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BHUTAN FOOTBALL FEDERATION

BHUTAN FOOTBALL FEDERATION
STRATEGIC DOCUMENT 2019-2023



Table of Contents

MESSAGE FROM THE PRESIDENT	2
BHUTAN FOOTBALL FEDERATION STRATEGIC PLAN OUTLINE	3
PREAMBLE	4
VISION.....	5
MISSION.....	5
TEN KEY ELEMENTS IN BFF TO FORMULATE THE STRATEGIC GOALS	5
ELEMENT 1-COACH EDUCATION.....	6
ELEMENT 2-GRASSROOTS & YOUTH DEVELOPMENT	7
ELEMENT 3- ELITE FOOTBALL DEVELOPMENT/NATIONAL TEAM.....	8
ELEMENT 4-REFEREEING	9
ELEMENT 5-COMPETITION (NATIONAL/INTERNATIONAL).....	10
ELEMENT 6-WOMEN FOOTBALL.....	12
ELEMENT 7-FUTSAL.....	13
ELEMENT 8-FINANCE	14
ELEMENT 9-INFRASTRUCTURE.....	14
ELEMENT 10-MEDIA AND MARKETTING	15

MESSAGE FROM THE PRESIDENT

Bhutan football has seen a gigantic improvement in terms of its standard, in regards to its national team performance and also with its infrastructure development during the last few years. Now with this strategic plan and a clear mandate given to me, I am confident that, BFF with its vision and mission for football in the country, will be accomplished sooner than we expect.

Football is now the number one sport in the country. In terms of players and its fan base, it has seen an increasing number of participants, which has therefore generated a lot of interest for the game. It is now becoming more professionalized with regards to proper education given to football administrators, referees and coaches.

With this strategic plan in place and with a clear guideline to developing football in the country, I am confident that football in Bhutan can only rise and become better. We now have a guide to improve our overall football management over the next 5 years, in order that we can compete with the best in the world.

I would like to take this opportunity to thank the FIFA and AFC, without whose support, football in Bhutan would not be where it is today.



BHUTAN FOOTBALL FEDERATION STRATEGIC PLAN OUTLINE

PAST - where we have been	FIFA Ranking 202 as of 2002
TODAY - where we are now	FIFA Ranking 186 as of November, 2018
VISION - where we should go and why	To enable every Bhutanese to participate in football, to reach their full potential, in all levels and to inspire the nation through success in international platform.
MISSION - who we are, how we work toward our vision, and what makes us unique	To promote, foster and develop the game Football in Bhutan in a professional and progressive manner in cooperation with our stakeholders.

PREAMBLE

We are a country high up in the Himalayas, our tiny kingdom of Bhutan has the dubious distinction of having the world's worst soccer team till the beginning of the last world cup qualifiers but we are now a different football nation in the lens of the global football community. The people of Bhutan love the game and our lack of success has not stopped us from hoping and planning for a more glamorous future in football. Football is the global game and Bhutan is no exception for the proliferation of this beautiful game.

BFF's future is dependent on the very core of our member association and moving forward with a strong and focused strategic plan that would launch us into quality football in the near future. Over a decade, BFF has grown from being a very small emerging nation to a positive developing nation that has received strong attention as the 'poster child' with FIFA. With a population of 735,553 as of 30 May 2017 Bhutan is predominantly an agriculturist and tourism-based economy. The growth in player participation has seen its impressive mark in many ways especially with development of football. The most important aspect of the sustainability and strong existence of the BFF is in ensuring that facilities are established, coaches are trained, progression of player development and pathway is created, and competitions are organized, and strong relations positive international relations with both internal and external stakeholders are considered.

In Bhutan, continuous and fast-paced actions in football have made it a major spectator sport as elsewhere in the world. For the same reason it has attracted many Bhutanese youth. In order to increase football's popularity in Bhutan, the BFF undertakes lots of initiative to strengthen the base of football in Bhutan by taking its initiative of grassroots football to all the *Dzongkhag* in Bhutan.

With the help from FIFA and AFC, the executive committee members, General Secretary, key personnel of BFF and stakeholders will need to combine their inputs, ideas, visions and creative possibilities for BFF to remain as a viable and strong federation that many can talk about positively and look to as an exemplary role model for football, especially in Asia. If a country as remote as BHUTAN is able to do this, then anyone can. BFF will need the member association's crafted ideas in order to achieve these priorities as it affects them directly and indirectly.

The priorities that will make this strategic plan are based on the fundamental needs of the federation. Naturally, at the root of each priority, will be a set of activities that outline how the strategic objectives will come into action. BFF's volunteers, staff and member associations will need to work diligently to deliver on these priority/activities and continually fine-tuning its approach on a consistent basis to achieve optimal results.

During the course of the next four years, the BFF strategic plan's intent is to further grow the member association's passion once again through its leadership, support, dedication, good governance, transparency and strong programs to reinvigorate and spark the love and integrity of football and see opportunities blossom for the younger generations

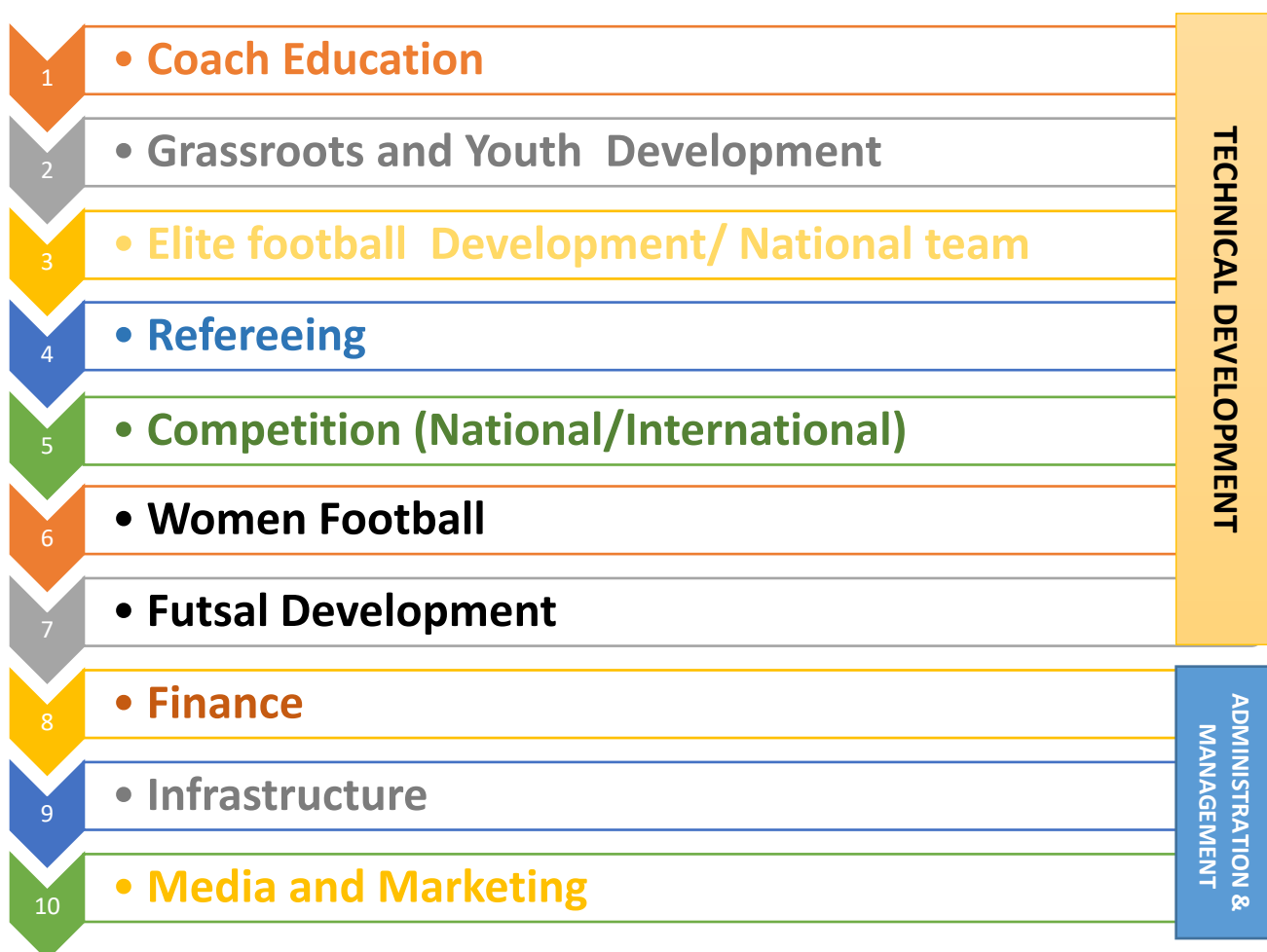
VISION

To enable every Bhutanese to participate in football, to reach their full potential, in all levels and to inspire the nation through success in international platform.

MISSION

To promote, foster and develop the game Football in Bhutan in a professional and progressive manner in cooperation with our stakeholders.

TEN KEY ELEMENTS IN BFF TO FORMULATE THE STRATEGIC GOALS



ELEMENT 1-COACH EDUCATION

ONE

COACH EDUCATION

Coach education plays a very important role in the development of football in a country. Coach Education programs will aim to address the ongoing problem that many of the coaches working with youth players are untrained, or not appropriately trained.

With a well-structured strategy in place we can now set a clear direction on the kind of coaching we require to develop the types of players and teams we need in order to fulfill our mission.

With a very strong desire to implement the requirement of mandated licensed coaches for all teams in the competition, BFF aims to see established coaching curriculums, schedules and instructors that will ensure that growth is instilled to further develop players at all levels. Coach development will focus on delivering a quality experience for all participants by giving coaches the necessary support and resources they require.



STRATEGIC GOALS

1. Increase the number of coaches involved in grassroots, youth and elite football.
2. Develop coaches' instructors to conduct coaching courses for local coaches.
3. Propose, approve and conduct technical certification courses (AFC/FIFA) for aspiring pool of coaches.
4. Increase the pool of women coaches holding AFC A & B coaches license



OUTCOMES

1. Database of existing coaches' at all three levels created by 2023.
2. Foundation course for beginner and youth coaches initiated and developed by 2020
3. At least four instructors to conduct coaching courses for local coaches certified by AFC/FIFA by 2023
4. The pool of women coaches holding AFC A & B coaches license increased by 50% by 2023

ELEMENT 2-GRASSROOTS & YOUTH DEVELOPMENT

TWO

GRASSROOTS & YOUTH DEVELOPMENT

Grassroots football, put at its most basic level, is best described as all football that is non-professional and non-elite. Examples include Grassroots/ children's football, school or youth football, amateur football, etc. In short, it is football played by the masses at a level where participation and a love of the game are paramount. Grassroots and youth football are directly related. A well-established grassroots program must be instituted so that it supplies the players who can participate in youth football festivals and competitions.

This strategic framework will enable the BFF to set realistic Grassroots and youth football objectives, including organizing grassroots festivals, youth competitions, improving professional structures or providing appropriate avenue for the development of grassroots and youth football.



STRATEGIC GOALS

1. Review and establish a well-defined grassroots programme nationwide.
2. Ensure that Grassroots activities conducted in all districts are communicated effectively across all media platforms.
3. Increase girls' participation in grassroots football to promote and motivate women football.
4. Increase the number of players enrolled in youth football academy for both boys and girls.



OUTCOMES

1. Reviewed and updated the Grassroots football structure and document annually.
2. Communicated all Grassroots activities conducted in districts effectively across all media platforms by the District focal persons in 2020.
3. Grassroots participation of girls in any grassroots festival to be mandated to comprise 40% of the total by 2020.
4. Number of players enrolled in youth football academy for both boys and girls increased to 100% in 2023.

ELEMENT 3- ELITE FOOTBALL DEVELOPMENT/NATIONAL TEAM

THREE

ELITE FOOTBALL DEVELOPMENT/ NATIONAL TEAM

According to the Handbook for Technical Directors (FIFA, 2016) Elite football caters to the following areas; prepares the future of national football and works to improve the standard of play in national competitions (senior and youth), reinforces the competitiveness of youth national teams, Helps to identify, train and protect talented young players, Assists with setting up training camps for the various youth national teams, Provides input for club competition rules (foreign players, young, players, format of the competition, number of teams, etc.)



STRATEGIC GOALS

1. Review and establish a well-defined talent identification and players selection process.
2. Strategize and initiate national youth selection camps
3. Build competitive national teams across all age groups and senior national team
4. Form a Senior women's national team
Increase the frequency of senior national teams participation in regional and international competitions
5. Initiate statistical analysis of player performance at the youth and senior national level



OUTCOMES

1. Reviewed and established a standard procedure for talent identification and players selection process by 2021.
2. Initiated national youth selection camps once a year for a month by 2020.
3. Senior national team FIFA ranking improved from 188 (25 October 2018) to 180 by 2023
4. Senior women's national team formed by 2023.
5. Frequency of senior national teams participation in regional and international competitions increased by 30% by 2023
6. Statistical analysis of player performance at the youth and senior national level, men's category initiated by 2020

ELEMENT 4-REFEREEING

FOUR

REFEREEING

“One of the main problems for people in every activity is decision making. It is something that can’t be taught ... making a decision under stress is some-thing you have to learn, for example, if you want to be a top manager in any big company.

“How better to learn these things than to be a referee.” – Pierluigi Collina

The Bhutan Football Federation realizes that refereeing development is pivotal to the development of quality football in the nation and has planned several steps to improve the technical insight and ability of Bhutanese referees and aspires to produce quality referees with national, regional and international caliber.



STRATEGIC GOALS

1. Increase the pool of local (District), national (BFF) and international referees (AFC/FIFA)
2. Increase the number of Fitness instructors, Technical instructors and Referee Assessors at the national level.
3. Initiate classification of referees registered with the BFF based on competency and output.
4. Prepare referees monitoring and assessment tool kit.



OUTCOMES

1. Basic refereeing courses conducted in every region at least once by 2021
2. The number of elite referees in AFC/FIFA from BFF increased by 2023
3. Human Resource capacity development plan of Fitness instructors, Technical instructors and Referee Assessors at the national level completed and submitted by 2020
4. 3 national Fitness instructors, 3 Technical instructors and 3 Referee Assessors developed by 2022
5. Standard Referee classification based on competency and output completed by 2019
6. Referees monitoring and assessment tool kit ready in 2020 for pilot test in 2021 and executed in 2022

ELEMENT 5-COMPETITION (NATIONAL/INTERNATIONAL)

FIVE

COMPETITION (NATIONAL/INTERNATIONAL)

The BFF Competitions Department is tasked with planning, conducting and administrating International and National Competitions and Leagues in both the men's and women's game. Appropriate grassroots, youth and elite competitions are at the heart of player development and enjoyment from recreational to elite. All competitions are based on respect, integrity, fair play and excellence.

The BFF competitions Department ensures the develop of a high quality and commercially viable National League structures enabling participation from professionally managed clubs, to develop a competitive national team.

Player development is always a priority for the BFF. A strong emphasis will be placed on achieving a balance between competitive and non-competitive participation for underage players. BFF will strive to roll out all national competitions to the highest possible standards.



STRATEGIC GOALS

1. Develop a well-defined National League structure and initiate standard leagues across various tiers.
2. Develop and initiate a well-planned youth league structure
3. Orient and facilitate District leagues based on Standard Operating Procedures (SOP) as mandated by the BFF
4. Plan and initiate quality tournaments for elite clubs to gain more playing time.
5. Educate, adhere and implement AFC club licensing norms to clubs registered and qualified in the top tier leagues.
6. Educate, adhere and implement DTMS (Domestic Transfer Matching System) to establish and structure.



OUTCOMES

1. Standardized National League structure developed and implemented by 2019
2. U15 & U18 youth competition for boys initiated in 4 districts by 2019 and in all regions by 2021.
3. A SOP for District Leagues developed and oriented to Dzongkhag Sports Associations and Clubs by 2021.
4. A proposal for 3 quality tournaments involving elite clubs to gain more playing time completed and started by 2020
5. AFC club licensing criteria fulfilled by at least 50% of the registered elite clubs by 2020

<p>7. Facilitate the conduct of women international competitions in the country</p> <p>8. Develop a well-defined Women National League structure and initiate standard leagues across various tiers.</p> <p>9. Organize an in-country international tournament for the participation of senior national team.</p>	<p>6. DTMS education, adherence and implementation successfully implemented by 2020</p> <p>7. At least one Women international competition conducted every after two years by 2020</p> <p>8. Standardized Women National League structure developed across various tiers and implemented by 2023.</p> <p>9. An in-country international tournament for the participation of senior national team started by 2023.</p>
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ELEMENT 6-WOMEN FOOTBALL

SIX

WOMEN FOOTBALL

Women's football in South Asia is developing at a fast pace. Unlike many countries where women sports is discouraged, the cultural influence and motivation on women football is very positive in Bhutan. The development of women's football in Bhutan has been encouraging with the motivation gained from the turnover in Grassroots football initiatives.

Encouragement of women football in Bhutan plays an important role in breaking cultural and social barriers in including women in sports. In addition to the efforts of the BFF - all other stakeholders have an important role to play for the development and promotion of women's football in order to achieve the objectives.



STRATEGIC GOALS

1. Review and establish a well-defined talent identification and players selection process.
2. Strategize and initiate standardized national Women's youth selection camps
3. Build competitive national teams across all age groups
4. Selection of Senior women's national team done yearly and increase the frequency of senior national teams participation in regional and international competitions
5. Initiate statistical analysis of player performance at the youth and senior national level



OUTCOMES

1. Reviewed and established a standard procedure for talent identification and players selection process by 2023.
2. Initiate standardized national Women's youth selection camps 2023
3. Build competitive national teams across all age groups 2020.
4. Increase the frequency of senior national team's participation in regional and international competitions 2023.
5. Initiate statistical analysis of player performance at the youth and senior national level

ELEMENT 7-FUTSAL

SEVEN

FUTSAL

Futsal is a growing sport in Bhutan and throughout the world. The demand for free space for the construction of Futsal play spaces and Futsal courses in the BFF has been on a constant rise since its inception. BFF has kept pace with the exponential growth of Futsal in the country. The geographical terrain of Bhutan suits to creating small spaces for Futsal development in the country.

Many players, coaches and referees find Futsal to be more fun than football. Its fast paced, requires quick decisions and is great for fitness and development. The play is at a high level and even the weather is always great in the futsal facilities!



STRATEGIC GOALS

1. Establish a Futsal Department in the MA
2. Develop Futsal club structure and standardized operational manual for club functioning
3. Form a Futsal national men's team for regular training and participation in the regional and international tournaments
4. Initiate a Futsal referees acceleration program
5. Develop HR capacity of Futsal referee instructor and Coaching instructor
6. Initiate MA and AFC Futsal coaches and referees course



OUTCOMES

1. Futsal Department in the MA established by 2020
2. Futsal club structure and standardized operational manual for club functioning developed and implemented by 2023
3. Futsal national men's team for regular training and participation in the regional and international tournaments formed by 2023
4. Futsal referees acceleration program started by 2019
5. Futsal referee instructor and Coaching instructor trained and qualified by 2023
6. MA Futsal coaches and referees course developed and started by 2022

ELEMENT 8-FINANCE

EIGHT

FINANCE

The financial planning for the BFF is done both in the short term, via annual budgeting, and long term through a budget up to and past four years. The focus on income generation and cost management remains crucial to the BFF on an ongoing basis and will assist in funding the BFF Strategy 2019 – 2023. It is also vital to the success of the BFF to effectively manage the debt level. We continue to structure this debt to ensure it is both manageable and serviced but at the same time allowing for investment by the Federation into the game. With this strategy, BFF will also focus on managing its resources and invest in investments for returns that will help it to sustain in future activities. BFF will try to market its product so that it can improve and develop its products which would help in bringing in more funds to the federation.

BFF will improve its financial department so that all funds would be properly managed and that all resources are well spent effectively, efficiently and economically. This will be done by improving its finance software by 2023.

ELEMENT 9-INFRASTRUCTURE

NINE

INFRASTRUCTURE

The investment in football facilities has been and continues to be a key driver for the development of our game. The BFF has played an active and progressive role in facility development since its inception as a member of FIFA. Due to the geographical terrain the establishment of facilities like football ground has been a major constraint in facilitating the game of football. Furthermore, the altitude and the geological status of inability to maintain grassy fields had added to the challenges of having good facilities. However, with the huge impetus of financial assistance from AFC and FIFA we are able to establish ample facilities in the current situation. The BFF aspires to facilitate quality football through provision of standard and quality facilities for football enthusiasts and practitioners.



STRATEGIC GOALS

1. Propose artificial turfs through funding from AFC and FIFA
2. Construct artificial turfs in different regions to create enabling conditions for regional football clubs.
3. Expand the existing facilities in the academies



OUTCOMES

1. Artificial turfs for districts identified and proposed to AFC and FIFA for funding.
2. 6 artificial turfs constructed in different regions to create enabling conditions for different regions by 2023

<ol style="list-style-type: none"> 4. Facilitate academies with proper gyms and fitness centers. 5. Install floodlights in facilities where international matches, national leagues and elite competitions are played 6. Setup standard physiotherapy unit and rehabilitation center for players 7. Install digital scoreboards in facilities where international matches, national leagues and elite competitions are played 8. Construct one training centre in Eastern region 	<ol style="list-style-type: none"> 3. Existing facilities in the academies expanded to accommodate increased target of players by 2023. 4. One standard fitness center each setup in the academies by 2023. 5. Floodlights installed in 3 facilities where international matches, national leagues and elite competitions are played by 2023. 6. Standard physiotherapy unit and rehabilitation center for players established in Thimphu by 2021. 7. Digital scoreboards installed in at least 1 facilities by 2023. 8. Construct one training centre in eastern region by 2022.
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ELEMENT 10-

MEDIA AND MARKETTING

TEN

MEDIA AND MARKETTING

We need to showcase a positive image of the BFF and its activities through focused and timely communication and public relation activities. It would initiate support mechanisms for the development of football through marketing and communication strategies. The BFF aims to improve its public image through a focused and thorough media strategy. The media strategy will be done external and internal interventions. Internal initiatives will include setting up a strong communications policy among all departments to ensure that all relevant information is reported correctly and in an organized manner. External communication comes with a challenge of portraying the right information in the right manner to boost the image of BFF and attract a strong fan base to propagate the positive image of Bhutanese football.

<div style="display: flex; align-items: center; justify-content: center; margin-bottom: 10px;"> <div style="background-color: #f1c39d; padding: 5px 10px; border-radius: 5px; font-weight: bold;"> STRATEGIC GOALS </div> </div> <ol style="list-style-type: none"> 1. Initiate attractive Social media forums to keep the Bhutanese and international 	<div style="display: flex; align-items: center; justify-content: center; margin-bottom: 10px;"> <div style="background-color: #4f81bd; color: white; padding: 5px 10px; border-radius: 5px; font-weight: bold;"> OUTCOMES </div> </div> <ol style="list-style-type: none"> 1. Initiated attractive Social media (Facebook, Tweeter, Mycujoo and
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<p>counterparts abreast with the latest updates</p> <ol style="list-style-type: none"> 2. Create BFF TV station (OB Van) 3. Coordinate and corporate with national broadcast media to enhance stakeholder initiatives in sports media 4. Increase stakeholder involvement in revenue generation through partnership and sponsorship 5. Increase the fan base of Bhutanese Football 6. Branding and Imaging through digitization of strong media like social media 	<p>instagram) forums to keep the Bhutanese and international counterparts abreast with the latest updates by 2019</p> <ol style="list-style-type: none"> 2. Created a fully functional BFF TV Channel by 2023 3. Create effective communication tools and platform to engage national broadcast media by 2020. 4. Increased stakeholder involvement in revenue generation through partnership and sponsorship by 80% by 2023. 5. Appointed volunteer fan base coordinator for Bhutanese football by 2020. 6. Redefining the branding and imaging through creative social media contain capturing the essence of domestic and National team 2020.
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