



BHUTAN FOOTBALL FEDERATION

STRATEGIC DOCUMENT 2025-2029



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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 accomplishes 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 new 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. To be able to compete at international level, we all need to understand that all the stakeholders have to work together in the same direction and with the same philosophy.

The Strategic Plan aims to create a common ground, whereby all the stakeholders are able to share a common road map to excellence. This will help BFF to synchronize all efforts to develop the game with a view to achieve maximum results.

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.

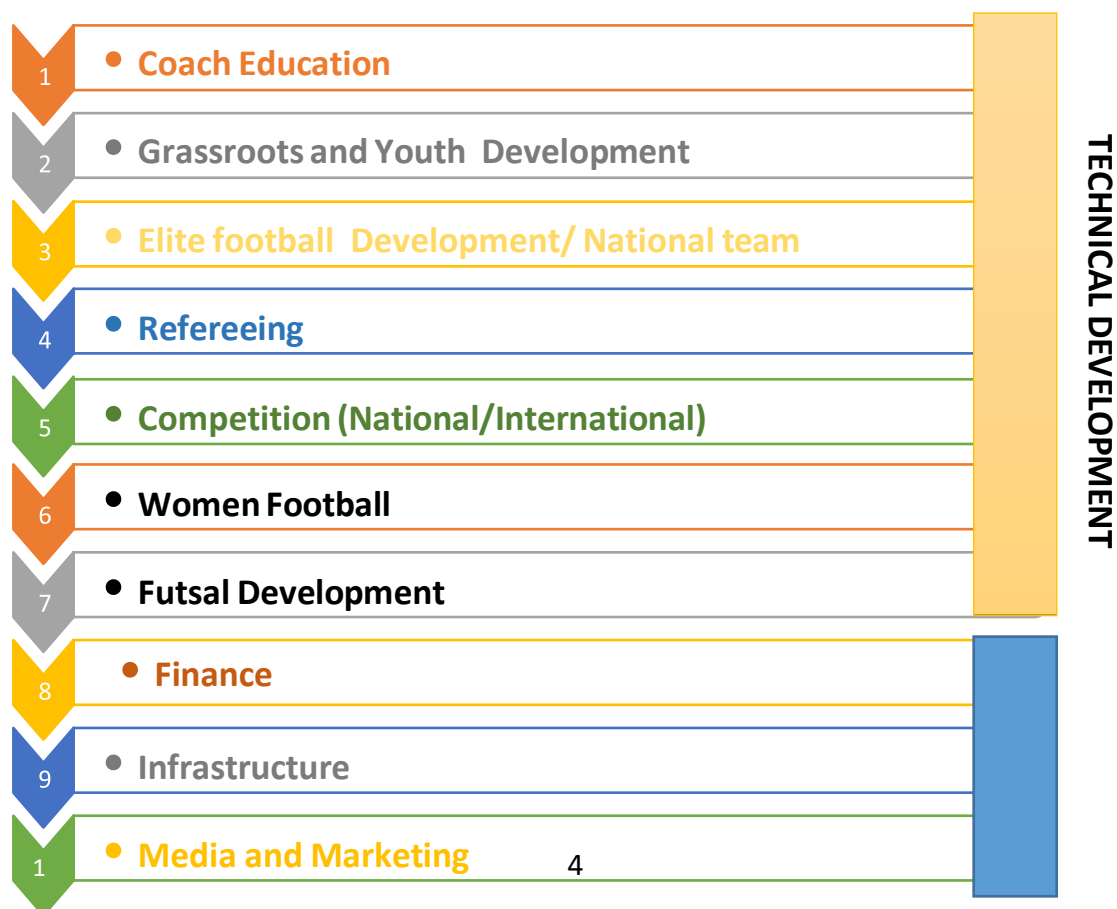


Ugen Tsechup
President, Bhutan Football Federation

BHUTAN FOOTBALL FEDERATION STRATEGIC PLAN OUTLINE

PAST - where we have been	Joined FIFA in 2000. FIFA Ranking 201 out of 202 in the year 2002
TODAY - where we are now	FIFA Ranking 182 out of 211 as of March 2025
VISION - where we should go and why	To be the best in terms of standard of players, standard of referees, organizational structure, standard of coaches and infrastructure development within Asia.
MISSION - who we are, how we work toward our vision, and what makes us unique	Give an opportunity to every Bhutanese to participate in all areas of football and to reach their full potential at all international platforms at whatever they do.

TEN KEY ELEMENTS TO FORMULATE THE STRATEGIC GOALS



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 a little over 7 hundred thousand, 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 need to combine all inputs, ideas, visions and creative possibilities for BFF in order 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 may be not of a distant future.

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 five years, the BFF strategic plan's intent is to further grow the Bhutan Football Federation 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

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	OUTCOME
Increase the number of qualified coaches involved in grassroots, youth and elite football.	Getting more B license coaches to be involved in grassroot football by 2025. Getting more clubs to be involved in grassroot football.
Develop coaches' instructors to conduct coaching courses for local coaches.	One Pro License to be organized within the country to improve standard of the game at the highest level by 2027.
Propose, approve and conduct technical certification courses (AFC/FIFA) for aspiring pool of coaches.	To increase instructors (from one to four) to conduct coaching courses for local coaches certified by AFC/FIFA by 2026
Increase the pool of women coaches holding AFC A & B coaches' license	The pool of women coaches holding AFC A & B coaches license to double (from five to ten) by 2028
Develop one local Technical Director within this plan	Grooming of at least two young, dynamic coaches to be technical director & instructor by 2026

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	OUTCOME
Review and establish a well-defined grassroots programme nationwide.	Reviewed and updated the Grassroots football structure and Plan annually.
Ensure that Mini Dragon league is further developed.	Mini Dragon league to be started across the country (from one to ten districts involved)by 2026
Increase girls' participation in grassroots football to promote and motivate women football.	Grassroots participation of girls in any grassroots festival to be mandated to comprise 50% of the total by 2026.
Youth competitions to be nationalized.	District youth competitions winners will now compete nationally by 2026
Getting more clubs involved in grassroot football development	Other than Thimphu clubs, more clubs outside Thimphu will be encouraged to do grassroot football. 10 districts to be covered by 2026

ELEMENT 3- ELITE FOOTBALL DEVELOPMENT/NATIONAL TEAM



ELITE FOOTBALL DEVELOPMENT/ NATIONAL TEAMS

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	OUTCOME
Review and establish a well-defined talent identification and players selection process	Talent identification and players selection process to be done by experts.
Strategize and initiate national youth selection camps	Initiated national youth selection through schools for different age groups such as U-13, U-14, U- 15 till senior level by 2026.
Build competitive national teams across all age groups and senior national team	Have as many training/ friendly competitions for all national teams.
Senior women's national team need to increase its frequency of participation in regional and international competitions	Have a standing National Women Team with continues training program by 2028.
Elite players training program at school level	Football schools to be set up across the country.
Girls Training Centre to turn in to an Academy to be initiated	Girls Academy to be completed and started before 2028

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	OUTCOME
Increase the pool of local (District), national (BFF) and international referees (AFC/FIFA)	Basic refereeing courses to be conducted in schools for developing grassroots referees.
Increase the number of Fitness instructors, technical instructors and Referee Assessors at the national level.	The number of elite referees in AFC/FIFA from BFF to be doubled (4 to 8) by 2027.
Proper documented human resource plan to increase number of referees in the country to be developed.	Human Resource capacity development plan of Fitness instructors, technical instructors and Referee Assessors at the national level to be completed and submitted by 2026.
Increase in technical instructors to be increased	From 1 to 3 national Fitness instructors, Technical instructors and Referee Assessors to be developed by 2028
Prepare referees monitoring and assessment tool kit in order to improve the standard of referee.	Referees monitoring and assessment tool kit ready in 2025 for pilot test in 2026 and executed in 2027

ELEMENT 5-COMPETITION (NATIONAL/INTERNATIONAL)

FIVE

COMPETITION (NATIONAL/INTERNATIONAL)

The BFF Competitions Department is tasked with planning, conducting and administering 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	OUTCOME
Develop a well-defined National League structure and initiate standard leagues across various tiers.	Standardized National League structure to be continuously developed and adopted to a well-defined league by 2026 for both men and women
Develop and initiate a well-planned youth league structure.	U14 & U16 youth competition for boys initiated in 10 districts by 2026 and in all regions by 2027.
Develop and initiate the boys and girls school competition nationwide.	To carry on with the boy's school competition and start the nationwide girls school competition by 2025.
Orient and facilitate District leagues based on Standard Operating Procedures (SOP) as mandated by the BFF	A SOP for District Leagues developed and oriented to Dzongkhag Sports Associations and Clubs by 2026. Have club statutes and strategic plan in place.
Plan and initiate quality tournaments for elite clubs to gain more playing time.	A proposal for more quality tournaments involving elite clubs to gain more playing time to be started by 2026.

Educate, adhere and implement AFC club licensing norms to clubs registered and qualified in the top tier leagues.	AFC club licensing criteria fulfilled by at least 70% of the registered elite clubs by 2026. Have club contract with players formalized and standardized.
Educate, adhere and implement DTMS (Domestic Transfer Matching System) to establish and structure.	DTMS to be used by all clubs by 2025.
Facilitate the conduct of women international competitions in the country	At least one Women international competition conducted every two years by 2025.
Develop a well-defined Women National League structure and initiate standard leagues across various tiers.	Standardized Women National League structure developed across various tiers, with at least ten clubs participating by 2025.
Organize an in-country international tournament for the participation of senior national team.	An in-country international tournament for the participation of senior national team started by 2026.

ELEMENT 6-WOMEN FOOTBALL

SIX

WOMEN FOOTBALL

Women's football in Asia is developing at a fast pace. Unlike many countries where women sports are 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.

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	OUTCOME
Initiate the Women Strategic Plan with the support of FIFA and other stakeholders.	A strategic plan which was developed, need to be initiated and developed on.
More quality coaches & referees.	More courses and Mentorship program to be initiated to help develop the quality of coaches and referees by 2024.
Build competitive national teams across all age groups	Every club in the national league should have 2 age category teams by 2026 for both boys and girls.
Increase the frequency of senior national teams' participation in regional and international competitions to improve FIFA Ranking.	Increase the frequency of all national team's participation to improve ranking from 177 (2024) to 150 (2027).
Initiate statistical analysis of player performance at all level.	Initiate statistical analysis of player performance at the youth and senior national level by 2025 through the BFF tech and medical dept. Proper player data base so that all players can be tracked over the years.
To have a 10-team National league	A national league to be carried on but with an increase of teams from present 8 teams to 10 teams by 2025.

ELEMENT 7-FUTSAL



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	OUTCOME
Establish a well-functioning Futsal Department in the MA	Futsal Department in the MA to be restructure by 2026.
Develop Futsal club structure and standardized operational manual for club functioning	Futsal club structure and standardized operational manual for club functioning to be developed and implemented countrywide by 2026
Form a Futsal national men's and women teams.	Futsal national teams for regular training and participation in the regional and international tournaments formed by 2026
Initiate a Futsal referees acceleration program	Futsal referees' acceleration program to be started by 2025
Develop HR capacity of Futsal referee instructor and Coaching instructor	Futsal referee instructor and coaching instructor to be trained and qualified by 2027
Initiate more MA and AFC Futsal coaches and referees' course	MA Futsal coaches and referees' course to increase the number

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 activities included in the BFF Strategy Plan 2023 – 2026. It is also vital to the success of the BFF to effectively manage its 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 Plan in mind, BFF will 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 through better IT software's and financial literacy so that all funds would be properly managed and that all resources are well spent effectively, efficiently and economically.

STRATEGIC GOALS	OUTCOME
Develop a financial manual to streamline the BFF financial operations	Procurement and Financial Manuals to be used as a guide to all BFF financial dealings. Record keeping of all evidence need to be improved and properly carried out by 2024.
Look at investment of surplus funds for future security	Invest in fixed deposits, bonds and shares where ever possible.
Establishment of internal audit system within the federation	Internal audit will be set up along with an internal audit committee by 2026

ELEMENT 9-INFRASTRUCTURE

NINE

INFRASTRUCTURE

The investment in football facilities has been and will continue 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 constrain 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	OUTCOME
Propose artificial turfs (big and small) with floodlights through funding from AFC and FIFA	2 more Artificial turfs with floodlights for districts identified and proposed to AFC / FIFA for funding by 2026.
Expand the existing facilities in the academies	Existing facilities at the boy's academy to be expanded to international standard by 2026. Women training centre to be made an academy by 2026
Setup physiotherapy standard unit and rehabilitation center for players with support from international centre.	Standard physiotherapy unit and rehabilitation center for players established in Thimphu and Gelegphu by 2026. International standard setup to be looked into with the support of international agents in terms of human resources, equipment and trainings.
Construct one training Centre in Eastern region	Construct one training Centre in eastern region by 2027.
Build small size stadium on grounds managed by BFF	Bebena AT ground at Thimphu to have sitting gallery around it by 2026
Upgrade the present flood lights in the academy	Flood lights to be up graded from normal floodlights to LED Lights for the two academies by 2025.

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 initiatives.

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.

STRATEGIC GOALS	OUTCOME
Initiate attractive Social media forums to keep the Bhutanese and international counterpart abreast with the latest updates	Use of facebook, twitter, ticktock and other social media to be continually updated to the latest trend as per marketing plan
To set up a local TV channel with the help of the government	Created a fully functional BFF TV Channel by 2027
Increase stakeholder involvement in revenue generation through partnership and sponsorship	Increased stakeholder involvement in revenue generation through partnership and sponsorship by 80% (Nu 10m) by 2026.
Setting up of BFF studio for match game analysis, match game interviews etc.	A studio will be set up for events as required by 2025 with commentary for all games broadcasted.
Video assisted Review system to be initiated	VAR System to be tried for all top level competitions by 2026.

