



Open Fun Football Schools Programme

**Strategic Development plan
2009-2011**

FYR MACEDONIA

Last updated: 20 October 2009

SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • OFFS concept (curriculum content) • Network (instructors, coaches etc) • Large scale impact (number of children, range of social issues addressed) • Cascade educational model (Train the Trainer approach – ability to have greater impact) • Communications and cooperation across various stakeholder groups • Multi-ethnicity and cultural diversity across all levels of organisation • Building of strong basis for future development • Maintaining relationships with key partners (municipality, football clubs, embassies, FFM, ministries, NGOs etc) • Brand awareness / media coverage • Female participation (coaches and participants) • Flexibility of model (ability to quickly implement projects, address variety of social issues etc) • All year round activities 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of future funding • Lack of own infrastructure/assets • Managerial skills of instructors (their ability to promote OFFS, raise funds etc) • Inexperience of fundraising and commercial exploitation of brand • Lack of clarity around what CCPA will deem to be acceptable income generation activities • Lack of female leaders • Effort required by volunteers for reporting and follow-up • Limited number of children per school • Level of communication between different OFFS offices in the region • Limited length of duration of the school (5 days)
<p>Opportunities</p> <ul style="list-style-type: none"> • Expand fundraising partnerships (private and public sector) • Generate income from commercial exploitation of brand • Education regarding how to gain EU funds • Tap into wider international volunteer networks (e.g. Peace Corps) for additional support • Improve feedback/follow-up mechanism (to improve future programs, identify additional opportunities, better articulate impact etc) • Make use of Beyond Sport relationship (experience and network) • Share best practice and expertise across regions • Use technology for promotion (to increase awareness, generate fundraising etc) • Capitalise on relationship with FFM • Increased transparency, flexibility and decentralised budgeting 	<p>Threats</p> <ul style="list-style-type: none"> • Changing focus of interest of international donors resulting in reduced funding • Reduction of motivation to participate due to potential inability to continue providing equipment to clubs, coaches etc • Economic and political instability in the region (affecting funding, relationships etc) • Attracting and retaining volunteers and keeping them motivated all year round • Personal conflicts of interest compromising OFFS core values and network (individuals abusing their position) • Maintaining political independence while retaining municipality funding and relationships • Loss of community support (lack of understanding, awareness, cultural barriers to participation etc)

National Strategic Targets 2009-2011

1. To keep and respect the basic principles of the Open Fun Football Schools.
2. To generate income (financial and non financial means) to support the ongoing activities of OFFS
3. To expand the scope of roles and responsibilities of volunteers, (leaders and instructors)
4. To define the vision for the structure and purpose of the regional platform in the future
5. To identify how to increase the impact of OFFS Macedonia
6. To build a wider NGO network around OFFS Macedonia

Strategic Target	Key Considerations / Issues
1.To keep and respect the basic principles of the Open Fun Football Schools.	<ul style="list-style-type: none"> • Retain focus on ‘child centred universe’ • Maintain political independence
2.To generate income (financial and non financial assets) to support the ongoing activities of OFFS	<ul style="list-style-type: none"> • Identify and target potential private sector funding and donations (e.g. firms with regional Balkans operations, firms with similar social interests, firms with required resources e.g. sports equipment and kit manufacturers, transportation / food / beverage /hotel / conference providers • Identify and target potential public sector funding and donations (e.g. Ministries of education and sport, football federation, other related NGOs. Municipalities, EU funds, Foreign embassies, UEFA, FIFA) • Identify commercial fundraising opportunities , and clarify with CCPA what is acceptable (e.g. corporate teambuilding events, selling merchandise, charging for events) • Seek support and advice from CCPA (and other sources?) on how to apply for EU funds and best approach commercial exploitation • Set up advisory board / fundraising committee made up of universe representatives to promote and target fundraising opportunities
3.To expand the scope of roles and responsibilities of volunteers, (leaders and instructors)	<ul style="list-style-type: none"> • Address the lack of managerial skills of leaders and instructors – through training / education • Redefine roles and responsibilities of volunteers to incorporate expanded requirements (e.g. promotion in municipality etc) • Address motivation through role expansion / redefinition • Assess suitability of all current volunteers based on redefined roles and responsibilities
4.To define the vision for the future structure and purpose of the regional platform	<ul style="list-style-type: none"> • Address with CCPA the feasibility of current regional platform based on new funding structure. • Discuss with Croatia (as they have already addressed this issue in 2008) • Potential options are; continue with central funding, move to local platform only, or redefine platform (e.g. perhaps wider EU funded platform)
5.To identify how to increase the impact of OFFS Macedonia	<ul style="list-style-type: none"> • Identify ways to increase duration of schools and number of children impacted • Identify ways to increase efficiency and reduce costs
6.To build a wider NGO network around OFFS Macedonia	<ul style="list-style-type: none"> • Identify and partner with other NGOS that are similar / useful by either region or content of operations • Initiate joint projects • Promote and develop knowledge sharing and best practice • Work with CCPA to make use of Beyond Sport Network

Strategic Target #1

To keep and respect the basic principles of the Open Fun Football Schools.

	2010	2011	2012
S T R A T E G I C P L A N	<ol style="list-style-type: none"> 1. 20 OFFS 2. 4000 children age 6-12 3. 300 leaders and trainers 4. 200 assistants 5. 40 football clubs 6. 40 municipalities 7. 75 Primary Schools 8. Advisory board (Lobby Group) 9. Education: Obtaining EU funds- Seminar for education of the staff, instructors and leaders 10. Negotiation with the state structures for obtaining our own infrastructure 11. Promotion group 12. Evaluation group 	<ol style="list-style-type: none"> 1. 	<ol style="list-style-type: none"> 13.

Strategic Target #2

To generate income (financial and non financial means) to support the ongoing activities of OFFS

	2010	2011	2012
S T R A T E G I C P L A N	<ol style="list-style-type: none"> 1. CCPA DK 2. Municipalities 3. Football Clubs 4. Primary Schools 5. Sport Associations (MOC, FFM, ASY, etc.) 6. TV and media 7. Embassies 8. EU Funds 9. Other NGOs 10. Finding a general sponsor of our activities beyond 2010 11. Corporate Partners 	2.	14.

Strategic Target #3

To expand the scope of roles and responsibilities of volunteers, (leaders and instructors)

	2010	2011	2012
S T R A T E G I C P L A N	<ol style="list-style-type: none"> 1. Recognition of the instructor role and issuing a certificate that will help in the recognition of their education and meaning as instructors 2. Organizing of longer education through international exchange of experience in the Fundraising area 3. Additional education and different curses for improvement of their communication and cooperation with potential partners 4. Leader seminar 		<ol style="list-style-type: none"> 1.

Strategic Target #4

To define the vision for the structure and purpose of the regional platform in the future

	2010	2011	2012
S T R A T E G I C P L A N	<ol style="list-style-type: none">1. Instructor and trainer seminars2. One tournament for 100 children ages 12 – 143. Organisation of one OFFS camp4. Organisation of one OFFS festival		

Strategic Target #5

To identify how to increase the impact of OFFS Macedonia

	2010	2011	2012
S T R A T E G I C P L A N	<ol style="list-style-type: none"> 1. Through OFFS 2. Female football / C-licence – FFM 3. Street Sport 4. Education for teachers and munic. repr. 5. Corporate Team Building 6. Media presentation 7. Recognition by the parents 8. New Years Cocktail 9. WEB <p>Promotion of prevention activities / gender issues</p>		<ol style="list-style-type: none"> 1.

Strategic Target #6

To build a wider NGO network around OFFS Macedonia

	2010	2011	2012
S T R A T E G I C P L A N	1. Cooperation with different NGOs in using the OFFS activities for promotion of a wide variety of different positive values, such as: healthy life style, safe and healthy environment, improvement of the sport life style and supporter behaviour, etc.	1.	2.

**STRUCTURE
OFFS MACEDONIA
2009 - 2011**

