



STRATEGIC PLAN

of the Slovak Football Association for the period 2023–2027

THIS DOCUMENT INCLUDES SEVERAL ABBREVIATIONS FOR SLOVAK ORGANIZATION NAMES. A LIST OF THESE ABBREVIATIONS, ALONG WITH THEIR ENGLISH TRANSLATIONS, CAN BE FOUND ON THE LAST PAGE.





Dear members of the Slovak football community,

we come to you with a document that enumerates and defines as precisely as possible our current standing and future outlooks for the development of football in Slovakia, our past achievements from the previous years, our weaknesses and the general direction for the next four years.

The compound “strategic” and “plan” is key in this sense. No organization with an aspiration to achieve its goals and move forward can do so without a solid plan and planning per se. The word “strategic” is important in and of itself because it serves as the basis for the preparation of other partial plans in the individual areas of our football at all levels—sports, social and economic.

Strategic planning was introduced in the SFZ in 2011 and the plans for the periods 2011–2014, 2015–2018 and 2018–2022 were gradually implemented. Their fulfillment and ongoing control is a regular agenda at SFZ Conferences as the highest SFZ body. With our growing experience, we improved the individual strategic plans to define the goals we want to achieve as precisely as possible, including the measurable indicators for their control, which are equally as important.

Data (preferably numerical) serve—and will continue to serve—as the basis for the future development of entire Slovak football, and data steer the Slovak Football Association to stay on course and maintain its leading position among the national sports associations. Every plan, including the strategic one, must be implemented and adhered to by people at all levels who are part of the SFZ and the Slovak football community. My own long-term experience suggests that we have people we can rely on. I therefore invite everyone who gets a kick out of Slovak football to use their knowledge, experience, skill and enthusiasm to help turn this plan into reality.

We can do this together!

Ján Kováčik
SFZ President



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The mission of football in Slovakia and the Slovak Football Association

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The Slovak Football Association will create an environment for the people to devote themselves to football in its entirety, have fun playing football and enjoy it to the maximum. ¶ Football is undoubtedly the most popular sport in the world. ¶

It connects adults and children and people of different nationalities, genders and races on a daily basis. ¶ Football educates, especially children and youth. It educates to independence, responsibility towards teammates, teams, clubs and fans. It leads to creativity, perseverance and willingness to overcome obstacles. It gives rise to leaders and people willing to cooperate even at the expense of self-denial, and it forms personalities that rise and shine not only on the football pitch. It directs and regulates the behavior of players and fans and makes the dreams of the young generation come true. ¶ That's why we, the representatives and members of SFZ, perceive

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football as an ideal tool to serve our society. ¶ Due to our size, our organization is destined to be the leader among the sports associations in Slovakia. ¶ We are fully aware of our position

and size, and therefore act as a trusted partner for our members, the government, cities and municipalities, partners and the media. ¶ We are ready to face the challenges and obstacles, take pride in the good—and cope with the less good—results of our national teams and clubs, and deal with the downsides of football life. ¶ We are ready to proactively participate in setting the trends in sports and subsequently influence the entire society. ¶ We will work toward inspiring others and act as a stakeholder that influences and shapes public opinion. ¶ We will educate ourselves, increase the quality of human resources and the entire organization and each of its members. ¶ Through the best and most beautiful game that football is, we will contribute to building peace in the world and doing good to society. ▀





Long-term vision of Slovak football



In our long-term vision, we see Slovakia as a country where football has a prime position over all other sports in the minds of every citizen. ¶ Football is every parent's first choice when considering the physical activities their children should engage in. Football is every child's first choice for

entertainment. ¶ It is the first choice for friends and colleagues in their free time. And it doesn't matter whether it involves actual playing, fandom or friendly chats. ¶ Everyone who plays football in this world belongs to the football community. In our vision, football per se represents culture.

United, with a clear direction, capable of transforming different opinions into common goals and excellent results at all levels.

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In an idealized world of football—and in idealized conditions in Slovakia, we see the Slovak Football Association as an organization

with a highly sophisticated system of working with talented youth. ¶ We organize excellent *Grassroots* projects for all regardless of their age, ability or qualities. ¶ We have excellent relations with the government, self-governing regions, cities and municipalities. They turn to us for cooperation on key issues and take our opinion into account in their decision-making. ¶ We care about the quality of people at all levels—coaches, managers, referees, organizers and officials. ¶ We have prepared a sophisticated system of continuous education for these stakeholders. ¶ We employ top professionals with a world-class administrative and organizational background according to the FIFA and UEFA standards.

We are an organization that serves football and boasts a clear structure and precisely defined responsibilities, tasks and goals. ¶ We have a top-notch, constantly improving Information System, which an organization of our size and status can't do without. ¶ We put emphasis on what we do and we know how to talk about it and explain it to people around us. ¶ And, last but not least, we know how to adequately use our achievements, efforts, activities and their value for the benefit of football.

The mission of Slovak football

In the world we cherish in our visions, we communicate extensively with the state and elements of local government in order to create the best possible conditions for football in cooperation with these actors. →

We provide all the necessary services to our members and fans and unregistered football players and allow them to enjoy football and play it at the required level and in high-quality conditions. ¶ We uphold the quality of the people involved so that all services are rendered at the highest level possible and meet even the strictest UEFA and FIFA criteria. ¶ We constantly promote the mission of football, its contribution to the education and direction of our youth and its positive effects on society. ¶ We make use of cutting-edge technology at all levels to make football a leading sport in Slovakia and constantly advance. ¶ We only populate the national teams with the best players who spread the good name of Slovakia and Slovak football with their achievements and quality and make the fans happy and proud of our members of the national representation team.

Our core values

In the long run, our core values remain unchanged and steadfast and they are identical to the values we declared in the previous *Strategic Plan*. ¶ We have created an environment where people show **MUTUAL RESPECT**, which brings social respectability to Slovak football. ¶ In our view, **TEAMWORK** always surpasses individual qualities. Therefore, we believe that our goals can only be achieved together—and not only on the football pitch. ¶ When working towards our ideals, we consider it essential to have the necessary **COURAGE TO MAKE IMPORTANT DECISIONS FOR THE DEVELOPMENT OF FOOTBALL**, even if these are not always comfortable to all. ■

Strategy of Slovak football

OUR MISSION IS FULFILLED AS FOLLOWS:

- **We will create a comprehensive Football Development Plan in Slovakia including the development of youth and the tools to ensure this development.**
- **Through our communication, we will constantly build on the good name and reputation of football, implement projects with the aim to expand our membership base and make football a sport of choice for everyone in Slovakia.**
- **The development of best players takes place in specialized academies with the aim to raise the level of national teams, which should regularly participate in the EC and WC tournaments in all age categories.**
- **We will complement and enrich our educational system with other activities for football managers and organizers especially in amateur and grassroots football to achieve a sufficient number of educated experts in these branches of mass and youth football, improve the quality of competitions and support the operations and activities of clubs even at lower levels. It is very important for us to put “dual education” of top players into practice starting from the youth categories and educate them about “post-retirement” options in order to keep them in the game. We will support the creation of opportunities for the retraining and employment of professional football players on the labor market after their sports career ends.**

- We are working hard to stop the long-term demise of football clubs and/or teams and achieve the exact opposite. Our intention is for the amateur clubs to serve as a much larger pool of young talent than what they are today.
- We will increase the emphasis on the development of women's football, which has recently become a salient phenomenon on a global scale.
- We will further develop the cooperation with schools and kindergartens. Our aim is to make the physical education teachers (and not only them) perceive football as a means for children to engage in sports and adopt a healthy lifestyle. We will also work more closely with secondary schools and universities to expand the football base among the young.
- We will develop and put into practice *the Social Responsibility Strategy in Football*, which will intensify and conceptually capture the key themes of sustainable development of Slovak football and the SFZ as an organization.
- We will create additional partial long-term and short-term plans and strategies for the individual key areas in cooperation with UEFA. We will pen our communication strategy, business-marketing strategy, IT development strategy, and more.

- We will introduce the club licensing system and the granting of licenses—at least to a limited extent—to other competitions as well (e.g. Men's III League), and we will completely switch to electronic implementation of all licensing procedures in the SFZ.





What do we do at SFZ

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The Slovak Football Association currently includes 44 football associations: in addition to the SFZ itself, it is 4 regional and 38 local associations and the *Union of League Clubs (ÚLK)* as an independent entity for the organization and management of the highest men's competition.

It also includes the *Slovak Futsal and Slovak Beach Soccer Association* operating under the *Slovak Association of Beach Sports*. ¶ There are approximately 1,500 clubs and 5,700 teams with approximately

Slovak football is an important social activity and the SFZ as its umbrella organization is an important element in the organization of sports in general.

90,000 players competing in up to 500 league competitions sheltered by the SFZ, RFZ and ObFZ structures. Several hundred matches and/or tournaments are played every weekend during a standard full season. ¶ The best footballers are nominated to one of the 12 national football teams.

Slovak football is an important social activity and the SFZ as its umbrella organization is an important element in the

organization of sports in general. ¶ Thanks to this wonderful game, the youth can spend their free time in an active and meaningful way and increase their physical fitness and sports performance. ¶ By investing in physical movement and a healthy lifestyle, we contribute to saving the financial resources of the state, which are otherwise spent on the treatment of several civilization diseases. ¶ We are also engaged in anti-drug, anti-doping and anti-gambling prevention. ¶ Plus, we contribute to building the good name of Slovakia abroad, e.g. by our sporting successes.

Our national teams proudly represent their country and the "Slovakia" brand at international events. The nominated players reflect the highest quality of Slovak football. The members of the national representation team are ambassadors of a healthy

lifestyle; they promote Slovakia and act as role models for our children and youth. ¶ The education of children and youth is carried out in football clubs. We attend to our young footballers several days and hours a week—all year round. We lead them to teamwork, responsibility to teammates and group responsibility. Football prevents them

from slacking off because, as the saying goes, "*those who play, don't cause trouble.*" By organizing the competitions, we provide ample space for a regular and meaningful spending of their free time. This translates to 10 hours a week (6 hours for 3 training sessions and 4 hours for matches). That's a grand total of 450 hours per year! An academy or ÚTM coach spends an average of 45 weeks (out of 52) a year with children. →

We act as a liaison between the school projects (*DSG, McDonald's Cup, SFZ School Cup*) and clubs in the villages and cities all around Slovakia. ¶ We network social projects and clubs to jointly offer football even to children from the socially disadvantaged groups.

In recent years, we have become an absolute leader among other sports at the level of infrastructure and infrastructure development. Since 2013, we have invested more than 75 million euros in football infrastructure both at amateur and professional level from various sources. These investments stimulate co-financing from the partners' own resources with more than 110 million euros as additional resources. These figures indicate that the investment debt at the level of football infrastructure was immense and there is still much to be done and reconstructed. Most of the projects have been financed from the state budget and it should also be noted that we are a reliable and stable partner of the state in this area. The funds have also been provided from the *UEFA HatTrick* and *FIFA Forward* investment programs, as well as from the SFZ's own resources. All investments made in conjunction with more than 1,200 partners were subject to auditing and controlling and the relevant authorities did not identify any serious deficiencies or irregularities in their implementation. This gives us the necessary motivation and energy to continue financing other projects, as the demand for funds for the reconstruction of football infrastructure is still huge.

The "*Euros from Euro*" project was completed successfully in 2023 and a total of 2.55 million euros were invested from the Euro 2020 revenues. The very call to participate in this project showed us that the demand and absorptive capacity of football is huge. The project

is aimed at the construction and reconstruction of infrastructure for amateur football, with up to 572 entities applying for funds in an amount of 14.5 million euros, the implementation of which was impossible in its entirety.

However, we managed to create a stack of projects and we are keenly interested in implementing yet another 10-year project in cooperation with the state, which includes a contribution from the state budget in the amount of 4.5 million euros per year. This project would be similar to the original and very successfully implemented project for the reconstruction and modernization of football stadiums, in which 45 million euros were invested from

We organize the matches played in Slovakia with maximum professionalism and at the level required by FIFA and UEFA.

the state budget in the years 2013–2022 and 22 football stadiums were built and renovated. Work on the construction of the Prešov stadium started in the summer of 2023 and the new *Tatran Arena* should be completed at the beginning of 2025.

The project planned for 2024–2033 should focus on the reconstruction of football stadiums in the counties and smaller cities and the construction of covered training halls, fields with artificial and natural grass, inflatable halls and the like. However, the implementation of this project is fully dependent on funding from

the state, which is a big problem especially in the current post-pandemic era, military conflicts in Europe and a difficult domestic political situation.

At SFZ, we have been paying adequate attention to the support of regional football not only by fulfilling the cooperation agreement, which is currently valid until December 31, 2024, and according to which there was a further increase in the funds for RFZ (to 300 thousand euros at SsFZ, VsFZ and ZsFZ and to 100 thousand euros at BFZ), but also other forms of financial, material and technical assistance (RFZ and ObFZ employee wages, official vehicles, sports equipment, computer and communication technology, etc.). The current SFZ support of amateur football is in excess of 4.5 million euros.

What do we do for our national teams and representation?

We create top conditions and comfort for the preparation of all national teams to represent Slovakia with dignity and quality. We pay maximum attention even to the tiniest details: the preparation program, selection of opponents, provision of quality equipment and suitable accommodation and travel. Our national teams play around 130 matches per year. ¶ We organize the matches played in Slovakia with maximum professionalism and at the level required by FIFA and UEFA. Therefore, it is no coincidence that in 2025 we will organize the European U-21 Championship in the 16 teams per country format. This will be our first—we are pleased that UEFA has entrusted this championship to us as a reward for the previous UEFA events in Slovakia.

WHAT DO WE DO AT SFZ

What do we do for our members?

As a civic association, we primarily provide services to our members, i.e. the clubs and individual members working in them. ¶ We primarily manage football competitions through the governing bodies, the ÚLK, Commission for the Management of the 2nd League, Competition Management Department or the ŠTK at several levels. We currently have almost 500 of them throughout Slovakia—ranging from the highest senior league to the lowest youth competition for prep schools including women's and futsal competitions. ▀



THE MOST IMPORTANT SUPPORT ACTIVITIES FOR THE CLUBS INCLUDE THE FOLLOWING:

- Redistribution of the collected SFZ membership fees back to the clubs.
- Redistribution of a proportional percentage of the state contribution to recognized sports to the clubs and talented athletes (up to 35% of the contribution).
- Financial support for the clubs that hold the SFZ youth license (a total of approx. 2.4 million euros per year).
- Financial support for the development of club infrastructure at the national and regional level.
- Services provided to clubs in various areas (ISSF, registry, legal, communication with FIFA, UEFA and other associations, use of credits through a specialized e-shop, etc.).
- Reimbursement of the costs of delegates in several national adult and youth competitions.
- Additional financial and material support for the clubs in the 2nd Men's League (fixed annual club payment, financial support for players up to the U21 category, sports material and equipment, etc.).
- Salary costs of FA, ÚTM and women's youth football coaches in the clubs (almost 180 coaches).
- Regular support through various projects for the development of infrastructure and stadiums at all levels, improving comfort for everyone who participates in football.

WE DO NOT FORGET OUR INDIVIDUAL MEMBERS EITHER:

- We manage their individual accounts in ISSF.
- We award them individual awards for their contribution to football (honorary memberships, *SFZ Gold Badge*, *MUDr. I. Chodák Fair Play Award*, nominations to the SF Hall of Fame, etc.).
- We also provide financial and material help through the SFZ Foundation.
- In cooperation with the official fan club, we organize trips to the EC and WC championships with the participation of Slovakia and matches of the A-Team at the opponent venues.
- We also organize other events throughout the season.





Some of our achievements in the period 2018–2022

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We are living in a difficult period of change, we have not yet fully recovered from the pandemic and its consequences and there is uncertainty virtually in every area of our lives—but through it all, we

are seeing glimpses of positive light in our activities—and we even want to show off a little. After all, football is not only about the results of national teams or club competitions. ¶ Nevertheless, let's begin with the results—because all eyes are on the national teams! In the senior category, we relived our success from 2016 and the Slovak Falcons advanced to the final tournament of EURO2020 (2021).

The allocation of yet another championship—this time Euro U19 in 2022—was another achievement in the field of diplomacy.

In the U-21 category, the Falcons narrowly failed to advance to Euro 2023, losing in the play-off to Ukraine. ¶ The placement of the U19 team is another significant success: after 20 seasons, its players made it to the 2023 World Twenty20 in Argentina from the 5th place at the successful UEFA Euro U19 European Championship, which we organized in Slovakia in 2022. We prematurely ended our

journey in the round of 16 together with England or the Argentinian home team, which means that we were among the sixteen best teams in the world in this age category.

Let's move on to administration and organization without which it would be difficult to play football the highest level in our conditions. ¶ **At the highest administrative level, which is represented by the activities of the President and Secretary General**, we managed to finalize and deploy a functioning and modern SFZ Information System, the implementation of which was praised not only by UEFA, but also by other football associations that show interest in this technology. The amendment of football standards and norms and elimination of exceptions was also a huge success. We managed to return Slovak football on national television not only through *the Fortuna League* and the senior A-Team, but also through the 2nd League, *Slovnaft Cup*, matches

of the U21 Team and the women's A-Team. ¶ Construction and modernization of football infrastructure continued at various levels. Ranging from the completion of the modern SFZ Headquarters in Bratislava or SsFZ in Banská Bystrica, to numerous stadiums in professional and amateur

football. ¶ The allocation of yet another championship—this time Euro U19 in 2022—was another achievement in the field of diplomacy. The professionalism behind this event gave rise to our next achievement, which is the allocation of the UEFA Euro U21 championship in 2025. This means that the largest championship that can ever be organized in Slovakia not only in football, →

but in the field of sports in general, will be simultaneously hosted by eight Slovak cities.

We are following the established trends of continuous improvement in the organization of football matches, we have applied the same processes as those implemented in the UEFA's highest-level matches—and, apart from the colleagues from the International and Organizational Department, we are also integrating other colleagues from various departments into the organization of this event. ¶ The ways we managed to overcome the COVID-19 pandemic were a significant success in the field of labor and employment relations because we maintained our employment levels and we didn't lose quality people from our team. And, last but not least, we excelled in stabilizing and professionalizing this team with high-quality people that meet our selection criteria. Several of our colleagues are members of expert commissions and UEFA working groups.

From the point of view of the game itself, football falls within the responsibility of Technical Department

The biggest successes of our work in 2018–2022 mainly included the formulation of philosophy of the national team with a focus on specific player functions and definition of player profiles in the mental, fitness and technical/tactical areas in connection with the youth licensing system and the training process in our academies. ¶ We developed and put into practice a talent support program in the U12–U15 category at the RFZ and ObFZ level. ¶ We prepared specialized coaching licenses in advance before they became part of the UEFA Coaching Convention.

¶ We always place a great emphasis on improving the quality of the training process and our coaches. For this reason, we have instituted professional regional lecturers responsible for coach training at the lowest levels. ¶ To improve the quality of women' football, we launched a “twin” competition for the WU19–WU15 teams, currently with 25 teams and more than 500 girls. ¶ Following the meager beginnings, the “*Dajme spolu gól*” project got off to a successful start, and we supplemented it with the training of coaches for the smallest footballers with the possibility of receiving a Grassroots Leader certificate.

¶ More than 450 coaches completed this training in one year. The coaching license provides the opportunity to work not only at schools, but also at the club level in prep schools for players under the age of 11. ¶ Within the SFZ, we organize other development and supplementary projects and tournaments to make the development of players varied and attractive.

The evaluation of best talent at the GALA GRASSROOTS event is an integral part of our work—we announce and reward the most talented young players for the past year. At the same time, we motivate the new generations to further training. Many of the awarded players have succeeded in higher categories, and the names such as **Boženík, Strelec, Suslov, S. Kóša, Jambor, Žemberyová, Semanová, Morávková** and **Retkesová** now resonate with the fans. ¶ We also place an emphasis on working with coaches as persons of first contact with the players and implementers of the training process within the framework of a unified football philosophy. ¶ We have always focused on improving the quality of the training process and our coaches. ■

The most important steps we've implemented in the training system of coaches with specific objectives include the following:

- In cooperation with the SFZ Grassroots Department, we have prepared an online SFZ Grassroots Leader training course

PURPOSE *Involve more people in the organization of football activities for children under 11 years of age who can gain basic knowledge about young football players at the Grassroots level.*

- Since the adoption of the UEFA C license into the coaching education system within UEFA in 2020, we have incorporated this level of education into our system

PURPOSE *Improve the content and form of training of coaches at the Grassroots level with an internationally recognized coaching license (transition from Grassroots C License to UEFA C License).*

- We have professionalized the positions of regional coach education coordinators

PURPOSE *Make the Grassroots C/UEFA C trainings available in several areas (more trainings during the year, approx. 16–20) and create more possibilities for an individual approach (microgroups and mentoring in the participating clubs) in the development of UEFA B License coaches.*

- We have launched the UEFA A trainings in two parallel groups in NTC Senec (Bratislava and Western Slovakia) and NTC Poprad (Central and Eastern Slovakia)

PURPOSE *Enable a larger number of interested parties to broaden their knowledge in view of the UEFA A License requirements in several competitions organized by the SFZ and RFZ.*

- After three pilot projects, we annually organized the UEFA Elite Youth A License training

PURPOSE *In cooperation with the SFZ Football Academies, and taking into account their personnel requirements, we prepare coaches for elite youth football in Slovakia.*

- We organize trainings and retrainings for the UEFA Goalkeeper B License coaches

PURPOSE *After the creation of the UEFA Goalkeeper B License, we immediately made it possible to obtain this international license for our goalkeeper coaches (as a prerequisite for the already existing UEFA Goalkeeper A training) through retraining (from SFZ Goalkeeper C) and new training.*

- **We organize the UEFA PRO License trainings annually (with a lower number of students)**

PURPOSE *A more flexible response to the requirements of professional clubs by increasing the qualifications of coaches for professional football and the possibility of greater interaction and individualization of their development.*

- **We practice mentoring at elite trainings**

PURPOSE *In accordance with the philosophy of coach training at the elite level, we have incorporated individual mentoring into the training of UEFA PRO/EYA and GKA License according to the needs of individual coaches for their personal development and professional growth.*

- **We have created the Student Status for students of elite licenses**

PURPOSE *By creating the UEFA PRO/EYA/GKA Training Student Status, we have made it possible to work in the positions where licenses are required right at the beginning of training with the intention of providing the necessary experience in elite youth and professional football as early as during the study.*

- **We have introduced online education**

PURPOSE *We have incorporated online educational activities into the continuous education system, which, due to their nature, make costs and time more efficient for the graduates.*

- **We have introduced the recognition of external educational activities**

PURPOSE *As part of the effort to diversify and use relevant information, we started to recognize individual educational activities organized by entities other than SFZ/RFZ/ObFZ.*

- **We made the My Soccer System available to students**

PURPOSE *Within the framework of improving the work and skills of coaches, we provided free access to the visual animation program My Soccer System to the students of all training courses during the training period.*

- **We have switched from summative to formative assessment**

PURPOSE *With the aim of individual development and personality formation of the graduates, we have switched from the classic summative (A/B/C/FX) to formative evaluation (the result is part of the plan for further development of the graduate) at all trainings.*

- **We cooperate with the league clubs and FA SFZ**

PURPOSE *We have established very good ties with the coaches of the league clubs and SFZ football academies in the field of training and continuous education for the development and advancement of all parties involved.*

Organization of events

- At the *International and Organizational Section*, we have upped the ante in the organization of international projects and events. We improved the services provided to our opponent teams during the international matches and tournaments in Slovakia in all categories ranging from WU15 girls to men.
- The organization of the UEFA Congress in 2018 as a flagship UEFA event was yet another recognition of our efforts.
- After the high-quality organization of the European Youth Championships in the U17 (2013) and WU19 (2016) category, we received yet another recognition of our work by having been entrusted with the organization of the European Championships in the U19 category in 2022, in which our U19 national team qualified for the WC 20 in Argentina in 2023. We act as a reliable partner of UEFA and other national associations,

and thanks to this and our existing infrastructure we successfully won the bid to organize the third largest UEFA event—the UEFA European Under-21 Championship.

Staffing

- We managed to stabilize the staffing in this Section with professionals in the position of Technical Leaders and Match Organization Managers who meet the highest UEFA and FIFA criteria. This resulted in substitutability in all positions.

Representation teams

- We have set the standards for the representation teams in all categories by creating the Representation Team Manual. This document precisely sets out the individual parts of preparation for the conventions of national teams, such as the composition of implementation teams, creation of a schedule, budgeting, player nominations, remuneration of

implementation teams, material and medical provisioning etc.



President of the Slovak Football Association

2nd Ordinary UEFA Congress - Bratislava



42nd Ordinary UEFA Congress
Bratislava 2018



Andrea AGNELLI John DELANEY Florence HARDOUN Sándor CSÁNYI Peter CILLÉRON David CAL Cigdem SIKSIS Fernando CERES Theodor THEODORIS Helmut ECKHART Marko MILIĆ ...

WE CARE ABOUT FOOTBALL

However, someone always has to cover the costs. With 55,000 matches in one season in Slovakia, an enormous amount of accounting documents and operations is generated, which we can successfully register and process in the **Finance Section** thanks to the SAP S/4HANA ERP system, which has been implemented since 2016. ¶ Thanks to this system, we have significantly improved the planning and budgeting of expenses. This was also accompanied by the inevitable change in the budgeting structure, which contributed to the greater clarity and efficiency of processes. We managed to stabilize staffing at the **Financial Department** and increase the expertise of our workers.

The 21st century requires us to pay close attention to innovation, digitization, technology and information systems. Our **IT Department** ensures the use of cutting-edge technology

We successfully develop communication on social media and provide top-notch professional services to journalists and to the media in general.

available at SFZ, which helped us to react to the changes caused by the COVID-19 pandemic. We are continuously adding and improving digital services for the benefit of the entire football community and we currently run 18 of them. We managed to launch the *Education Module*, which deserves our special attention in the future, and we also successfully launched a comprehensive *sportnet.online* platform.

In the **Strategic Projects Section**, we professionally implemented high-quality infrastructure projects for amateur football for more than 1,200 partners. This process goes hand in hand with an enormous amount of paperwork and administration. We have been able to build extremely good and fair professional relations with all relevant parties of the state administration and we have become their equal partner. We managed to use the support funds from the *UEFA HatTrick V* and *FIFA FORWARD* project to a hundred percent. Last but not least, we should be proud of our participation in the *Safe Football for Children* project, which we implemented in cooperation with the IPčko internet counseling center (children's trust line). ¶ The **PR Section** and the subsidiary **SFZ Marketing, s.r.o.** take care of the good name of Slovak football and the influx of other financial resources. ¶ We have significantly increased the awareness of youth national teams. We successfully develop

communication on social media and provide top-notch professional services to journalists (e.g. digital accreditation services) and to the media in general. As with other departments and sections, we managed to stabilize the staffing of both of these sections. We provide professional services to partners

and our communication with them has improved significantly. Communication, cooperation and relations with the clubs within the individual competitions have also improved.

The modern times made us implement modern approaches—digital ticketing. We have launched our own ticketing platform and are successfully continuing in its use. We have developed →

and communicated new brands in our portfolio. ¶ We provide top-notch services for the TV rights holders who produce a TV signal from the matches of our teams. Our Futbalnet TV platform has successfully established itself among the fans and clubs; we provide quality services to the viewers, including an archive of matches, press conferences and recordings from various SFZ events. ¶ We successfully continue presenting Slovak football in the media at several levels; we managed to contract the TV partners for the matches of the 2nd Men's League, the U21 and women's national teams, and we broadcast all home matches of the youth national teams on the *Futbalnet TV* platform.

In the **Economic Administration and Logistics Section**, we implemented a project to install photovoltaic panels on the SFZ Headquarters building and achieved its energetic self-sufficiency. In parallel, we managed to successfully contract (treshold) energy prices for all SFZ administrative buildings in these uncertain times, avoiding unforeseen price hikes. Last but not least, we implemented a new electronic registry management system.

The **Legislative and Legal Department** considers the definition of clear rules in Slovak football legislation as a result of a tedious and comprehensive legislative process to be one of its greatest successes. We are successfully working to ensure the protection of players and coaches. We respond promptly to EU legislative initiatives and have successfully created working groups for the amendment of regulations composed of experts from various areas of law.

In the **Sports and Administrative Section**, we have successfully managed to set up effective communication with all participating entities. We have revamped the club licensing system with a new approach to the process. We cover a total of 7 licensing procedures—we have unified the structure and deadlines and streamlined and simplified the administration. We have been using the electronic licensing module successfully for four seasons. We have achieved a high level of respect in the decisions made by the clubs and UEFA. We professionally manage the preparation and organization of SFZ conferences and licensing seminars.

We successfully continue presenting Slovak football in the media at several levels.

We were pleased to witness an increase in the attractiveness of the 2nd League, which is an excellent gateway for players from the SFZ academies to enter professional football. We have introduced a licensing procedure for the 2nd League. Only licensed clubs can operate in this competition. We are very happy that the expansion model of the *Slovak Men's Cup* is seen as a success every year with the participation of more than 250 teams from different levels of football competitions every year.

As part of the Sports and Administrative Section, the **Referee Department** successfully implements the referees' convention project and ensures their continuous education. We are gradually implementing the VAR system in the matches in Slovakia, which alone is a very demanding task. We regularly hold joint educational and working meetings with the media on issues related to the referees. We managed to significantly improve the technical provisioning for referees.

Last but not least, we'll mention the **Human Resources Department**. We successfully managed to centralize the data of all employees and implement a new payroll program, which is connected to the information system. We have achieved the unification of labor law documents. We have introduced a system of mandatory online trainings. We are especially proud of the quick and effective response to the COVID-19 pandemic, which prevented mass layoffs and an outflow of expert employees. ■





Strategic pillars of Slovak football for the period 2023–2027





**What are our priorities
for the years 2023–2027?**

Organizations that employ elements of modern strategic planning and management know very well that it is not possible to focus on all projects and areas across the board at the same time.

This is why we've defined **3 Primary** and **3 Secondary** Priorities for the period 2023-2027, which will receive our prime focus and attention. However, this doesn't mean that we intend to disregard or neglect other areas of our activity.



Why have the priorities been defined in this way and to such extent?

The advancement of the national team to one of the final championships organized by FIFA or UEFA is the main measure of success for each football association. With the current qualification system, it is almost an obligation for us to participate in the final UEFA tournament, the European Senior Championship. Being among the top 24 out of a total of 55 UEFA member associations and unions means a standing obligation to our fans and members. The inevitable generational change of our senior national team brought several complications that had to be addressed. In the 2023–2027 reporting period, our goal is to advance at least to 40th place in the FIFA ranking, with the prospect of making it among the top 20 as was the case in the past. Advancement to the B-Division in the *UEFA Nations League* will be considered a success in the fall of 2024.

However, to make sure that progress to the European Championships is not a mere coincidence but a legitimate consequence of our high-quality and systematic work, it is necessary to carry out a series of successive steps before the qualification period and qualifying matches, the logical consequence of which will be the advancement to the European Championships. And perform these steps repeatedly and continuously. ¶ It is essential to have at least 10 players from the A-Team who play regularly for their clubs in the five best European league competitions. We must fully concentrate on the processes and details of the activities in the football academies that give birth to the future members of the national team. It is necessary for us

all—not only at SFZ, but also in the clubs—to identify with a single working philosophy for the academies. We will place an increased emphasis on the individualization of our high-quality training process and make space for individualized development plans for each player in each academy. It is absolutely essential to make the training process more efficient and streamlined and maximize the use of time for the development of player individuality.

In the 2023–2027 reporting period, our goal is to advance at least to 40th place in the FIFA ranking.

In order to focus on the best of the best in the academies, we need to have a sufficient number of players to choose from in the lower age categories that precede the academies. This goes hand in hand with the systematic work with the aim to make football the sport of choice for parents and children so that the popularity of football is maintained and approaches the levels of several decades ago. ¶ We've realized that we have to place a greater emphasis on the quality of people at the level of amateur football. The motivation and adequate evaluation of the coaches who work with the youth is absolutely key. In order for a youth coach to be able to carry out the coaching activities in a quality manner and conditions that produce quality players, the coaches need to be accompanied by high quality sports managers who create these conditions. It is impossible for the coaches to deal with a plethora of management

activities and devote themselves to ensuring the conditions for the training process—in addition to coaching itself—but lack the necessary time for a high-quality training process. This is why we will devote our utmost attention to improving the quality of people working in amateur football in the coaching and managerial positions. The cooperation with volunteers, which still has room for improvement in Slovakia, is an essential part of work in amateur clubs.

In the period 2023–2027, we have to work on maintaining the football quantity and the necessary levels of players who are dedicated to football not only at the competitive level. We will place an emphasis on the development of football in schools. Following the kindergartens and primary schools, which are already cooperating with us within the “*Dajme spolu gól!*” (*Let’s score a goal together!*) project, we will devote our energy and efforts to the development of football in secondary schools and institutions of higher education. ¶ The awareness of social responsibility in football is an essential part of the whole process. We will continue to work towards improving the position of football to be perceived as an indispensable and socially-formative element of a modern society of the 21st century.

Precisely for these reasons—and with regard to our vision—we are fully aware that it is impossible to simultaneously devote ourselves to all said activities with maximum effort and to the full extent of the football movement in Slovakia. We had to define certain priorities for the strategic period 2023–2027 in order to streamline the needs for individual resources in terms of finance, time and labor. We have defined 3 primary and 3 secondary priorities, which we wish

to put an emphasis on. This does not mean that the other ongoing activities in Slovak football will be ignored or neglected. However, in accordance with our strategic goals and long-term vision, it is necessary to focus on a smaller number of priorities in the individual periods of time, which are necessary to jump-start and maintain the processes in the required quality. ■



IDEM VÁM FANDÍŤ AŽ Z BARDEJOVA

Přc Pezinok pozdravuje Sokolov

Podme plnou PAROU

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PRIMARY PRIORITY 1

Slovak national A-Team

What is the significance of this priority for the SFZ?

The success of national teams at all levels builds our prestige and makes Slovakia visible all around the world. These successes are accompanied by a positive image in the eyes of the public and the broader fan base and a growing popularity of football in Slovakia. Success brings more spectators in the stands, higher ticket revenue and financial bonuses from FIFA or UEFA. It also stirs greater interest and financial support among sponsors. In terms of the hierarchy of national teams, the senior A-Team clearly comes on top because its achievements are considered the pinnacle of efforts and collaboration of all stakeholders in Slovak football.

What are our goals within this priority and why?

The basic and long-term goal for the senior national team is its regular participation in the European Championships starting in 2032. Our partial goal for the period 2023–2027 is to advance at least to 40th place in the FIFA ranking, with the prospect of making it to the top 20.

In 2024, we want to advance back to the B-division of the *UEFA Nations League*. Of course, we will also try to advance to the 2024 and 2028 European Championships and to the 2026 and 2030 World Championships in the coming years. The prerequisite for achieving our goals in the long run is that at least 10—if not more—Slovak players must regularly play in the top five European leagues. Also, a substantial number of members of the national team must

play in high-quality European leagues, i.e. leagues better than the Slovak one, e.g. in the Netherlands, Belgium, Switzerland, Austria, Turkey or Portugal. The players working abroad undoubtedly increase the reputation of Slovakia and their participation in a high-quality competition and/or better competition has a positive effect on their development and preparation for nominations to the national team. It is in our best interest that a significantly higher number of Slovak players appear in the basic lineups and regularly play in the matches of the leading Slovak clubs that participate in UEFA club cup competitions.

How are we planning to achieve our goals and what should be done on the way?

Together with the creation and regular updating of a comprehensive Football Development Plan of Slovak football, we will develop long-term, medium-term and short-term plans for our academies. We will extensively communicate with the academies with the aim to share a common philosophy and achieve an effective cooperation under the leadership of SFZ. The transfers of best Slovak players to best Slovak teams, which will help them get a better position in European cups and improve the club's coefficients, should be our common goal. The subsequent departure of players to foreign clubs must be properly timed and well communicated. Several of the recent transfers didn't meet this requirement and they ultimately hurt the players. A premature departure of an artificially created star is not in the interest of the long-term results of Slovak football. An increase in the number of Slovak players →

in the highest Slovak competition, especially in the teams with cup ambitions, is an essential part of the whole process. For the Slovak players to achieve the necessary quality, we will make use of the available time for the maximum individual development of players both in the senior age and in the academies and make the entire training process more efficient.

How do we measure the fulfillment of goals within this priority?

In the 21st century, data collection and evaluation is an absolute necessity in modern organizations. We have to collect, sort, measure and evaluate the data. Emotional, anecdotal and immeasurable assessment will not take us any closer to achieving our goals on the one hand, and it will only result in an inefficient waste of financial and human resources on the other. Therefore, we have defined several indicators for each priority that are measurable and their achievement is clearly demonstrable. ■

How do we measure the fulfillment of goals within this priority?

KPIs for the strategic period 2023–2027

1.	Advancement to the 2024 European Championship.
2.	Advancement to the UEFA Nations League B-Division in 2024.
3.	At least 40th place in the FIFA ranking in 2025.
4.	Advancement to the WC 2026 —we will do our best to advance.
5.	At least 10 players active in the top five European leagues (England, Spain, Italy, Germany, France) in 2027.
6.	At least 10 players active in high-quality European leagues (Netherlands, Belgium, Switzerland, Austria, Turkey, Portugal) in 2027.
7.	Starting in 2024, average attendance of the home A-Team matches exceeding 80% of the capacity of the home stadium.

Priority timeline

2024	2025	2026	2027	2028
Participation of the SR A-Team in the final EC tournament	FIFA ranking of the SR A-Team – at least 40th place	At least 10 players active in the top 5 leagues		
Practical application of the philosophy of youth national teams	Advancement from the SR 21 group at the domestic EC	At least 10 players active in high-quality European leagues		
Full operation of the XPS system within the national teams				
Full implementation of camera systems (Panoris and VEO) and fitness monitoring systems (Catapult) in the national teams				
Establishment of Analytical Department at TÚ SFZ				
Advancement of the SR A-Team to B-group of the UEFA Nations League				
Alignment of the philosophy of youth national teams with work in the academies				
Regular participation of at least one youth national team in the 2nd round of the EC qualification (Elite Round)				



PRIMARY PRIORITY 2

Football academies

E

lite youth football is one of the key projects at SFZ. The mission of the academies is to prepare the future members of the national team in senior categories. The education and preparation of quality players and future members of the national team is determined by a common philosophy.

We want to significantly improve the communication between the academies under the leadership of the SFZ Technical Department so that the clubs, which are otherwise rivals in the highest youth competitions, communicate extensively with each other and share their experiences and best practice to achieve a common goal. The first step is to concentrate the best players from Slovakia in the individual academies, which presupposes solid scouting. A high-quality training process with an emphasis on player development will render high-quality players, the best of which will naturally progress to the best academies.

The B-teams in the best Slovak clubs of the 2nd and 3rd league, which enable a better transition of academy graduates to senior football and a lower degree of attrition or termination of activities within competitive football at a higher level, should stand at the top of the pyramid of youth football. In order to compare the comparables, players and academies will undergo regular testing by means of a single database of tests. ¶ Our goal is to ensure

a constant growth of quality of the coaches who work in the academies. In addition to basic education, we will also see to their further education in the form of specialized seminars and workshops for coaches to receive the necessary license, in which—in addition to professional knowledge—we discuss the common philosophy of the SFZ for player development in the academies. The creation of strategic plans for the development of individual academies will be an important step in the development of academies. When drafting these plans, we will work with and assist the academies, and we will also help them create individualized development plans for each player in the academy.

What are our goals within this priority and why?

The goal of our work in the academies is to prepare high-quality players who can find an employment in top European leagues and not only in Slovakia. By streamlining work in the academies, we aim to increase the number of players in the top five European leagues to at least 10 by 2027. However, this assumes an increased number of teenagers who complete the U19 category and transition to the 1st and 2nd League. Starting from the 2024-2025 season, our goal is that at least 40 percent of graduating teenagers from the U19 category find employment in the 1st and 2nd League. Our long-term goal is to have a significantly higher proportion of Slovak players in the top competition than what it is today. Starting in the 2024-2025 season, we want to achieve at least a 70 percent share of Slovak players in the 1st League. →

How are we planning to achieve our goals and what are some of the considerations on the way?

A significant intensification of communication between the SFZ and academies not only at the level of coaches, but also sports directors and owners, is a key area for improvement in the academies. ¶ We want to extend the basic education of coaches through specialized seminars and workshops and share with them the common philosophy of the Slovak Football Association. One of the tools that fosters a faster transfer of academy graduates to adult teams and reduces or prevents the loss of players in this critical period is the creation of B-teams in the final phase of the academies. These will operate in senior third leagues starting in the 2025–2026 season. ¶ A smoother transition through the B-team will allow us to produce a higher number of high-quality players for the first teams in the higher competition. Other steps in the development of academies include the unification of record and analysis planning. We want to intensively use the XPS platform for coaches in each academy and in the SFZ headquarters. This will enable us to control the content and volume of the training process throughout Slovakia with a significant degree of individualization. ¶ This practically means to develop an individual development plan for each player in our academies. We want to help each academy to develop and set a strategic plan and check and adjust it together with its staff in accordance with the set goals. We want to dedicate maximum available time to individual development of players in the academies. ¶ In addition to the above, we will certainly improve the control and evaluation of success and efficiency. We will implement uniform testing according to the same database of tests in each academy at least once a year. We will carry out controlling activities continuously throughout the year via an online camera system (e.g. Panorix) on a daily basis. In the 21st century, it is impossible to succeed in football without a high-quality data analysis. We plan to create an analytical department with top experts who process the collected data and use it after interpretation to improve and streamline the academies. ▀

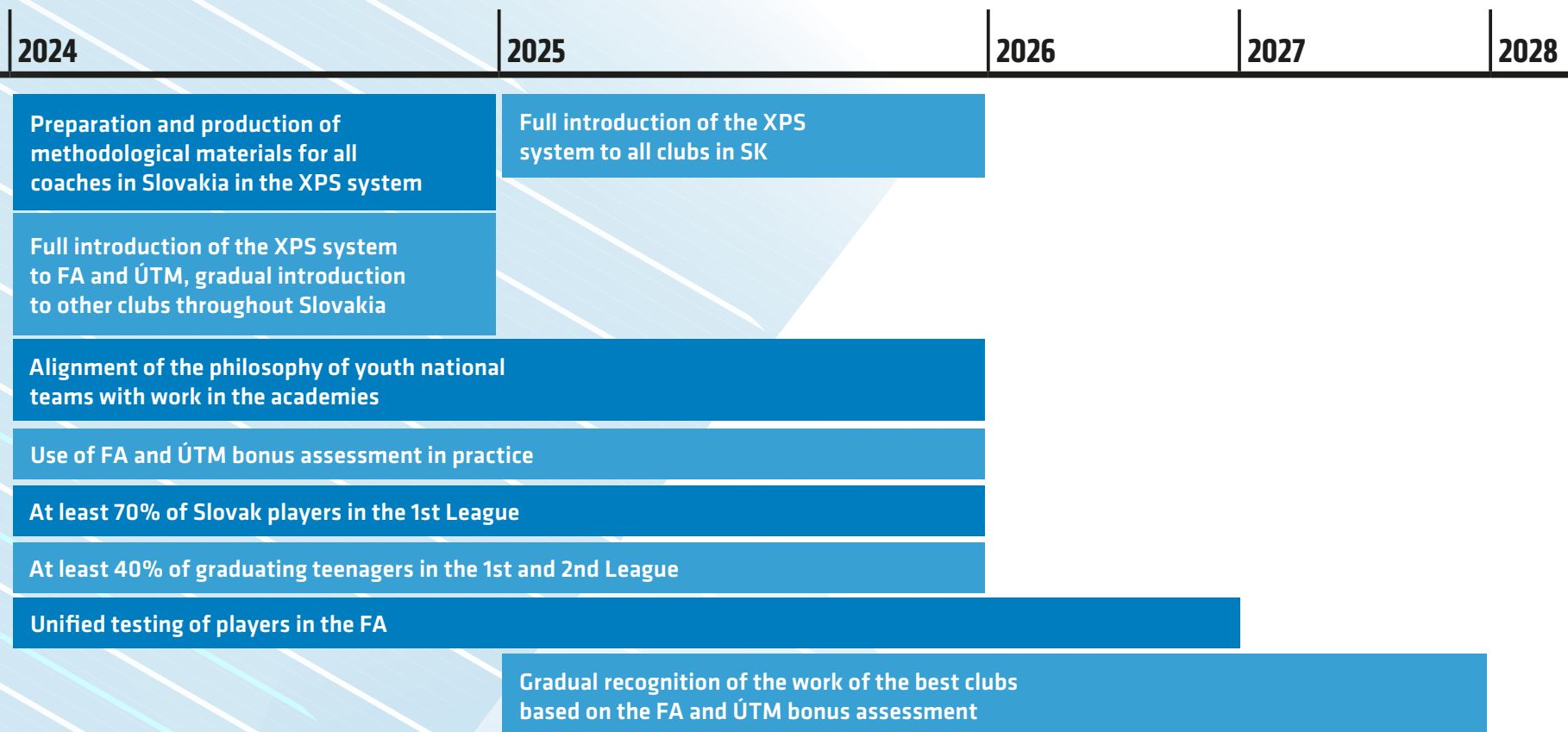
How do we measure the fulfillment of goals within this priority?

KPIs for the strategic period 2023–2027

1. At least 10 players active in the TOP five leagues in 2027.
2. Starting in 2024/2025, at least a 40% share of graduating adolescents transitioning from the U19 category to I. and II. League (per competition year).
3. At least a 70% share of Slovak players in the 1st League from the 2024/2025 season.
4. Starting in the 2024/2025 competition year, ranking will be created based on the bonus evaluation according to the efficiency of work of FA and ÚTM, which will stand on three basic pillars (a three-year work period is evaluated):
 - A. Ability to train talented players (for the SR A and SR 21 national teams, youth national teams, top 5 leagues, domestic 1st and 2nd leagues, and in the case of ÚTM also the number of players who went to FA).
 - B. Fulfillment of licensing criteria above the minimum threshold level (area of sports, infrastructure, human resources-administration, financial and legal).
 - C. Cooperation between FK and SFZ.

Note: Each area will be scored with points and a ranking will be created based on the totals.

Priority timeline





PRIMARY PRIORITY 3

High-quality human resources—education



We want to be the best sports association in Slovakia in the long run and we want our work to be viewed as exemplary by other sports associations. The engagement of high-quality personnel is a prerequisite in any high-quality organization. The SFZ ranks are full of

experts and specialists and we consider it absolutely necessary to devote ourselves to them in the long term and ensure their professional and personal growth as befits a modern organization of the 21st century. Our long-term experience suggests that formal education in Slovakia cannot always provide us with professionally capable people who are ready to meet and fulfill our requirements and needs to a 100%.

What are our goals within this priority and how do we plan to attain them?

By the end of 2024, we will create a specialized large-scale educational project for our colleagues. By the end of 2024, we will create an internal management education system for the development of colleagues working in management positions in the individual associations and clubs. ¶ At the same time, i.e. by the end of 2024, we will introduce online training for the SFZ employees focused on their professional skills and personal development. By the end of the 2023–2024 season, we will create an educational system for the development of management in amateur clubs throughout Slovakia as part of the Club

Development project. We will supplement the existing training system for coaches, referees and organizers, which works very well for us, with other educational activities, seminars and workshops. Overall, we will expand the education organized directly by the SFZ for other target groups of employees. ▀

How do we measure the fulfillment of goals within this priority?

KPIs for the strategic period 2023–2027

1. By the end of 2024, we will create the SFZ Academy (a special SFZ educational project).
2. By the end of 2024, we will also create an internal management education system.
3. By the end of 2024, we will introduce online training for the SFZ employees focused on their professional skills and personal development.
4. By the end of the 2023/24 season, we will create an educational system for the development of management in amateur clubs (Club Development—Grassroots Leader).

As mentioned above, we place an emphasis on working with coaches as persons of first contact with the players and implementers of the training process within the framework of a unified football philosophy.

- ◆ Based on the requirements of educational practice and in accordance with the requirement of the UEFA A Coaching Convention from the second half of 2023, we have incorporated the training of lecturers and instructors (separate licenses) into the education system.

OBJECTIVES

Propose a system of licenses for the lecturers and instructors and their education content.

Select suitable candidates with an emphasis on expertise, taking into account the needs of individual areas and regions.

Carry out the training of UEFA C License instructors.

Carry out the training of UEFA B License instructors.

Carry out the training of UEFA A License instructors.

Annually organize the training of SFZ lecturers.

MEASURABLES

The intention is to have 30 UEFA C Licence instructors, 20 UEFA B Licence instructors and 10 UEFA A Licence instructors.

- ◆ Starting in 2024, we will launch the UEFA Youth B License training, which will be aimed at training talented players in the 10 to 15 yrs age group.

OBJECTIVES

Incorporate the UEFA YB License requirement into the FA and ÚTM licensing criteria within the time horizon for the application of this requirement.

Prepare the content and organizational form for the UEFA YB training.

Conduct pilot training sessions.

Organize at least 4 UEFA YB License trainings every year.

MEASURABLES

Starting from the 2027/28 season, have a real possibility to require the UEFA YB License from coaches in the relevant competitions.

- ◆ **After the inclusion into the UEFA License education system in 2025, we will prepare and implement the first trainings for the coaches holding the UEFA Football Fitness B and A License.**

OBJECTIVES

Clarify the position of licenses in the education system after the update of the *UEFA Coaching Convention* in 2025.

Incorporate the licenses into the requirements of competitions and the education system in Slovakia.

Conduct pilot training sessions.

MEASURABLES

Implemented training sessions.

- ◆ **From the second half of 2023, we will organize workshops for ŠRM and professional FA SFZ coaches on the occasion of domestic international youth representative matches.**

OBJECTIVES

Every year, propose a schedule of workshops in line with the yearly schedule.

Design and prepare the content of individual workshops in cooperation with the Department of Youth and Development.

MEASURABLES

Conduct at least 5 workshops annually.

- ◆ **In cooperation with all SFZ FAs, we will organize at least 6 topical coaching seminars directly in the clubs.**

OBJECTIVES

On the basis of consultations with FA SFZ, propose a plan and content of events before each competition year.

MEASURABLES

Organize at least six practical seminars every year in cooperation with FA SFZ.

- ◆ **From 2024, we will also design and incorporate other interactive forms of continuous education into the continuous education system (e.g. microgroups).**

OBJECTIVES

Propose other interactive forms of continuous education connected with practice (e.g. microgroups in the clubs).

Conduct the pilot forms.

Promote the proposed forms.

MEASURABLES

Have a functional system of continuous educational activities (microgroups), which is usable at all levels of education.

- ◆ **By the end of 2024, we will prepare study material for the basic licenses (C/B/A).**

OBJECTIVES

Collect current training texts of UEFA C/B/A Licenses.

Process the texts into study materials for the individual training sessions.

Publish the study materials in printed form.

MEASURABLES

Printed textbooks for the UEFA C/B/A training sessions.

- ◆ **In the first half of 2024, we will publish a professional publication for the training of goalkeeper coaches.**

OBJECTIVE

Prepare material for print.

MEASURABLES

Printed materials available for the goalkeeper coach training sessions.

- ◆ **In the 2024/25 season at the latest, we will implement the UEFA Futsal B License coach training.**

OBJECTIVES

Propose the content and form of the training sessions.

Implement pilot training in cooperation with UEFA and Slovak futsal.

MEASURABLES

First training of UEFA Futsal B License coaches.

- ◆ **Annually supplement the content for the continuous education of graduates of the SFZ Grassroots training Leader.**

OBJECTIVE

Propose the content and form of continuous education trainings for the holders of the SFZ Grassroots Certificate supplement it annually.

MEASURABLES

Annually updated content of continuous education for the SFZ Grassroots Certificate holders.

- ◆ **By the end of 2024, we will incorporate the possibility of organizing a combined UEFA C+B License training for players with a professional playing career into the coach education system.**

OBJECTIVES

Design a functional model of combined training based on UEFA requirements in terms of content and organizational management.

Incorporate the training into the training system for SFZ coaches.

Conduct early training sessions.

MEASURABLES

Implemented training sessions based on the cooperation with ÚFP and ULC.

Priority timeline

2023

Training of lecturers and instructors
(separate licenses)

Workshops for ŠRM and FA SFZ
professional coaches

2024

Professional publication for
goalkeeper coach training sessions

Incorporate the UEFA YB License
requirement into the FA and ÚTM
licensing criteria + UEFA YB trainings

At least 6 practical seminars
in cooperation with FA SFZ

New interactive forms of continuous
education connected with practice

Study material for basic licenses (C/B/A)

Combined UEFA C+B license
training for players with
a professional playing career

2025

Training for UEFA Football Fitness
B and A license coaches

First UEFA Futsal B License
coach training

2026



SECONDARY PRIORITY 1

Development of amateur and women's football

Grassroots/amateur football

“Grassroots” means football for all. Grassroots/amateur football is not given as much attention as the Slovak National Team or professional football but it should receive all the attention it deserves.

In addition to the highest possible number of pitches in the best possible quality, we need qualified sports experts and coaches for the youth.

Our goal is to build a relationship to and love for football at all levels. We represent the most widespread sport in the world and its social role is crucial for the development of our society. In our vision, we see Slovakia as a country where almost everyone plays football. Today, we play almost 54,000 matches in competitive organized men's and women's football at the amateur and youth level. Thousands of other matches are played every year by unregistered and hobby football players. We are a small country and we cannot afford to lose talent among the young. On the other hand, we feel the need to constantly increase the quantity, i.e. the SFZ member base, and allow everyone—not only registered and competitive footballers—to play football. It is in the best interest of every modern society for all children to engage in sports, with football being an excellent opportunity for physical exercise. It has positive effects on the body from the point of view of health and it is an excellent means of social interaction, establishing personal contacts, gaining positive experiences and engaging in teamwork.

Football is an excellent tool for society at large in the fight against drugs and obesity, and we want it to become a lifestyle for as many people in Slovakia as possible. In addition to the highest possible number of pitches in the best possible quality, we need qualified sports experts and coaches for the youth starting from the prep schools, in which children get to know this beautiful sport. It is at this very coaching level that we've experienced the greatest shortcomings. ¶ The potential prep school coaches include seniors, school teachers or volunteers, but we also want to supplement the ranks of prep school coaches from among the active players in professional teams and motivate them to engage in education during their playing careers. We will supplement our educational system with other activities for the club representatives and grassroots/amateur football organizers in order to stop the demise of football clubs and/or teams and achieve the exact opposite. The Strategic Plan for SFZ Grassroots/Amateur Football for the Period 2023–2027 is being drafted according to the criteria and conditions of the UEFA Grassroots Charter for 2024–2028.

What are our goals within this priority and how do we plan to attain them?

The times when everyone was equal are forever gone. We motivate those who are active, constantly improve and create better conditions for our football. In cooperation with UEFA and leading →

football associations, we will design a simpler form of the licensing system for grassroots/amateur clubs under the name “SUPPORT PROGRAM FOR GRASSROOTS/AMATEUR CLUBS”, which will motivate and reward active clubs.

These clubs will become the leaders that pull other clubs along in Slovak football. It is one of the instruments to improve the functioning of our clubs, which are the basic building block of the football pyramid. Filling out the form by the representatives of individual clubs via the SFZ platform will not be difficult and it will only take approximately 20 minutes per season. The licensing system for grassroots/amateur football will include intensive work and evaluation of data, especially with regard to the number of registered players in various categories and their year-to-year development. ¶ Through its *Grassroots program*, the SFZ has been providing the opportunity to play football to everyone. Through the social football development projects, football is also available to children and adults with disabilities or children from the centers for children and families. During the next few years, we also plan to include football for the elderly into our program, which will have health and social benefits for the participants themselves and provides active entertainment at any age.

At the level of professional clubs and football academies in each region, we will conduct sample trainings for grassroots/amateur clubs, their players and coaches through the “*Flying Coaches*” project with the aim of improving the training process of children and youth. Our intention for the amateur clubs is to serve as a much larger pool of young talent than what they are today. At the same time, we will also improve the training of coaches at the amateur level. We



Through the social football development projects, football is also available to children and adults with disabilities.

are preparing a project for players who do not intend to progress to professional football from the football academies after reaching the age of adolescence, but do not wish to quit football either. A pathway to amateur teams through B-teams is an option in this case. They will continue playing and receive high-quality training.

We plan to implement the above plans not only in men's, but also in women's football, which in modern society represents a respected and important part of the football movement.

How are we planning to achieve our goals and what are some of the considerations on the way?

As part of the “*Support Program for Grassroots/Amateur Clubs*” we will invest time, energy and financial resources to improve the quality of education of coaches and managers-representatives of grassroots/amateur clubs down to the lowest level. We will supplement our educational system with other activities for the grassroots/amateur

football managers and organizers in order to stop the long-term demise of football clubs and/or teams and achieve the exact opposite. The goal is to show the club representatives a pathway to the development of grassroots/amateur clubs in the 21st century, taking into account the specifics (upsides and downsides) of the modern era. We will develop the cooperation of football clubs in villages and cities with the local kindergartens and elementary schools. ¶ We will ensure continuous training for coaches beyond the framework of standard education with additional seminars and workshops under the auspices of the SFZ. We will intensively present the philosophy of the SFZ in these events.

With the help of coaches from the academies and the “Flying Coaches” project, we will conduct sample trainings in grassroots/amateur clubs with the aim to support the development of football in the regions. We will create and make available a stack of training exercises on the SFZ digital platform for all age categories for the coaches from grassroots/amateur clubs. ¶ In cooperation with the ObFZ, we will create the opportunities to use other game formats (5v5, 7v7 or foot football) in amateur football, especially in the competitions at the ObFZ level. The goal is to provide additional opportunities to play football and the sustainability of football for teenagers and adults in villages. ¶ In cooperation with the organizations working with disabled athletes, we will create regular opportunities for these athletes in the clubs (FA, ÚTM but also grassroots/amateur clubs). ¶ We will continue to support the improvement and building of the infrastructure of football clubs as before within the SFZ strategic projects. ▣

How do we measure the fulfillment of goals within this priority?

KPIs for the strategic period 2023–2027

1. By the end of 2024, creation of the project titled Support Program for Grassroots/Amateur Clubs.
2. By the end of 2025, 30% of Grassroots/Amateur Clubs involved in the project.
3. Use of other game formats (5v5, 7v7, foot football) in amateur football, especially in the competitions at the ObFZ level with the aim of providing additional opportunities to teenagers and adults to play football in villages.
4. By the end of 2024, we will create a licensing system for amateur clubs.
5. The membership base will reach 6,000 registered women and girls by the end of 2027.
6. By the end of 2026, we will create a women's university league or women's tournament.



Women's football

Women's football (hereinafter referred to as WF) is the most progressive field of football in the world and it is covered by the worldwide and European organizations FIFA and UEFA. ¶ WF has firmly established itself and has clearly defined goals in the current strategic plans. There are currently 1.7 million women in Europe engaged in football, with an outlook of 2.5 million by 2027. ¶ Economic growth is also evident, as each association has received a development incentive of €150,000 from UEFA,

In Slovakia, we have recorded an increase of approximately 20% in registered female players since 2018 who played for at least one minute in an organized competition.

as well as a 300% increase in the prize money over the last eight years. ¶ WF represents the greatest potential for growth of the football community: for example, a half-percent decrease in the total player base was recorded in Italy in 2019, but there was a 27.8% increase in girls over the last five years. ¶ In Slovakia, we have recorded an increase of approximately 20% in registered female players since 2018 who played for at least one minute in an organized competition. The last population census in the Slovak Republic from 2021 points to the need to support women's football: a 51-percent predominance of women over a period of 10 years has been recorded and their population decline amounts to -0.05%.

Population decline and competition from other sports create an external risk to the sustainability of registered membership base. In other words, women can be the solution to maintain an optimal number of members—players registered in the SFZ. Also, increasing the number of qualified female coaches is an important aspect of the work of the SFZ as there is a perceived increase in quality women's football, as well as the possibility of employment after the active career.

Secondly, women's football (hereinafter referred to as WF) is characteristic of sports experts with more enthusiasm but lower level of expertise, as the amateur status of WF does not allow them to fully dedicate themselves and further their education in this area. This area has greatest potential for the development of human resources in the future. Therefore, a higher degree of professionalism, sensitive structural changes and the filling of the positions to increase the level of coaches in practice will help to respond more quickly and practically to the development of female players and WF. The above is determined by the fulfillment UEFA's and FIFA's vision for WF.

BASED ON ITS COMMITMENT TO THE DEVELOPMENT AND SUPPORT FOR WF, THE SFZ'S TASK IS TO:

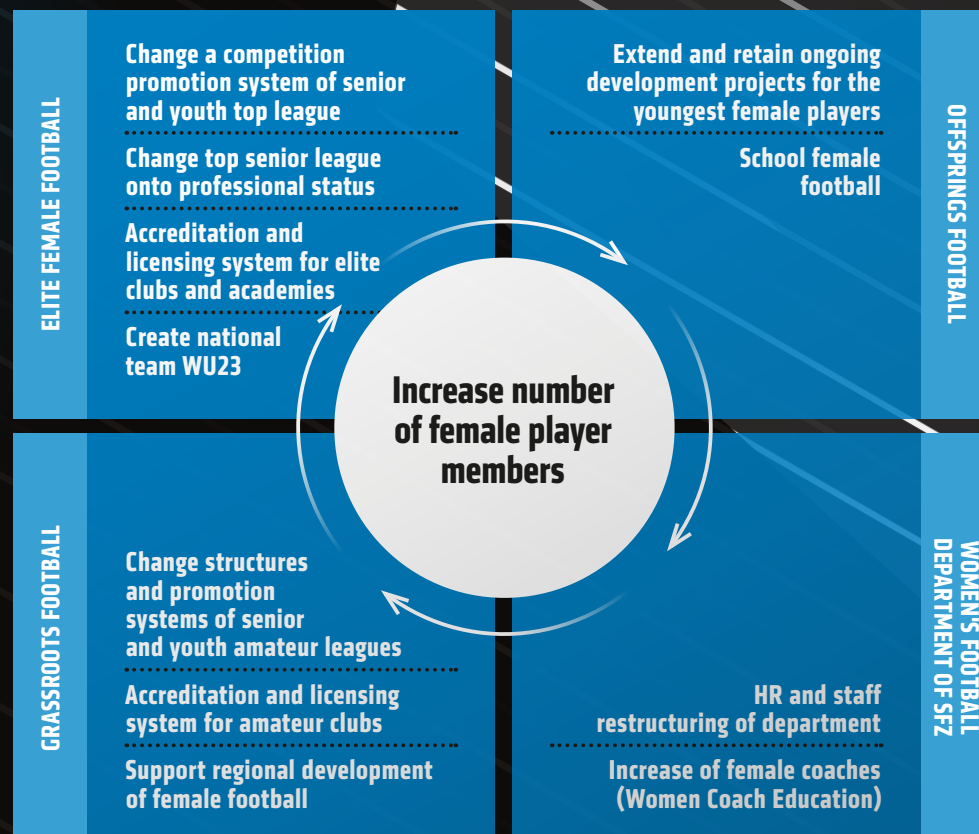
- **increase the number of qualified coaches—specialists in football (goalkeeper coaches, fitness coaches, etc.)**

- offer academic and practical help in their environment
- identify and develop talents in WF
- fulfill the statute of integrity, inclusion, equality and democracy

The basic goal is to increase the player base in WF. The partial goals that supplement and follow from the basic goal, are divided into four basic pillars of elite women's and youth football, amateur women's football, development and support of minors and school football, and staffing of women's football. ¶ Illustrative attachments are provided below for exemplification purposes. All the above pillars and their goals and objectives will be supported by the Marketing and PR Department and their accompanying activities, which are coordinated with the Technical Department. ¶ The design with a more thorough definition and justification of the goals will be presented in the *Football Development Plan* as a separate specialized document. ▣



PR activities







SECONDARY PRIORITY 2

Maintaining football quantity and development of school football



ince the foundation of the Slovak Football Association, we have primarily devoted ourselves to the organization of competitions for registered football players and provision of services to the national teams. However, we are aware of our position in society, and

as a modern organization of the 21st century we will devote more energy to communicating with the cities and municipalities and explain about the power of football that can be utilized in their favor. ¶ We are a small country with a small membership base

Through football, we raise children not only as players, but as modern personalities who prefer a healthy lifestyle.

and limited potential. Nevertheless, we are constantly trying to increase the number of children who actively play football. For children and youth, football has a positive impact in many areas. We create relationships and build the team spirit in the area of health (fight against obesity) and social relations (and by building love for football we also fight against drugs). Through football, we raise children not only as players, but as modern personalities who prefer a healthy lifestyle. In our vision, we see a football community in every village that promotes and recognizes these

positive values. Every child who plays football is a possible future fan, future coach or future referee, but especially a future parent who will guide his/her children to football. ¶ In the next strategic period 2023–2027, we will build on the existing cooperation with municipalities and urban districts in the implementation of school football development projects. An important link is formed by the interconnection of schools and local football clubs. Within the SFZ, we provide opportunities to play football for children as early as in kindergarten, with the subsequent possibility of continuing to a pastime football clubs and school football competitions in primary schools. The goal for the near future is to provide opportunities to play football or futsal to high school and university students in the form of a college league at the local or regional level.

What are our goals within this priority and how do we plan to attain them?

We are a small country and every single player counts. The sustainability of the membership base is a key factor for the further development of football in the cities, towns and villages. Since not every village has a football club, but almost every other village has a school, our goal is to provide opportunities to play football in schools under the supervision of qualified experts = coaches with a valid coaching license. The training of coaches from the lowest level, i.e. from the prep school category, is one of the key objectives in the coming years. In addition to the continuous education of coaches, we want to provide the basic knowledge of football through the SFZ Grassroots Leader online training to team leaders in the clubs, →

but also to primary school teachers, parents or active players. The training should be a guarantee that children play football at school or in the club under the supervision of a sports expert in a safe environment, and that the football activities are appropriate for their age.

How are we planning to achieve our goals and what are some of the considerations on the way?

In cooperation with the relevant ministries and partners, we have been implementing school football development projects for the past 25 years. There are currently three major football development projects underway within the SFZ. ¶ For kindergartens and elementary schools, it is the project Let's Score Together, which has the form of football activities and football pastime clubs under the supervision of sports experts—football coaches from local clubs. ¶ In primary schools, it is the *McDonald's Cup* school football competition for junior elementary school students and the *SFZ School Cup* for senior elementary school students. In recent years, we have lost many players upon their entry to secondary schools. Therefore, one of the options is to make football and futsal available for high school students and university students in the form of competitions at the local or regional level. ■

How do we measure the fulfillment of goals within this priority?

KPIs for the strategic period 2023–2027

1. The SFZ membership base in 2023 totaled 92,000 players, of which 56 859 were under the age of 19.
2. The SFZ membership base in 2027 will be 95,000 players, of which 60,000 will be under the age of 19.
3. The creation of football and futsal competitions for high school students at the level of self-governing regions with the aim of reducing the player attrition in the age of 15 to 19.
4. Creation of football and futsal competitions for university students in the form of competitions at the local or regional level.
5. Creation of a regular high school competition by the end of 2027.
6. Creation of a regular university competition by the end of 2027.
7. Alternative (5:5, 7:7...) regional competitions for girls and boys by the end of 2027.



WHAT ARE OUR PRIORITIES FOR THE YEARS 2023–2027?



SECONDARY PRIORITY 3

FSR—social responsibility in football



The Slovak Football Association is aware of its position as the largest sports association in Slovakia. The social responsibility of football is unquestionable (FSR—*Football and Social Responsibility*). ¶ Football in Slovakia has been instrumental in building the communities,

creating teams, teaching mutual cooperation and respect for authorities and rules, contributing to the promotion of a healthy lifestyle and bringing health benefits. However, its contribution to society has not always been adequately appreciated. Football is not always seen in the wider context and its positive impact on individuals and society is often overlooked.

Football in Slovakia has been instrumental in building the communities, creating teams, teaching mutual cooperation.

It is for these reasons that we want to draw even more attention to the impact of football on society and deepen the cooperation on meaningful projects with the football community, and at the same time, launch new initiatives that point to the inevitable need for a sustainable development of society in Slovakia. In the Slovak Football Association, every person is considered a bearer and evangelist of the values that this game and our society at large

stands on. These initiatives will provide each individual with the opportunity to be part of the community and actively participate in building the common future of football.

Five key areas of FSR

1. **Protection of children and youth**
2. **Healthy football for all**
3. **Circular economy**
4. **Sustainable infrastructure**
5. **Development of volunteering**

In our view, the development of these areas is crucial for the sustainable future of football in Slovakia. At the same time, these areas can also be found among the priorities listed in UEFA's strategy and the SFZ fully identifies with them. →



What are our goals within this priority and why?

The basic goal is to develop a separate football strategy in social responsibility (FSR—*Football and Social Responsibility*).

WE WANT TO SET SPECIFIC SHORT-TERM AND LONG-TERM GOALS IN THE INDIVIDUAL KEY AREAS TO MAKE THE FSR STRATEGY:

- ambitious,
- realistic,
- in accordance with other SFZ strategic goals.

The goals in the field of FSR should take into account the existing projects and implemented initiatives, and at the same time, conceptually build on them in a way to support the common vision of the development of football and society until 2027 and beyond.

How are we planning to achieve our goals and what are some of the considerations on the way?

We will incorporate elements of the FSR strategy into our projects and activities and actively advocate for compliance with them. ¶ The implementation of the FSR strategy and evaluation of implemented activities will be incorporated into the daily agenda of the responsible managers at SFZ. ¶ We will continuously educate and develop the awareness and knowledge of SFZ employees in the field of FSR and sustainability. ■

How do we measure the fulfillment of goals within this priority?

KPIs for the strategic period 2023–2027

1. Definition of key areas and topics for the creation of FSR
DEADLINE: 31.5.2023
2. Definition of FSR strategy
DEADLINE: 30.6.2023
- Implementation of goals in the form and within the deadlines defined in the FSR strategy.
DEADLINE: *Ongoing, annual evaluation 2023-2027*



February 2018



WE CARE ABOUT FOOTBALL

ROUT FOOTBALL



Other areas of football, activities and plans for the period 2023–2027

International relations and organization of events

Every modern and successful football association of the 21st century stands on international relations, with high-quality events being its key area of existence. We have been working for a long time to build the good name of the SFZ abroad. We use our rich experience from the UEFA and FIFA events, which we have organized in our country in the past or participated in abroad. We communicate extensively with FIFA, UEFA and other national associations. We provide support to the Slovak clubs operating in European competitions. We communicate extensively with the stadiums (and clubs that operate in them) that provide us with their facilities during the matches of our national teams, so that we can professionally provide all the necessary services and equipment. When organizing international events, we also provide professional services to foreign participants.

The organization of a European-level competition is a chance for the development of volunteering and social responsibility programs in Slovakia.

The mandate from UEFA to organize the European Under-21 Championship in 2025 is a huge challenge for the SFZ. The increasing numbers of people engaged in football are directly and closely related to the increasing attractiveness and visibility of football in Slovakia. We believe that by organizing yet another youth final tournament at the highest European level we will

further arouse the curiosity of young footballers and generate the enthusiasm for Slovakia's hosting of the final tournament. The organization of a European-level competition is a chance for the development of volunteering and social responsibility programs in Slovakia in the spirit of the values promoted by UEFA (Equal Game, Respect, Integrity).

What are our goals within this priority and why?

A priority objective in this area is the professional and continuous provision of comprehensive services for the representative teams, creating the necessary conditions for the preparation, logistics, staffing and financial and technological provisioning. ¶ During the Under-21 European Championship, eight host cities will offer a network of motivated people and organizations to support the efforts of the SFZ. →



OUR MOST IMPORTANT OBJECTIVES INCLUDE:

- **Generate enthusiasm for the UEFA European Under-21 Championship as the biggest sporting event that our country can currently host.**
- **Create a strong advertising mix, positively attuned partner media and truthful media communications on all platforms.**
- **Create the structure and provide timely and relevant information to all stakeholders, partners and media.**
- **Raise awareness, interest and enthusiasm to boost the ticket sales across all consumer categories.**

The European Under-21 Championship has an important legacy and message that it intends to communicate. The football infrastructure, which was built in the last decade, is an asset and a guarantee that Slovakia can organize the final tournament at the highest level of quality. The municipalities, football clubs or the relevant ministry have additional motivation for the reconstruction of older sports facilities and stadiums, as well as for the construction of new football pitches for training purposes in smaller municipalities, which would serve as a newly-created backbone for *Grassroots*. Football as a game should be accessible to everyone. ¶ The communication with UEFA should ensure a permanent representation of our colleagues in the UEFA structures, commissions, working groups or as members of the organizing teams of European cup competitions. These colleagues subsequently bring the know-how back to Slovakia where we can use it in the organization of our events. ■



Digitization and IT

Digitization is a strategic tool for the development of football, and thanks to the use of modern technologies and management procedures, football leads to long-term sustainable models of development, financing, management and communication in the entire football community.

What are our goals within this priority and why? (in connection with the SFZ priorities)

Stable, modern and economically viable digital services have been the primary goal of the digitization project because they are the basic building block toward effective communication for all members and football fans.

How are we planning to achieve our goals and what are some of the considerations on the way?

We have been successful in achieving the predefined goals even with a slightly unstable budget, and we are aware that the long-term fulfillment of these goals depends on a higher budget and stable human resources with ongoing training and maximum synergy and cooperation of all SFZ departments to improve the existing and create new digital services. ■



How do we measure the fulfillment of goals within this priority?

By effectively monitoring user satisfaction and operating costs.

KPIs for the strategic period 2023–2027

1. Analytical measurements of traffic and usability of digital services.

October—Mr. Kováčik was elected for president,
start of digitization

2010

2011

Tender procedure for ISSF system supplier
(based on JAVA, MySQL)

ISSF system (registrations, transfers,
competitions, invoicing, commissions)

2012

2013

futbalnet.sk version 1
Performance issues with futbalnet.sk,
the search for a new solution

CHANGE OF DIGITIZATION STRATEGY,
“SERVICES FOR PEOPLE”

2014

Start development
of **sportnet.online** services

2015

futbalnet.sk version 2
New technologies (based on React, MongoDB)
Start credit eshop platform
for clubs **futbalnet.shop**

2016

Continuous development of
sportnet.online services

2017

Start service for **VOTING**

2018

Start project *Dajme spolu gól*
(nursery, schools)

2019

Start service **CONTROLLING**
(Club Licencing system)

2020

Start public portal **sportnet.sk**
(contains **futbalnet.sk** version 3)

2021

Start new service for **TICKETING**

2022

Start new service for **EDUCATION**
Start transfer of services to the cloud

2023

CLUB DEVELOPMENT platform
for amateur football version 1

NEXT

ANYTHING THAT WILL HELP THE DEVELOPMENT
OF FOOTBALL AS A SOCIAL VALUE

Tools for

- **Football Fans**
- **Players**
- **Coachs**
- **Referees**
- **Match Delegates**
- **Referee Observers**
- **Player Agents**
- **Club Officials**
- **Hobby Players**
- **Teachers**
- **Parents**
- **eSports Players**

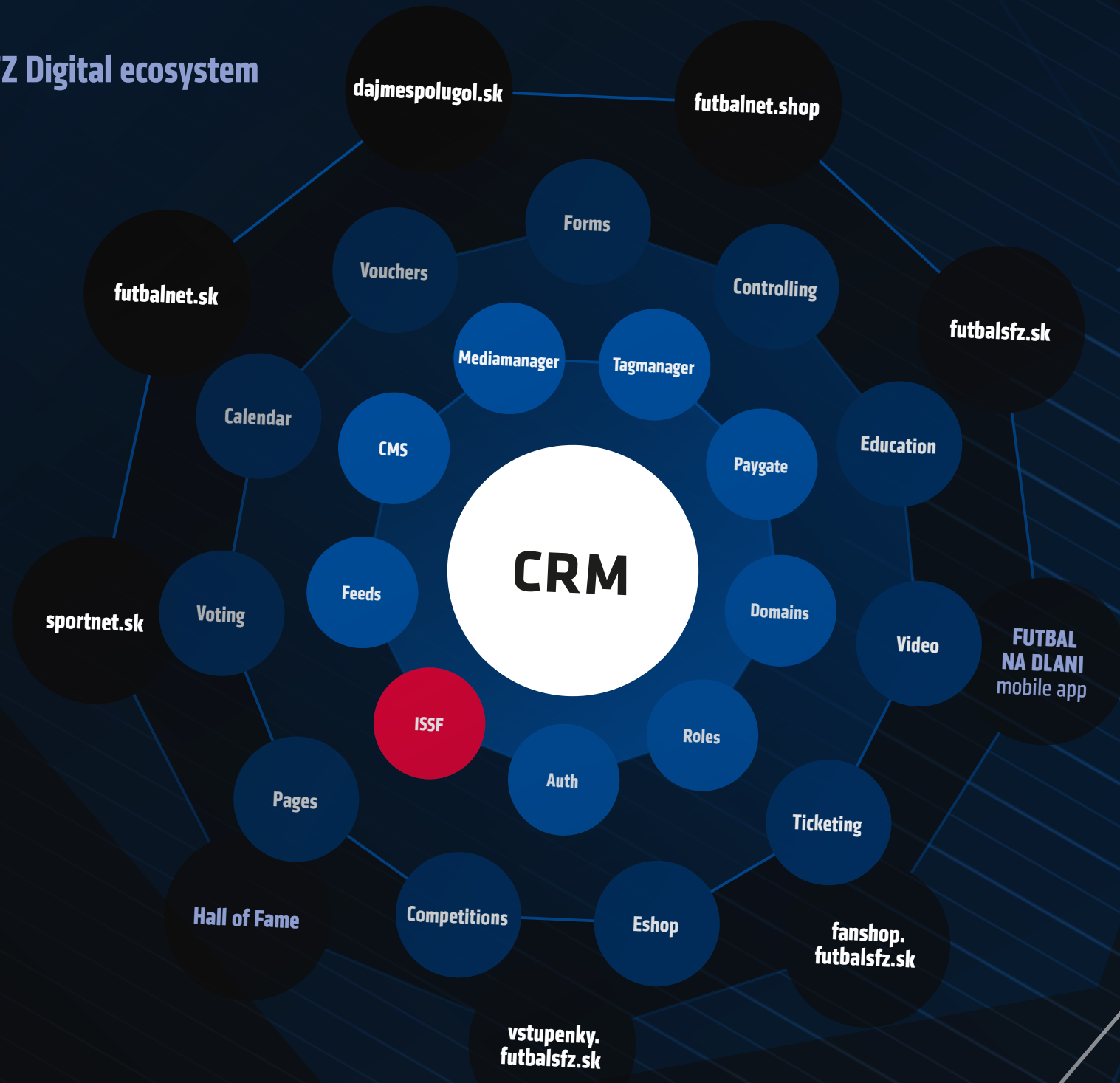
Products applications

Native services applications
APIs for products apps

Core services

MongoDB cloud

SFZ Digital ecosystem



Legislation

THE AREA OF LEGISLATION IS SEEN BY THE SFZ AS:

- creation of rules for organized football and the entire field of sports at the state level where football stands out as the leader, but also as
- promotion,
- application,
- and enforcement of the rules within the football community.

What are our goals for this area and why? (in connection with the SFZ priorities)

The aim of rule-making is to improve the system of rules and its effectiveness using the knowledge, experience and integrity of SFZ experts not only when creating and commenting on the football regulations at SFZ, UEFA and FIFA level, but also when drafting and commenting on the national legislation related to the field of sports. ¶ In accordance with national legislation, the SFZ will flexibly respond to the requirements arising from the regulations and FIFA and UEFA audits, aimed mainly at ensuring a greater degree of transparency in the organizational activities. In this context, we will focus on the legislative solutions to conflicts of interests and the introduction of the double signature principle, i.e. authorization of legal acts by at least two competent persons.

In order for the sports grounds to be safe, decent and attractive places for sports and cultural enjoyment of people, especially families with children and seniors, the SFZ will actively participate in the creation of rules and measures aimed at the safety and comfort of visitors of the sports grounds without obscenities, manifestations of extremism and spectator violence and protection of the environment—the cleanliness of sports grounds and their immediate surroundings (the so-called X Zone), especially so if a public sports event is held with a large number of spectators.

In the field of protection of integrity of sports, the SFZ will continue in its leading position among Slovak sports organizations in the creation and implementation of rules and measures against sports corruption and manipulation of sports competitions, as well as in the implementation and effective use of IS to support security at sports events. ¶ The SFZ will actively support the improvement of legislative rules and conditions to support the dual career of athletes and foster social dialog in sports. ¶ The SFZ will continue to actively build its own dispute resolution bodies, including the assistance in raising the professionalism of decision-making in the bodies of its member organizations. The SFZ will support the establishment of a sports tribunal at SOŠV, which meets the criteria of independence and a fair process, and which will have the authority to hear sports disputes instead of general courts in those sports that do not have their own dispute resolution bodies that meet the aforementioned criteria.

With the aim to increase the legal awareness of the football community and the credibility of football/sports in society, the SFZ will broaden its activities in the field of notification of the rules and their application and implementation in the procedures and decisions of the SFZ bodies, as well as other bodies and authorities. This, in connection with an active provision of information to the content recipients, will bring higher traffic and boost the viewership of the SFZ media.

We will focus on the legislative solutions to conflicts of interests and the introduction of the DOUBLE SIGNATURE (authorization of legal acts by at least two competent persons).

The SFZ will actively support the creation of a comprehensive educational program for the field of sports called “*Rules of the Functioning of Sports*” for different levels of knowledge and different target groups, ranging from sports fans, athletes and their parents to sports experts.

The SFZ will create a Digital Library of Knowledge as part of the envisaged Digital University of Sports Education. It will also include a library of football regulations and sports legislation with links to FAQs, articles, patterns, forms, manuals, podcasts, video tutorials and other content, which will be clearly divided by topic and

implement a system of tags. Content distribution to the addressees will correspond to the current trends: VIDEO—AUDIO—ARTICLE.

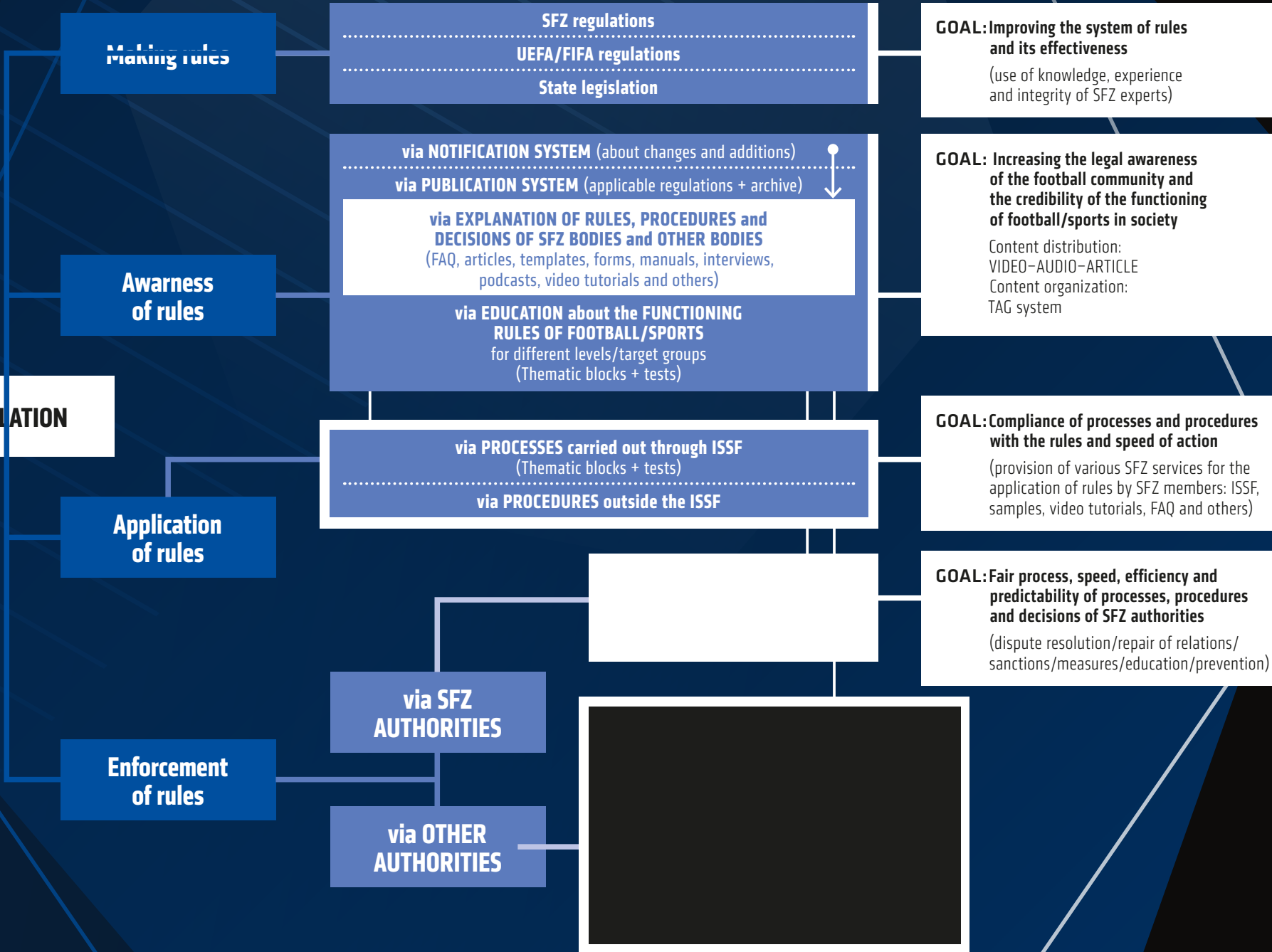
In order to streamline the activities of the SFZ bodies, the SFZ will continue to digitize the processes according to the SFZ regulations into new functionalities and services within the ISSF and the sportnet. In the dispute resolution agenda, the SFZ will create a module for quick communication between the parties to the proceedings and the SFZ authorities.

How are we planning to achieve our goals and what are some of the considerations on the way?

We will gradually fulfill these goals by expanding the range of functionalities and services within the ISSF and the **sportnet**.

online platform, as well as by expanding the use of the existing SFZ digital tools for the creation and publishing of content, including education, testing and tagging modules. ¶ To achieve our goals, we will increase the number of experts actively contributing their professional content, which will also result in a higher number of outputs for the professional and lay public via the web and other SFZ media. ¶ We will continue to place an emphasis on the principle of expertise hiring new staff in the SFZ bodies and working groups. ■

LEGISLATION



Finance and asset management

Asset management is a set of processes and activities that ensure the smooth operation of property so as to develop its value and maintain it as high as possible. In the SFZ, it mainly involves the operation and use of real estate owned by the SFZ, management of the vehicle fleet, operation of a warehouse of sports equipment and own laundry, and management and operation of the registry.

What are our goals within this priority and why? (in connection with the SFZ priorities)

The main goal is the sale of excess electricity produced by the photovoltaic panels. To achieve this goal, it is necessary to build a separate electric connection point at the SFZ headquarters. ¶ Further, it is the administration and management of the NTC Senec and NTC Poprad facilities by the SFZ with the aim of making their operations more streamlined and energy efficient. ¶ We will work to reduce the energy requirements of NTC Senec and NTC Poprad by installing LED lighting on the playing surfaces. ■



SFZ Foundation

Being the largest sports association in Slovakia, we are aware of our moral obligation to help the weak, especially those who need help in football or found themselves in a difficult life situation. The obligation to take care of the youth and help them grow and improve is a matter of course. For these and other reasons, the SFZ established the *SFZ Foundation* more than a decade ago.

ITS PURPOSE IS TO:

- **Develop the moral and performance level of physical education in Slovakia, which mainly consists of the methodical, material and educational area, and thus contribute to the education of football youth and the entire football base.**
- **Increase the importance of Slovakia's representation in all categories.**
- **Contribute to the better use of the capacity of sports fields and stadiums by the youth and athletes and, to this end, contribute to the reconstruction of existing stadiums and ensure the construction and modernization of the *National Football Stadium*.**
- **Develop the protection of the rights of athletes, children and youth.**
- **Materially and financially support natural persons—former and current football players, SFZ internationals and SFZ officials—who involuntarily found themselves in distress, especially in the area of health.**

In the next strategic period 2023-2027, we will fulfill these important social responsibilities in accordance with the purpose of the *SFZ Foundation*. ■







Conclusion and summary

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We penned the *Strategic Plan* for the period 2023–2027 in a somewhat innovative way compared to its previous versions. It is more explanatory, descriptive and illustrative. Especially because we are aware of the changes in our membership base and officials, and we want all our members

to clearly understand our goals and intentions, become familiar with the sequential steps and understand the context, previous developments and synergy of the individual steps and our goals for the future and what we have to do to achieve them for the greater good of football.



We believe that this plan will unite our members and motivate and encourage further discussions aimed at the long-term development of football as the number 1 sport in Slovakia.

If necessary, additional partial plans and strategic materials will be developed. ■

The strategic plan should not contain detailed descriptions of the individual areas of football and their development; therefore, we have decided to draft supplementary materials, which will be created in the period following its adoption, and will mainly include the following:

Football Development Plan

Club Development Project

Business and Marketing Strategy

Communications Strategy

FSR—Social Responsibility

How to Build a Grassroots Club

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LIST OF ABBREVIATIONS

	SLOVAK	ENGLISH
BFZ	BRATISLAVSKÝ FUTBALOVÝ ZVÄZ	BRATISLAVA FOOTBALL ASSOCIATION
DSG	DAJME SPOLU GÓL	LET'S SCORE A GOAL TOGETHER!
FA	FUTBALOVÁ AKADÉMIA	FOOTBALL ACADEMY
FA SFZ	FUTBALOVÁ AKADÉMIA SFZ	SLOVAK FOOTBALL ACADEMY OF SFZ
FK	FUTBALOVÝ KLUB	FOOTBALL CLUB
GKA	GOALKEEPER "A"	GOALKEEPER "A"
NTC	NÁRODNÉ TRÉNINGOVÉ CENTRUM	NATIONAL TRAINING CENTRE
ObfZ	OBLASTNÝ FUTBALOVÝ ZVÄZ	DISTRICT FOOTBALL ASSOCIATION
RFZ	REGIONÁLNY FUTBALOVÝ ZVÄZ	REGIONAL FOOTBALL ASSOCIATION
SFZ	SLOVENSKÝ FUTBALOVÝ ZVÄZ	SLOVAK FOOTBALL ASSOCIATION
SOŠV	SLOVENSKÝ OLYMPIJSKÝ A ŠPORTOVÝ VÝBOR	SLOVAK OLYMPIC AND SPORT COMMITTEE
SsFZ	STREDOSLOVENSKÝ FUTBALOVÝ ZVÄZ	CENTRAL SLOVAKIA FOOTBALL ASSOCIATION
ŠRM	ŠPORTOVÝ RIADITEL MLÁDEŽE	YOUTH SPORTS DIRECTOR
ŠTK	ŠPORTOVO-TECHNICKÁ KOMISIA	SPORTS AND TECHNICAL COMMITTEE
TÚ SFZ	TECHNICKÝ ÚSEK SFZ	SLOVAK FA TECHNICAL DEPARTMENT
ÚFP	ÚNIA FUTBALOVÝCH PROFESIONÁLOV	UNION OF FOOTBALL PROFESSIONALS
ÚLK	ÚNIA LIGOVÝCH KLUBOV	UNION OF LEAGUE CLUBS
ÚTM	ÚTVAR TALENTOVANEJ MLÁDEŽE	YOUTH TALENT UNIT
VsFZ	VÝCHODOSLOVENSKÝ FUTBALOVÝ ZVÄZ	EASTERN SLOVAKIA FOOTBALL ASSOCIATION
ZsFZ	ZÁPADOSLOVENSKÝ FUTBALOVÝ ZVÄZ	WESTERN SLOVAKIA FOOTBALL ASSOCIATION