsibilities into job specifications and annual work programmes
- Develop and implement a performance management system throughout our organisation (appraisal & feedback)
- Embed our organisational values within every aspect of our work and continually check and challenge ourselves in relation to living our values

Impact

- Appoint dedicated HR position by Q1 2022
- Develop and embed new organisational handbook by Q2 2022
- Deliver a new digital HR system by Q2 2022
- Embed employee work programmes by Q2 2022
- Conduct first employee's appraisal Q3 2022
- Incorporate FFM values into every aspect of our work from Q1 2022

Objective

- Modernise the governance of our organisation through statute reform in order to reflect European best practice
- Statute revision and implementation of all the amendments within the FFM legislation

Action

- Work with UEFA, FIFA, and our peers to regularly review good governance practice and legislation, ensuring we are contemporary in our thinking and actions
- Review and refine the FFM Statutes in partnership with FIFA and UEFA
- Seek approval for our Statute review
- Use implementation of our statutory process to create balance between elected and competency- based representation within our committee structures.
- Increase the professionalism, integrity, and effectiveness of our committees through the provision of good governance training.
- Work with UEFA through the HatTrick programme to identify areas of future good governance support

Impact

- Undertake an annual review of good governance from 2021
- Complete our statute review by Q2 2022
- Gain approval from statute reform at our FFM 2022/2023 congress
- Deliver a realignment of our committee structures during Q4 2022
- Launch a programme of committee good governance training from Q4 2022
- Annual work with UEFA HatTrick to identify potential areas of support

Objective

- Empower our committees through improved communications training and support

Action

- Develop a new scheme of delegation within all of our committees, ensuring clarity of tasks and responsibility

Impact

- Implement a new scheme of delegation by Q2 2022

Objective

- Maximise the impact of our strategic planning through effective implementation, monitoring and evaluation

Action

- Develop a detailed annual implementation plan, ensuring this is communicated and embedded throughout our organisation
- Procure digital project management software, allowing progress to be monitored and every aspect of implementation to be evaluated
- Provide training and support for our staff, ensuring they have the skills, experience, and confidence to implement the FFM strategy effectively
- Produce quarterly implementation reports, tracking achievement and impact against the stated objectives
- Develop and promote an annual FFM impact report

Impact

- Establish a detailed implementation plan by the first quarter of each year between 2022 and 2025
- Embed digital software into our implementation programme by Q1 2022
- Undertake a skills audit each year and provide ongoing training based on need
- Present quarterly reports to ExCo from Q1 2022
- Prepare and promote annual impact reports from Q1 2023

Objective

- Incorporate sustainability and CSR thinking into every aspect of our work, ensuring all our actions and activities are inclusive, safe, and effectively deliver social, economic, and environmental benefit to our society

Action

- Develop and launch FFM sustainability and CSR strategy
- Incorporate sustainability and CSR thinking and action into our programmes and activities
- Produce and promote an annual sustainability and CSR impact report

Impact

- Launch FFM Sustainability and CSR 5-year plan by Q1 2022
- Fully embed sustainability and CSR planning into FFM programmes and activities by 2023
- Present an annual sustainability and CSR impact report to our General Assembly from 2023

Objective

- Instil a culture of excellent financial management throughout our organisation, ensuring we are sustainable and that our resources deliver the best possible return on our investment
- Ensure FFM represents best in class financial management processes through improved financial management

Action

- Develop and implement a new procurement system ensuring all investments represent value for money
- Appoint a senior accountant within FFM
- Deliver a financial management training programme for both financial management and general FFM staff
- Procure enhanced digital solutions for financial management
- Improve financial reporting through the development of monthly management accounts and a detailed quarterly finance report to ExCo

Impact

- Deliver a new procurement system by Q1 2022
- Appoint new financial personnel from Q1 2022
- Implement a phased training programme
 - Financial personnel – Q1 2022
 - General FFM delivery staff – Q3 2022
 - Boards and committees – Q1 2023
- Implement new financial management software by Q2 2022
- Ongoing process

Objective

- Deliver a digital modernisation programme throughout our football family in order to reduce duplication, eliminate inefficiency, improve security, and enhance insight generation

Action

- Undertake a comprehensive review of digital systems throughout the FFM football family
- Design a digital transformation strategy aligning systems on a phased approach
- Provide staff training to ensure necessary digital skills exist to maximise benefit of new approach
- Fully implement our digital transformation programme throughout our sport

Impact

- Complete digital transformation review by Q3 2022
- Develop and launch FFM digital transformation strategy by Q4 2022 – phased implementation as follows:
- Deliver phased digital training as follows:
 - All employees trained by end of 2022
 - Municipalities by Q2 2023
 - Clubs by Q4 2022
- Achieve full digital transformation and alignment by 2025

Objective

- Analyse FFM governance performance against UEFA and FIFA governance frameworks and peer national associations to create a benchmark and identify fresh thinking and areas for continual improvement

Action

- Work with UEFA and FIFA to evaluate and benchmark our good governance performance

Impact

- Deliver an annual benchmark report from Q4 2022

Objective

- Embed a world class programme of safeguarding throughout all aspects of our delivery

Action

- Create a comprehensive and world class child safeguarding policy and related procedures
- Create a sport-wide welfare and safeguarding policy and related procedures
- Provide ongoing safeguarding training and support for all our staff, clubs, and stakeholders
- Fully implement world class safeguarding across all aspects of our sport

Impact

- Gain approval for a new child safeguarding policy by Q3 2021
- Gain approval for a new sport wide welfare and safeguarding policy by Q4 2022
- Deliver safeguarding training throughout our sport on a phased basis
 - FFM staff – Q2 2022
 - Municipalities Q3 2022
 - Clubs Q4 2022
- Fully embed world class safeguarding across our sport by 2023

Objective

- Establish and support transparent and impactful partnerships with our key stakeholders to create a recognised football movement

Action

- Continually strive to build our footballing community and related partnerships, ensuring we actively support our partners and learn and develop through collaboration

Impact

- Ongoing process from Q1 2022



**OUR
PARTNERS**



ΦΥΔΑΣΜΑΤΟТ НА ПРВО МЕСТО

Throughout the process of developing this new way forward for FFM, we are proud of the fantastic engagement and contributions we have had from all of our friends across the football family in shaping our plans for the future. As part of our strategic conversations, supported by UEFA Grow, it was great to welcome players, coaches, referees, fans, club representatives and prospective partners to inform our way of thinking and create the best possible path for even more success as a footballing nation. Including these key stakeholders as part of our strategic conversations not only helped co-create the most appropriate objectives and actions for the next five years, it also demonstrated our commitment to being transparent as an organisation and our openness to greater collaboration moving forward.

With the level of ambition outlined within this strategy, we know we cannot deliver all these aspirations alone. Our success will depend on the extent to which we are able to continue these levels of collaboration and enthusiasm with all our partners, so we look forward to building on these foundations and succeeding in our shared objective of helping Macedonian football reach its full potential.





FOOTBALL FEDERATION OF MACEDONIA

GENERAL STRATEGY 2021-2025

UNITED BY FOOTBALL