



Open Fun Football Schools Programme

**Strategic Development plan
2009-2011**

BOSNIA

Last updated: 28 October 2009

SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • OFFS concept (innovative educational approach, open for all, bridging ethnic divides, connecting people in conflict areas) • Mass impact (covering 95% of Bosnia) • Proven and continuously visible results (ethnic tolerance) • Quality of manual and educational materials • Strong network (commitment, passion, ability to reach all of Bosnia) • Experience (management team, instructors etc) • Knowledge sharing across regional platform • Football Association’s dependence on OFFS (in order to receive UEFA grassroots funding) • Strong female participation (children, leaders) • Strong brand awareness • Flexibility of model (ability to quickly implement initiatives, address additional social issues etc) 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of long term funding • Lack of voluntarism culture • Inability to select leaders and trainers (the municipalities that pay choose them) • Modern communication abilities of network (e.g. computer skills; receiving field statistics by post) • Lack of power in relationship with Football Association (OFFS cannot operate without its approval) • National media coverage • Economic instability of Bosnia (lack of potential corporate sponsors) • Political divisions in Bosnia (no state government) • Lack of cooperation with sports organisations and governmental institutions • Local community does not continue to run sporting events after 5 day OFFS has finished
<p>Opportunities</p> <ul style="list-style-type: none"> • Formalise relationship with Football Association (e.g. become integrated and fully funded by them, form contractual relationship to ensure benefits are delivered to OFFS etc) • Make trainer’s education official with Football Association (C-licenses) • Obtain famous ambassador • Increase female participation (leaders/trainers) • Increase exposure to children with special needs • Establish grassroots football centre • Increase fundraising ability and social impact by offering broader range and focus of activities (e.g. addressing different social issues such as health, landmine awareness, drugs, fan non-violence etc) • Partnerships and cooperation with other relevant organisations for tailor made schools • Increase fund raising and number of schools implemented through connections with private football schools • Profit-generating commercial opportunities (not from selling products, but from events / capabilities etc) 	<p>Threats</p> <ul style="list-style-type: none"> • Inability for Football Association agreements to reach fruition and deliver promised benefits to OFFS • Loss of motivation of volunteers if become more integrated with Football Association (e.g. if leads to inequitable distribution of equipment) • Risk to quality of operations due to need to balance across ethnicities (e.g. equal number of instructors from all ethnicities) • Risk to quality of operations due to lack of professionalism and accountability across all levels of organisation • With increased municipality contributions may come reduced OFFS control (increased bias/nepotism etc) • Connection with private football schools could compromise OFFS principles (e.g. if private football school pays for an OFFS school, they will only bring children who are members and have paid a fee) • Corruption • Remaining part of CCPA family while having decision making autonomy and ability to decide on own direction • Maintaining tax-free status (customs)

National Strategic Targets 2009-2011

1. To keep and respect the principles and core values of OFFS and remain an integral part of the CCPA family
2. To define and formalise the relationship with the Football Association
3. To increase the impact of OFFS Bosnia in terms of range of social issues addressed and geographical reach
4. To formalise education programme
5. To establish grassroots football centre
6. To develop ability to raise funds and move towards increased financial self-sufficiency

Strategic Target	Key Considerations / Issues
1. To keep and respect the principles and core values of OFFS and remain an integral part of the CCPA family	<ul style="list-style-type: none"> • Maintaining balance across all ethnicities without compromising quality • Open for all children (not talent-based) • Defining how to remain part of CCPA family while having increased decision making autonomy and ability to decide on own direction • How to ensure quality of operations are not compromised by lack of professionalism and accountability across all levels of organisation • How to ensure core values are not compromised when implementing OFFS within private football schools
2. To define and formalise the relationship with the Football Association	<ul style="list-style-type: none"> • Ensure delivery of promised benefits to OFFS • Level of integration to be defined to ensure continued operations and volunteer motivation while not compromising OFFS core values/principles and remaining part of CCPA family • Ability to get signed contractual relationship using support from UEFA • Using the relationship to support OFFS retaining tax free status (customs), or using Football Association to import equipment through individual football clubs
3. To increase the impact of OFFS Bosnia in terms of range of social issues addressed, geographical reach and target audience	<ul style="list-style-type: none"> • Development and delivery of tailor made programmes to deal with additional social issues e.g. health, environment, landmine awareness, drugs, fan non-violence • To determine additional fundraising possibilities as a result of wider range of social issues addressed • To partner and cooperate with other relevant organisations for tailor made schools • To increase geographical coverage of OFFS Bosnia from 95% to 100% • To increase involvement of female leaders/trainers • To increase involvement of children with special needs • To increase involvement of kindergarten-aged children • To increase awareness/exposure by obtaining a famous ambassador and expanding media coverage • To ensure the continued implementation of OFFS principles after the OFFS school has finished (e.g. OFFS concepts continue to be trained in private football schools) • To investigate the possibility to expand internationally to create cross-border schools
4. To develop and formalise education programme	<ul style="list-style-type: none"> • Making trainer's education official (C-licenses) • Possibility of creating and providing 'CCPA' certification levels • How to ensure consistency in this across all OFFS countries/offices • Development of new education for tailor made programmes • To educate leaders and instructors to develop the capability to raise funds at

	<p>a local leader</p> <ul style="list-style-type: none"> • How to ensure quality of operations are maintained and not compromised by lack of professionalism and accountability across all levels of organisation
5. To establish grassroots football centre	<ul style="list-style-type: none"> • With office, pitch, educational library, seminar rooms etc - to be centre of OFFS and grassroots activities • Where to locate, how to find land/building, how to fund • Provision of C-license programme for coaches and leaders • Identify and develop opportunities to generate a profit from the grassroots football centre
6. To develop ability to raise funds and move towards increased financial self-sufficiency	<ul style="list-style-type: none"> • To develop and educate leaders and instructors in order for them to have the capability to raise funds at a local community level (including giving them language and computer literacy skills in order to facilitate this) • Identify and secure new partnerships (private and public sector) • Develop existing partnerships to ensure their continued (and perhaps increased) commitment • To identify and develop profit-generating commercial opportunities (such as running specific events) • Increase fund raising by implementing schools with private football schools, but while maintaining core values and principles of OFFS • Potential to secure increased municipality contributions while retaining control and avoiding bias/nepotism

Strategic Target #1

To keep and respect the principles and core values of OFFS and remain integral part of the CCPA family

	2009	2010	2011
S T R A T E G I C P L A N	1.	1.	1.

Strategic Target #2

To define and formalise the relationship with the Football Association

	2009	2010	2011
S T R A T E G I C P L A N	2.	2.	2.

Strategic Target #3

To increase the impact of OFFS Bosnia in terms of range of social issues addressed, geographical reach and target audience

	2009	2010	2011
S T R A T E G I C P L A N			1.

Strategic Target #4

To develop and formalise education programme

	2009	2010	2011
S T R A T E G I C P L A N		1.	

Strategic Target #5

To establish grassroots football centre

	2009	2010	2011
S T R A T E G I C P L A N			1.

Strategic Target #6

To develop ability to raise funds and move towards increased financial self-sufficiency

	2009	2010	2011
S T R A T E G I C P L A N			2.