



STRATEGIC PLAN

FOOTBALL FEDERATION OF MACEDONIA

2016 - 2026

- 
- ◆ Who we are
 - ◆ Vision
 - ◆ Stakeholders
 - ◆ Values
 - ◆ Mission
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WHO WE ARE

FOOTBALL FEDERATION OF MACEDONIA

UEFA SUPER CUP 2017

National Arena „Philip Second“
in SKOPJE

23.000
registered players

ANDON DONCHEVSKI

the first manager of the
Macedonian A National Team

*"I have lived to lead the Macedonian A National Team..
My heart is full. Without this my life would have been empty.."*

16 OCTOBER, 2002

England- **Macedonia** 2-2, unforgettable
game in Southempton, Ebglad

7000
children at the
age of 8 - 12
in the Children's
Football Leagues

1 QUALIFICATION FOR EUROPEAN
OR WORLD CHAMPIONSHIP

1 HOUSE OF FOOTBALL with modern training center

/ "PETAR MILOSHEVSKI,"
and second category stadium

U21 NATIONAL TEAM

The best national team in
Republic of Macedonia for 2016

1994 28 April

The Football Federation of Macedonia becomes
full member of UEFA

16 June

The Football Federation of Macedonia becomes
full member of FIFA

football
academy

of FFM part of the elite football project
for 2015

Slovenia - Macedonia 1:4

13 OCTOBER 1993

first official match of
the Macedonian A National Team
Kranj - Slovenia

22 March, 2013 Inauguration of the

„HOUSE OF FOOTBALL“

1919

20 April The first official International Match
in Macedonia between the team of the English Army
and the Youth team of Skopje

The biggest victory of our futsal national team
was won in a match against Bulgaria
Ohrid, 24 October, 2002

21:2

1992
April 28
Strumica - constitution
congress for indipendent
football association of
Macedonia

PANDEV
GORAN

EUROPEAN AND WORLD
CHAMPION WITH FC INTER
2009/2010



KOLE
CHASHULE
THE FIRST PRESIDENT OF THE
FOOTBALL FEDERATION OF MACEDONIA
*It was noble to play football. It wasn't a cruel profession.
The selfless engagement has given us the first
impressive results*

1 STADIUM CATEGORY FOUR
NATIONAL ARENA
"PHILIP SECOND"

VISION

FOOTBALL FEDERATION OF MACEDONIA



STAKEHOLDERS



VALUES

FOOTBALL FEDERATION OF MACEDONIA

FOOTBALL FEDERATION OF MACEDONIA

VALUES



NATIONAL PRIDE

RESPECT

FAIR PLAY

TRANSPARENCY

PROFESSIONALISM

TEAM WORK

RESPONSIBILITY

INTEGRITY

HONESTY

EQUAL TREATMENT

DEVELOPMENT

VALUES

• **RESPONSIBILITY**

Operating in accordance with the legislations of Republic of Macedonia, the acts and regulations of FFM, UEFA and FIFA.

• **DEVELOPMENT**

Developing the game through ongoing improvement of the professional, technological and infrastructural capacities.

• **INTEGRITY**

Protection of the personal integrity and the integrity of the game.

• **PROFESSIONALISM**

Professional conduct of the FFM employees in the best interest of all involved in the game of football.

♦ FAIR PLAY

Fair Play on and off the pitch – 100% Football.

♦ HONESTY

Ethics and equity in the conduct and in the operations.

♦ TRANSPARENCY

Open approach towards everyone concerned.

♦ EQUAL TREATMENT

Equal treatment towards all involved in the game of football.

♦ RESPECT

Respect towards all involved in the game of football.

♦ TEAM WORK

Team work in the football organization at all levels.

♦ NATIONAL PRIDE

Football as synonym for national pride.

MISSION

FOOTBALL FEDERATION OF MACEDONIA



The Football Federation of Macedonia has the responsibility for organization of all the aspects of the game of football, with attention to:

- Grow of the game – creating opportunities for popularization of the game of football, increasing the number of participants at all levels, in accordance with the possibilities, the talent and the desired career path, from amateur to elite football;
- Good governance and organizational development – at a level of member associations, administration, leagues' organization, organization of the game of football in total;
- Financial growth – transparent and responsible management of the assets, creating opportunities for financial growth from the existing sources and new sources of generating revenues;
- Investment, development and maintenance of the football infrastructure;
- International performance – creating conditions for development of high quality youth teams that will have international success which will be the base of high quality senior teams; creating conditions for high quality club football.

STRATEGIC GOALS

FOOTBALL FEDERATION OF MACEDONIA



GROW OF THE GAME

**GOOD GOVERNANCE AND
ORGANIZATIONAL
DEVELOPMENT**

**FINANCIAL
GROWTH**

INFRASTRUCTURE

**INTERNATIONAL
PERFORMANCE**

THE BASIC PILLARS UPON WHICH THE STRATEGIC PLAN STANDS

1.1. Grow of the game

- creating opportunities for popularization of the game of football, increasing the number of participants at all levels, in accordance with the possibilities, the talent and the desired career path, from amateur to elite football
- Key Words: development, youth football, mass participation, grassroots, children, elite youth football, organization, matches, coaches, referees, agents / intermediaries, futsal, women's football. parents, schools, clubs, education, participation

Specific goal	Activity	KPIs	Time frame
Development of youth football	Improvement of the conditions for development of children's football.	Retained and increased number of teams and children in the youth leagues for at least 25%.	2016 - 2019
	Retention and increase of the motivation to continue playing football for players starting in the children's leagues and their transition to youth football.		
	Organized competition in school football for children 6 – 10 years old in clearly defined age categories / 2 categories .	Retained and increased number of teams and children in the youth leagues for at least 25%.	Starting from season 2017/2018

1.1 Grow of the game

Specific goal	Activity	KPIs	Time frame
Events for mass participation – football for all	Organization of other grassroots events in direction of increased participation.	Organization of 4 socially responsible events annually.	2016 - 2021
Improvement of the quality of the referees and the refereeing	Retention of the existing and increase of the number of referees and improvement in the quality of refereeing.	Increase in the numbers and retention of the existing referees.	2016 - 2021
		Ongoing increase of the average refereeing mark and reducing the negative marks.	2016 - 2026
	Improvement of the program for attraction of new referees.	Higher ranking of referees internationally. Increased number of international referees.	2016 - 2021

1.1 Grow of the game

Specific goal	Activity	KPIs	Time frame
Improvement of the quality of coaches	Organization of educational programs / seminars for obtaining UEFA B and A licenses on annual bases	45 new coaches in the unique coaches' list every year	2016 - 2021
	Seminar for obtaining UEFA PRO license every three years		
	Education of Goalkeeper coaches for UEFA A license	At least one goalkeeper coach seminar annually	2016 - 2026
	Implementation of national program for education of fitness coaches	National program for fitness coaches implemented and at least one seminar per year for fitness coaches organized	2016 - 2026
	Participation at UEFA Study Groups for exchange of coach experience	80 coaches at UEFA study groups, 4 times in two years	2016 - 2026
	Education of grassroots coaches (C License)	C license is restarted before the end of 2016 40 coaches with C license each year	2016 - 2021
	Regular annual refreshment seminars for all the coaches that have UEFA licenses and national licenses	Thematic gatherings / techniques, tactics, conditional and psychological preparations – once in four months	2016 - 2026
		Support for participation on professional – scientific conferences for coaches, in the country and internationally	2016 - 2026
	Education of futsal coaches	Annual futsal coach education seminars organized	2016 - 2026
	Preparation of manual with video material	Professional academic publications on annual level	2016 - 2026

1.1 Grow of the game

Specific goal	Activity	KPIs	Time frame
Women's Football development	Retention and increase of the number of WF clubs	Increased number of women players by 10% per year	2016 - 2021
		Participation of 900 girls in grass-roots events	2016 - 2018
	Implementation of new competitions for promotion of women's football	Organization of women's youth competitions	Starting from season 2020/21
		Starting women's second football league	Starting from season 2020/21
	Organization and participation in international women's football development tournaments, also involving national teams		2016 - 2026
	Follow up seminars and education of everyone involved in women's football	20 new women coaches with UEFA B license and 5 women coaches with UEFA A license	Before 2021
		Implemented education for everyone involved in women's football once per year	2016 - 2026

1.1 Grow of the game

Specific goal	Activity	KPIs	Time frame
Futsal development	Increase in number of players	Increase in the number of registered futsal players by 100%	Before 2021
	Improvement of the conditions in the two leagues	Professionalization of the first futsal league	Starting from season 2021/2022
	Follow up seminars and education of everyone involved in futsal	Implemented education for everyone involved in futsal once per year	2016 - 2026

1.2. Good governance and organizational development:

- At a level of member associations, administration, leagues' organization, organization of the game of football in total
- Key words: reputation, brand, governance, human resources, coaches, referees, referee observers, delegates, football players, intermediaries, employees, structure, leagues, competition, processes, integrity, education, communication, media, administration, transparency, efficiency, effectiveness, evaluation, ongoing improvement

Specific goal	Activity	KPIs	Time frame
Change in the competition system	Implementation of changes in the competition system of FFM	Verification of the act for change in the competitions' system of FFM	Starting from season 2017/18
	Change in the competition system of the youth categories	Verification of the act for change of the competition system in the youth categories	Starting from season 2017/18
	Organization of a new competition system – second women's league	Implementation of second women's football league	Starting from season 2021/22
	Evaluation of the challenges of the competition system in the children's leagues	Upgrade of the existing system of competition based on the analysis of the actual situation	Starting from season 2017/18

1.2. Good governance and organizational development

Specific goal	Activity	KPIs	Time frame
Improvement in the quality of the competitions in futsal and women's football	Implementation of licensing system in the first futsal league Implementation of licensing system in the first women's league	Implemented system of licensing in futsal and women's football	Starting from 01.July, 2018
Change in the structure of the federation and member organizations	Evaluation of the challenges of that the member organizations face. Creating improved structure.	Defined model of structure of the organization of the Football Federation of Macedonia.	Before August, 2018
	Education in Football Management for the member organizations.	Education of the administrators of the member organizations.	Before 31.December, 2018

1.2. Good governance and organizational development

Specific goal	Activity	KPIs	Time frame
Change in the organization of the general secretariat of the Football Federation of Macedonia	Evaluation of the challenges that come from the daily administrative operations of the Football Federation of Macedonia.		
	Defining an optimal number of sectors and departments needed for implementation of the scope of work of the Football Federation of Macedonia.	Defined number of sectors and departments	Before 31.December, 2016
	Evaluation of the actions and processes of standardization of the operations of the Football Federation of Macedonia.	Renewal of the ISO certificate	Before 01.July, 2019
	Recording of international transfers of players in the COMET system for player registration.	Compliance of FIFA TMS record for international transfers with COMET system for player registration.	Before 31. December, 2016

1.2 Good governance and organizational development

Specific goal	Activity	KPIs	Time frame
Straightening of the professional capacities of the football administration	Education in football management	Organization of UEFA education for Football Management in Macedonia.	Before 31. December, 2018
	Individual education sessions according the specific requirements of the employment engagement.	Participation in seminars for development of individual professional skills.	Before 31. December, 2018
	Team building sessions for the employees in the football administration.	At least two team building sessions organized per year.	2016 - 2021
	Implementation of activities for identification of the need of education and improvement of knowledge base of the employees in the general secretariat.	Annual evaluation	2016 - 2026

1.2 Good governance and organizational development

Specific goal	Activity	KPIs	Time frame
Straightening of the professional capacities of the football administration	Preparation and implementation of a strategy for internal and external communication with the football family and the media.	Implemented strategy for internal and external communication.	Before the end of 2016
	Cooperation in direction of exchange of knowledge and experience, as well as joint projects with the other sport federations, Macedonian Olympic Committee, Agency of Youth and Sport, NGO, Faculty of Physical Culture in the Country.	Participation in tribunes for improvement of sport in the country, at least once per year	2016 - 2026
	Cooperation in direction of exchange of knowledge and experience, as well as joint projects with the other football federations in the region and internationally.		
	Active participation in creating a model for Regional Football League.		

1.2 Good governance and organizational development

Specific goal	Activity	KPIs	Time frame
<i>Building partnership relations with the local media</i>	<i>Regular briefings with the journalists in direction of accurate information to the general public.</i>	<i>At least 4 briefings per year.</i>	<i>2016 - 2026</i>
	<i>Production of video materials for support of the brand identity and the activities of the federation.</i>	<i>At least two videos per year.</i>	<i>2016 - 2026</i>
<i>Straightening of the professional capacities of the football workers</i>	<i>Education of referees and referee observers in direction of improvement of the refereeing quality.</i>	<i>2 seminars for referees, 4 fitness test for referees and 2 seminars for referee observers organized on annual bases.</i>	<i>2016 - 2021</i>
	<i>Improvement of the quality of the work of the delegates.</i>	<i>Two seminars for delegates on annual bases.</i>	<i>2016 - 2021</i>
	<i>Organization of workshops with individuals interested in conducting intermediary activities.</i>	<i>Number of activities undertaken by the intermediaries</i>	<i>2016 - 2021</i>

1.2. Good governance and organizational development

Specific goal	Activity	KPIs	Time frame
Ongoing integrity protection	Cooperation with the local authorities, FIFA and UEFA on increasing the level of organization on an administrative, operational and prevention plan.	Education of football academy students, national team players, referee observers, delegates, referees, clubs – once per year.	2016 - 2026
	Increase in awareness for the newest trends in the football integrity protection, on a local as well as on international level.		
	Cooperation of the department for safety, security and integrity protection with the safety and security committee, competitions' committee and the disciplinary committee.	Successfully detected cases of integrity infringement and their processing.	Starting from season 2016/17
Organization of international matches	Organization of UEFA Super Cup 2017	Successful organization of UEFA Super Cup 2017.	8 August, 2017
	Organization of qualifying and development tournaments for youth categories in men's and women's categories as well as futsal tournaments.	Successful organization of 4 mini tournaments	In 2016
		At least 2 mini tournaments per year	2017 - 2021

1.3 Financial growth

– transparent and responsible management of the assets, creating opportunities for financial growth from the existing sources and new sources of generating revenues.

Key words: stability, revenue, marketing, planning, expenses, TV rights, partnerships, digital platform, database, portfolio, fans, family experience, tickets, TV platform, projects, analysis, market.

Specific goal	Activities	KPIs	Time frame
Maximization of revenues from marketing activities of FFM	Integration of the marketing activities across all the aspects of the federation.	Increase of revenues from the matches organized by FFM – at least 50 % increase in tickets' revenues for the EQ games for WC 2018 compared to the EQ games for EURO 2016.	Until the end of the EQ cycle for WC 2018.
	Retention of the existing partnerships and their development / identification of new potential partners (lobby group)	Increase of revenues from partnerships and commercials for at least 10% for the EQ games for WC 2018 compared to EQ games for EURO 2016.	Until the end of the EQ cycle for WC 2018.
		Clear portfolio of sponsors and commercial partners – 2 additional partners.	Before the end of 2016
		4 additional partners	Before the end of 2021
		Official sponsor of the First Macedonian League	Before 2023
		Signing of official sponsor of FFM.	Before 2020

1.3 Financial growth

Specific goal	Activities	KPIs	Time frame
Maximization of revenues from marketing activities of FFM	Revising of the digital strategy of the federation and setting up action plans for development of the digital platform / Development and management of the database of fans and football family.	Increase in the number of followers / likes on social media by 20% on annual bases	By 2021
		Increase of fans' and football family database.	By 50% before 2017 and by 20 % on annual bases by 2021
	Improvement of the web pages of the Football Federation of Macedonia	Increase in web sites' traffic by 30% on annual bases	By 2021
	Improvement of the overall fans' experience at the games of the national teams / creation of a fan club and positive family experience	Opening of a physical fan store and pop-up stores (at the ticket sales points, around the stadium on game days, etc.).	By the end of 2016
		Increase in the annual revenues from sales of merchandise.	By 20% in the period 2016 – 2020 and by 50% in the period 2020 – 2026
	Creation of a ticketing strategy	Defined strategy for ticket sales.	By September, 2016

1.3 Financial growth

Specific goal	Activities	KPIs	Time frame
Sales of TV rights and maximization of media revenues connected to the First and Second Macedonian Football Leagues	Partnership with a TV station or a TV platform for the broadcast of the First and Second league games and the TV show with games' highlights. Web archives of the matches at the FFM web platforms.	TV partner for broadcast of the TV show House of Football.	By the end of season 2015 / 2016
		Broadcast of the First and Second League games outside the digital channels of FFM.	Starting from season 2017/2018
		Increase of viewership of the live stream and broadcast of the First and Second League games by 20% per season until 2021	Starting from season 2016/17
		Revenues of TV commercials	Starting from season 2016/17
Maximization of revenues from programs and projects	Programs and projects in cooperation with NGOs, Macedonian Government, EU, MOC, FIFA and UEFA	Defined plan and portfolio of projects – once per year	2016 - 2017
		Evaluation of the market of consultants for support in application for EU funding.	Before August, 2016

1.3 Financial growth

Specific goal	Activities	KPIs	Time frame
Good financial management and planning at all levels	Development of long term financial planning.	Implementation of efficient financial planning system.	By the end of 2017
	Development of overall system for financial reporting, optimization of the budgeting process and follow up.	Improvement of the system for financial reporting.	By the end of 2016
	Revising of the big suppliers and projection of a model for optimization of expenses for services and procurement.	Improvement of the efficiency of payment of invoices, renegotiation with the big suppliers.	By the end of 2016

1.4 Infrastructure

- Investment, development and maintenance of the football infrastructure

Key words: stadium, pitch, field, grass surface, artificial turf, flood lights, education, maintenance equipment, accommodation facilities, project documentation, crisis management, safety, categorization, fans, data base.

Specific goal	Activity	KPIs	Time frame
Improvement of the infrastructure and facilities at the stadiums of the First and Second Macedonian League	Infrastructural improvement of the stadiums with the support of the UEFA Het Trick program	Placement of grass surface and flood lights at 4 stadiums	By 31.12.2016
	Cooperation with the local government in the improvement of the club infrastructure		
	Straightening of the FFM capacities and education of people responsible for maintenance of the fields in cooperation with FIFA, UEFA and other external partners	Organized education for FFM staff responsible for ground maintenance in coordination with FIFA, UEFA and other partners	Once per year in the period 2016 - 2026
	Club support with maintenance machinery and professionals	Organized education by FFM for other interested parties	2016 - 2026
	Support in reconstruction of other stadiums after previous analysis	Preparation of analysis for Support of other stadiums	By 2017

1.4 Infrastructure

Specific goal	Activity	KPIs	Time frame
Reconstruction of the football infrastructure affected by floods and other stadiums	Implementation of the support plan for the flood affected stadiums and football infrastructure	Support for the reconstruction of the flood affected infrastructure	Before June, 2016
Improvement of the conditions for international matches	Implementation of the action plans according the requirements for hosting the UEFA Super Cup in 2017	Professional support and follow-up on the progress of the reconstruction of the National Arena	Before June, 2017
	Application for programs at FIFA and UEFA aimed for infrastructure improvement	Support in creating conditions for playing international matches at 10 stadiums / category 1 and 2	Before 2017
Creating safe environment at the football stadiums	Crises management, project documentation for management of crisis To create safe environment in direction of bringing the fans back to the football grounds / positive family experience	Implemented system for crisis management at all the stadiums	Before the start of the 2018/19 competitions season

1.4 Infrastructure

Specific goal	Activity	KPIs	Time frame
Revising of the overall football infrastructure database / training grounds, futsal halls, football grounds for lower levels of competition	Complete registration and categorization of the football grounds and sport halls	Full overall registration and categorization	Before the end of 2017
	Revision of the regulations for categorization of the football infrastructure	Revision of the situation and repeated categorization every two years	2018 - 2026
	Improvement of the infrastructure used for the children's leagues		
Improvement of the infrastructure connected to the Football Academy	Construction of accommodation capacities as part of the UEFA Football Academy Project	Finalization of the accommodation capacities	Before the end of 2016

1.5 International performance

– creating conditions for development of high quality youth teams that will have international success which will be the base of high quality senior teams; creating conditions for high quality club football.

Key words: selection, scouting, clubs, national teams, football academy, matches, tournaments, success, results, regional competition, education, qualifying, final tournament, stimulating, technical staff

Specific goal	Activity	KPIs	Time frame
Participation in the elite round of qualifications with the U17 and U19 national teams	Better selection process and scouting in the national teams. Participation in development tournaments. More friendly matches. Education for the clubs in order to stimulate them to start their own football academies. Improvement of the work with the football academy of FFM through improvement of the selection process – true elite football academy. Organization and participation in international development U16 tournaments.	U19 national team (players born 1999) in the elite round.	In 2018
		U17 national team (players born 2000) in the elite round.	In 2017
		U19 national team (players born 2000) in the elite round.	In 2019
		Players born in 2000 to participate in at least one final tournament.	2017 - 2019
		Players born 2002, 2003, 2004, 2005 and 2006 in at least one final round per season.	2020 - 2026

1.5 International performance

Specific goal	Activity	KPIs	Time frame
Participation of the U21 national team in the final EURO tournament	<p>Ongoing improvement of the work of the U21 national team. Following the modern trends of the youth national teams – U15 to U19.</p> <p>Constant improvement of the education of the club coaches in youth categories with the support from the Football Federation of Macedonia.</p> <p>Permanent scouting for players playing internationally that have Macedonian origins.</p>	U21 national team in the play off for the U21 EURO in 2017.	Before the end of 2016
		Ranking in the third pot for the qualification draw for U21 EURO in 2019.	Before the end of 2016
		Play off for the U21 EURO in 2019.	Before the end of 2018
		Place in the U21 EURO in 2021.	Before the end of 2020

1.5 International performance

Specific goal	Activity	KPIs	Time frame
Improvement of the rating of the A National Team	<p>Rating improvement through positive results on the friendly and qualification matches. Constant follow-up and application of the modern trends in the training process by the national team and the coaches that are part of the A national team technical staff. Permanent scouting for players playing internationally that have Macedonian origins. Constant education and improvement of the club coaches supported by FFM.</p> <p>Creating a system for permanent measurement and recording of the performances of the national team players. Implementation of a system for analysis of coefficient rankings of the opponents for the friendly matches.</p>	Ranking position better than 80 at the official FIFA ranking list.	Before 2018
		Place in the 3rd (instead of 4th) division of the Nations League at the end of the first edition.	Start of the second season 2020/21
		Ranking position better than 60 at the official FIFA ranking list.	Before 2020
		Place in the playoff group for EURO 2020.	By the end of 2019
		Plays in the play offs for the WC 2022.	By the end of 2021
		Place at the EURO 2024.	By the end of 2023
		Place at the WC 2026.	By the end of 2025

1.5 International performance

Specific goal	Activity	KPIs	Time frame
Club success	Engagement in developing a model for regional competition. Ongoing education of the club administration. Club education on the benefits of starting a talent program. Club education on the benefits of starting own academies.	Improved ranking of the Macedonian clubs on the official UEFA list.	2016 - 2026
		Implemented education of the club administration and technical staff at least once per year.	2016 - 2026
Improvement of the international performance of the women's national teams	Contractual engagement of the coaches for the women's national teams. Scouting and selection of talented football players from the women's youth clubs.	Improved ranking position of the youth women's national teams.	2016 - 2021
		Improved FIFA ranking of the women's A national team	Before 2021
Participation of the Futsal national team at a Final Tournament and participation of the Futsal Champion in the Futsal Champions League	Naming of a technical director for the Futsal national team. Scouting and selecting talented futsal players. Ongoing annual talent program for the Futsal National Team.	Participation in the Futsal EURO	In 2020
		Participation in the final stage of the Futsal Champions League.	Starting from 2020