



STRATEGY OF
HUNGARIAN FOOTBALL

2020–2025



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Preface

In the early days of the 120-year old history of the Hungarian football glorious periods were alternating, later the results waned, and the Hungarian football was characterized by lack of results for many decades. The current management took over the direction of the organization in these circumstances with the condition that it can only imagine the possible development with strategic thinking and systematic implementation at all levels of operations.

Thus, from 2010 a new period began. With the support of the government the stakeholders of the Hungarian football received opportunities never seen before.

An organizational reform took place. MLSZ provided the conditions for the high level professional work for the professional and grassroots clubs. The pool for selection has widened significantly: the number of registered players increased from 123 thousand to 281 thousand. Among them the number of children increased significantly. There was a great development of the infrastructure: football fields and stadiums were built, the national arena has been renewed. The sports organizations have found themselves in a stable financial situation. Making up some backwarness women's football has shown an intensive development.

As a result of this work, our youth national teams consistently reached the European elite. The men's national team qualified for two major international tournaments, much to the delight of their fans. During the past three years one of our club teams always reached the group stage of the most prestigious European competitions. We are back on the map of international football.

However, we are still far away from talking about a golden era. For our further progression it is essential to realize the developments envisaged until 2025. First of all, our successful programs need to be continued consequently. The selection and training of youth players need to be done on the highest level in international comparison. In general, there is a need for more qualified coaches with an open mindset, who are ready to learn from each other. We need club managers, who support the smooth work of the specialists.

As a result of this work the level of play in adulthood should improve significantly in international comparison, too. Performance shall be measured and evaluated with "cold head", but we should also be aware of the appropriate methodology.

Not only the quality of the game needs to be improved, but the approach of the clubs should be guided towards building communities, following high ethical standards and to foster fan engagement. This, in turn will inevitably bring an increase in the number of spectators on matchdays, which Hungarian football is yet to achieve.

If we are able to make a step ahead in these fields until 2025, our sport will enjoy even greater unity and social support in the future, which is essential for long-term success!



Dr. Sándor Csányi
President of the Hungarian Football Federation

Introduction

INHERITANCE

In the 3-4 decades prior to 2010, Hungarian football was characterized by a continuous declining trend.* The mass base of football decreased to a fraction of what it once was, a significant number of football fields were closed, and the available infrastructure had become outdated. The sport had struggled with a general lack of resources, where investments practically disappeared. In the increasingly difficult situation of the domestic football the results gradually failed to come, thus the society's view about the Hungarian football became more and more negative. This further reduced the sport's ability to attract masses of people and capital and led to an increasingly deteriorating competitiveness.

STRATEGY OF 2011-2020

In this situation, the Hungarian Football Federation prepared its ten-years strategy in 2011. The strategy formulated plans for all areas of football in order to put the Hungarian football on a development path, and to replace this process of decline by catching up with the world's football elite. The planned measures aimed at the increasing of the mass base, the

livening up of the grassroots and youth football, infrastructural developments, achieving the financial security of the clubs and improving the professional work, or the development of new areas, like sports sciences and digitization were encouraged. The basis for the large-scale plans was provided by the Government's treating the sport, including football, as a strategic area, and undertaking significant principal and financial support.


RESULTS AND EVALUATION OF THE PAST PERIOD

The results achieved in the period of 2011-2020 are spectacular in many areas. The number of registered players is close to 300 thousand, the increase in the number of players is especially significant in the youth age groups, who represent the future of the Hungarian football, and also in case of women's football, but there is spectacular increase of activity in the field of futsal, too. More than one thousand fields were built mainly for grassroots football, more than two thousand pitches were reconstructed and most of the professional

clubs play their matches in state-of-the-art facilities today. In November 2019, the Puskás Ferenc Arena, home to the national teams, was inaugurated, which is in general opinion considered as one of the most beautiful and modern stadiums of Europe. The inflow of financial resources to the Hungarian football is significantly higher than before, as a result the financial management of the clubs has generally strengthened. At the same time the Federation increased its activity in sports diplomacy, what is proved by obtaining rights for the organization of major international sports events, by the organization of international congresses and by leading positions in the top organizations of UEFA and FIFA.

In some strategic areas, however the targets have not been met or further efforts are needed. While the number of athletes increased impressively, the growth has structural problems due to demographic (declining population number in small settlements, ageing) and social effects (alternative entertainment options, digital revolution). A trend can be observed

*Since 1990 140 football fields have been closed in Budapest alone



not only in Hungary, but worldwide that children over the age of 14, and then over 18 give up regular sport and there is a significant dropping out. Certain regions and settlements cannot access the resources offered by the support system.

The efficiency of youth player development lags behind the objectives and the expectations, and further efforts are needed in the areas of talent identification and management, and in the integration of young players into professional football. Although the international results of the youth national teams have improved, the Academy system, compared to its possibilities, has trained few talents for the international scene, although this is the key to the national teams' efficiency and lasting success. In the eye of the general public the success of the sport is mostly assessed by the international success of the men's senior team and of our clubs. The performance of the Federation is primarily judged based on these international results by the public as it is considered as our sole responsibility. Actually, all actors and stakeholders of football (in addition to the Federation the clubs, club managers, coaches,

players, referees, sports professionals, and more broadly, sponsors, parents, municipalities and fans) have an impact on how successful, effective, fair and entertaining the sport is. Certainly, it is the Federation's task to make football as widely available as possible at mass sport level, to make it a fun that ensures healthy movement and the feeling of togetherness, while in the professional football to create a system of conditions through the regulators and incentives, which ensures the increasing international competitiveness of the sport and of its quality and attractiveness (ability to attract spectators and capital).

VISION

After ten years we have the solid foundations on which we can build, but we have a lot to do to sustain the results achieved in massification and above all to ensure that our national teams and clubs progress in the international competition on a lasting basis. The most important task of the new period starting in 2021 is to strengthen both the professional and grassroots football clubs and to

prepare them for working in a planned, efficient and sustainable way in line with their opportunities and capabilities. Further aim is to improve the quality of the game, for which it is essential to establish globally competitive youth development and education of football professionals, as well as to introduce a proprietary attitude with long-term planning approach that handles the development of young players as a priority. To this end MLSZ as a sport federation will do its utmost by establishment of the regulatory and monetary frameworks and organizing programs. However, the day-to-day work takes place at the clubs thus in order to achieve the set goals it is essential that the sports organizations operate at the highest level and efficiently, while they keep in mind the common goal.

I. Why is it Necessary to Develop the Hungarian Football

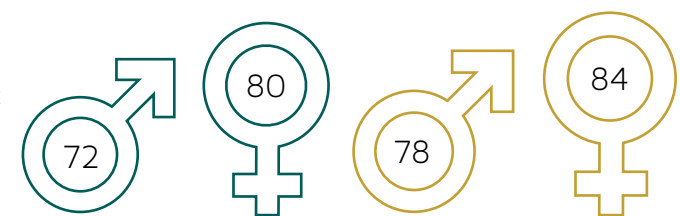
HEALTH CONDITION OF THE HUNGARIAN POPULATION

The health condition of the Hungarian population lags behind the EU average. While, according to OECD data the life expectancy of an average EU citizen is 81 years, in Hungary this is 76 years. This is mainly due to our quality of life: in Hungary we are well above the EU average in the number of people dying of smoking, obesity, cancer and cardio-vascular diseases. 7,5% of the population has diabetes, which is by 1,5% higher than the EU average, while obesity is a problem already since childhood. The figures clearly show the bad health status of the

population, the main reasons for which can be found in the unhealthy nutrition and sedentary lifestyle. According to the survey of Eurobarometer made in 2017, 53% of the Hungarian population never does any exercise. Although the statistics are better for young people, since in the 15-24 age group two-third of boys and more than half of the girls go in for sport weekly, the growing popularity of home-based free time activities not requiring any physical activity demands more serious efforts than ever before from the organizations who want to promote sports and physical activity.

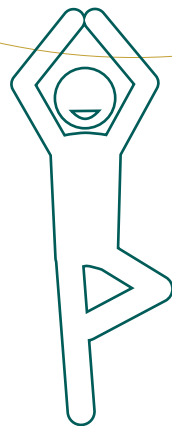
LIFE EXPECTANCY IN HUNGARY (YEARS)

Hungary ■ EU average ■

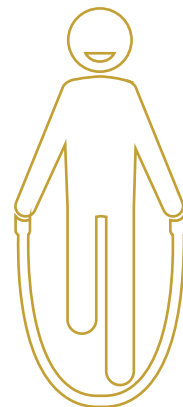




67% never or very rarely
does any exercise



24% is doing sport min. once a week



9% is doing any sport regularly

POSITIVE IMPACTS OF REGULAR EXERCISING

Regular physical activity is an important component of maintaining health and it plays a key role in the prevention and intervention of many chronic diseases, while it also contributes to improving our ability to cope with stress. Thus, physical activity started at young age and continued later may improve the health condition of the population in the long run.

In addition to its health benefits, sport also plays an important role in the areas of social cohesion and integration, as well as in socialization. Due to the regulated nature and community character of sport, it helps the individuals to cooperate with other people and to acquire the basics of social relationships, thus it is a valuable part of the development of personality. Both taking part and following sports provide an experience, which contributes to social cohesion and national pride and the feeling of self-confidence can be strengthened by the positive results.

IMPORTANCE OF FOOTBALL

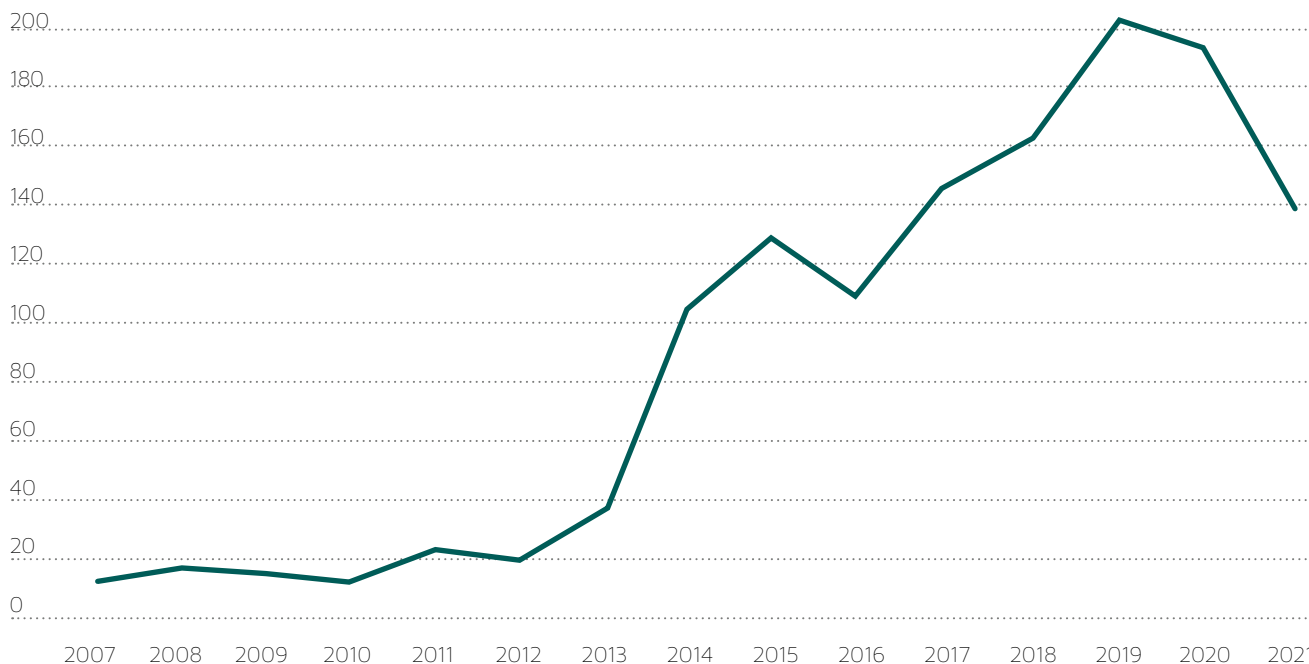
Football is the most popular sport in the world and the number of viewers and of followers of its stars are outstanding compared to all other sports. Its leading role is due to its simplicity; its rules are easy to understand, goals can only be scored in one way, and it can be played practically anywhere with a ball. Thanks to this, and to its glorious past in Hungary, football is an evident tool in focusing on regular physical exercising in Hungary. International examples show that with an appropriate sports development strategy visible results can be achieved in the promotion of football and later in the success of professional football. In past decades, unprecedented investments were made into football all over the world, and countries that have been far behind Hungary in the rankings got on the world's football map.

GOVERNMENTAL SUPPORT

The Government attaches priority importance to the promotion of the sport for the population, recognizing its positive health and social impacts. Accordingly, budget expenditures relating to the support of sport have been steadily increasing since 2010. While between 2007 and 2010 an average of 17 billion HUF was earmarked for sports-related purposes, this amount increased to an average of

28 billion HUF between 2011 and 2013 and from 2014 onwards it exceeded 100 billion HUF. The amounts related to sports subsidies have been increasing since then and the 2020 budget already contained nearly 194 billion HUF in sports subsidies. Within sports support, the amount spent on football has also started to increase significantly in recent years, which creates a favorable environment for the development of football in Hungary.

SPORTS SUBSIDIES IN THE CENTRAL BUDGET (BHUF)





II. Fundamental values

The efforts made for the development of the Hungarian football were determined taking into account the basic values of MLSZ. The main pillars are the following:

RESPECT

Football is a game for masses of people, that everyone, man and women, boys and girls should be able to enjoy without facing any negative discrimination and with the same chances in competitions irrespective of ethnic origin, skin colour, religion, social position and political belief.

FAIR PLAY

Transparency on all levels of the sport. Clean matches, transparent organizational system, equal financial opportunities, traceable and regular use of financial funds.

FANS

Football is primarily for fans and for grassroots players. Their passion for football is paramount. Football is able to bring unparalleled joy and drama to a wide range of people, thus it is a significant factor in shaping society.

TEAM SPIRIT

We can be successful, if MLSZ, the clubs, professionals and grassroots stakeholders can maintain a well-functioning and harmonic relationship; if we think together and act collectively in the best interest of Hungarian football.





III. Vision

Football is Hungary's number one sport, which regularly moves masses of people, educates for healthy life, and contributes to the creation of a united, proud and self-confident society through shared sports experiences and successes.

VISION OF THE SPORT FOR 2025:

Most popular sport

Internationally competitive

Accessible

Fair

Sustainable





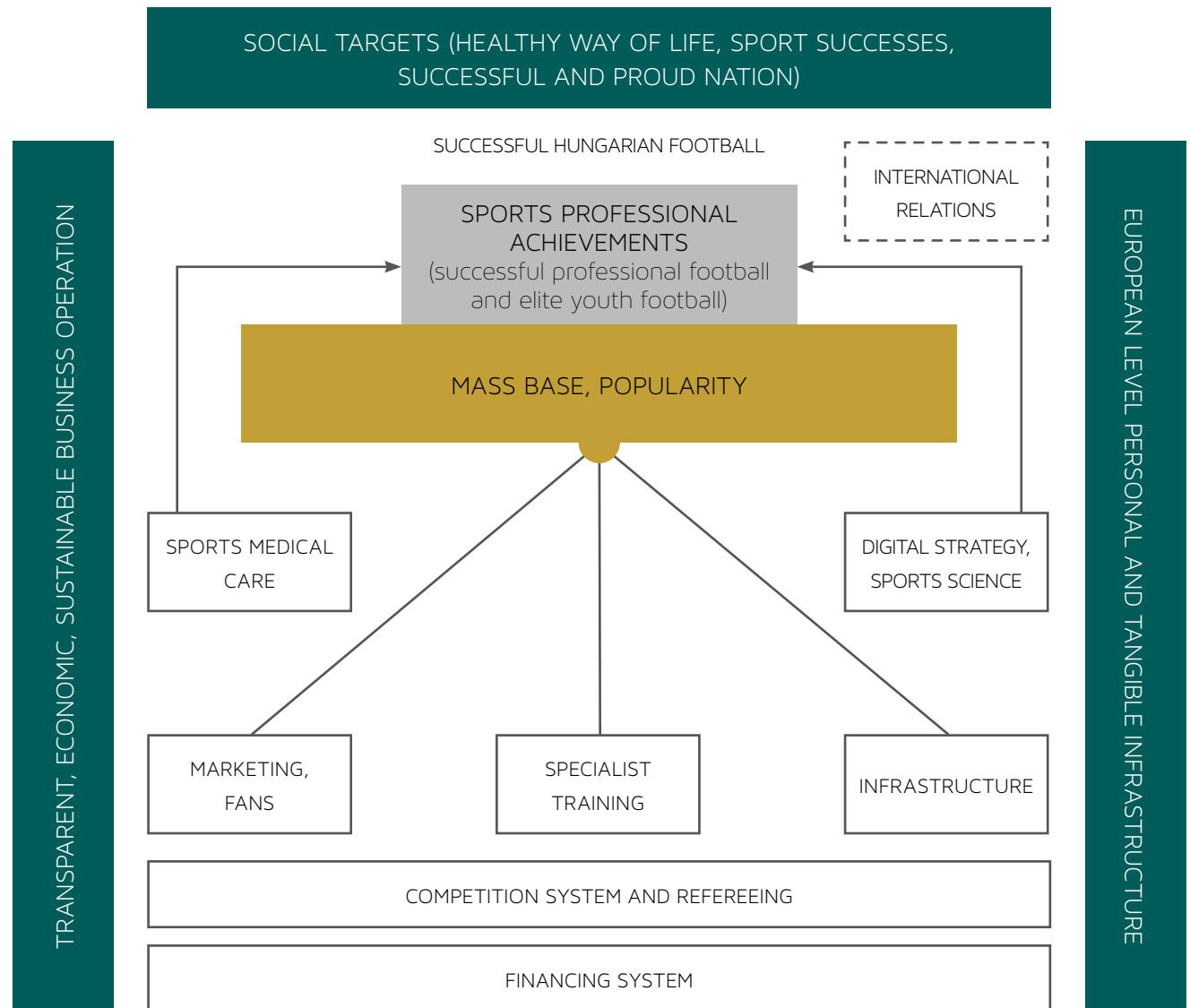
IV. System of Strategy

The main objectives of the strategy for the period of 2020-2025 are focused on 11 main strategic areas, and tools are identified to the achievement of targets in the form of action plans and measures. Since in many cases the precondition for the realization of one area is the achievement of the goals of another area, the strategic goals of certain areas should be considered as a means of achieving other goals at the same time.

In the different strategic fields the possibility of direct influence of MLSZ, as well as the time period in which the interventions exert their impact are different. While the decisions of MLSZ may bring fast results in the lower section of the connection network of the strategic areas (e.g. provision of financing, facility development), in the

upper parts of the network (e.g. effectiveness, number of spectators, social impacts) the impact of measures taken are much slower and indirect. It follows from the above that the main task of MLSZ is to establish the organizational and infrastructural framework of the Hungarian football. The improvement of the quality of the game and the successful performance of our teams mainly depend on the professional work carried out at the clubs. Thus, the final goals of the strategy can only be realized with the cooperation of the stakeholders at all levels of the Hungarian football, as well as with well-organized, persistent and hard work.

The Figure below shows the main strategic areas and causal relationship between them:



V. Evaluation of the Situation, Targets and Action Plans in the Strategic Areas

During the period from 2011 to 2020 the professional concept of MLSZ has resulted spectacular development in the significant part of the above outlined strategic areas. The Federation achieved its goals in the field of massification, infrastructure development, financing and international relations, thus the main task for the 2020-2025 period is the preservation of results. Significant progress was made in the field of competition systems, women's football, marketing-communication and sports health and

sports science, where further actions will be initiated in the new strategic period for the achievement of goals.

In the field of youth development, talent management and education of football professionals the results achieved during 2011-2020 lagged behind the targets, thus during the 2020-2025 period MLSZ will mainly focus its resources and attention on these areas.





We have achieved our goals. Our task is the keeping of results ■

We made a spectacular step, but further action will be initiated in the field ■

Our resources and attention will be focused on these areas ■

FOCUS AREAS

The network diagram assesses achieved results related to specific strategic areas and shows the areas, where the Federation will remain active. Meaning of the three grade scale of the network diagram: 3=outstanding, 2=average, 1= weak.

1. GRASSROOTS* : LEISURE AND COMPETITIVE AMATEUR FOOTBALL

THE IMPORTANCE OF THE FIELD

Football has a number of positive impacts on the lives of those who practice the sport and of those following it as fans. In order for these benefits to be felt on social level, a broad football mass base is needed.

In addition, the adequate mass base is a prerequisite of the successful competitive sport, and of the growth of the basis of fans and of the number of spectators. The mass base providing amateur football can be of leisure and competitive type. In the following we will present the current status and plans of the Hungarian grassroots football with handling the two areas together.

*UEFA calls Grassroots all football activities, which are not professional by nature, that is not exercised within a profit-oriented club, and/or with the aim of generating financial income. Within this:

- Leisure football: All forms of football that do not connect to any competition regulated by MLSZ
- Competitive amateur football: Football within the framework of championships and tournaments organized by MLSZ

MEASURES OF THE PAST PERIOD

Based on the data of MLSZ, the mass base of football expanded beyond the plans defined for the strategic period of 2011-2020. In this period the number of licensed players increased by 64% from 128 thousand to 208 thousand, and together with those playing in institutional programs the number of registered players was close to 300 thousand. It is particularly rejoicing that the biggest increase was in the 6-14 age groups, which is of key importance for the future, as well as in the case of women's footballers, who play a prominent role in the social embedding of football. It is important to note, however that as in grassroots football across Europe the dropout phenomenon can be seen in both leisure and competitive amateur football over the age of 14.

As a first action to increase the number of players MLSZ established a Grassroots Directorate in 2010, joined the UEFA Grassroots Charter, then in 2015 in recognition of its grassroots programs it received silver qualification, which was successfully defended at the UEFA audit in 2018.

From 2011, the MLSZ has integrated the previously independent county football associations, unified and coordinated the organization of competitions and tournaments and the competition administration. MLSZ relaunched the Bozsik Program in the 6-13 age group, which became the driving force of the growth of the mass base.

More than a thousand pitches were built mainly for the improvement of the system of conditions of the school and youth football and also the grassroots football was the main target of state subsidies granted to spectator team sports ("TAO") and of other governmental supports.

The Board, with one of its first strategic decisions reduced by 90% the entry and competition fees for amateur clubs in order to drastically reduce the costs of participating in the competition system.

Another significant result is that between 2016 and 2018, five thousand teachers received 30 hours in-service training based on the grassroots football curriculum, thus contributing to the promotion of football in the physical education of schools.

MLSZ established lasting relationships with the different non-governmental organizations and foundations in order to support the involvement of the socially disadvantaged and mentally or physically handicapped groups into football.

MLSZ organizes national tournaments both for the secondary school and university age groups.

MAIN ACTIONS FOR ACHIEVING MASSIFICATION TARGETS 2011-2020

Relaunching of Bozsik Program	Programs in new segments (secondary school, university tournaments)
Amateur fee reduction	Launching of further training programs for teachers (MDSZ)
Support of spectator team sport (TAO support)	Social programs
Infrastructure development of amateur football	Support and operation of secondary school and university tournaments and championships

CURRENT SITUATION

Despite the fact that the sport has received by orders of magnitude more resources since 2011 than ever before, many sports organizations continue to have problems with collecting tax subsidies as well as creating their own funds. In spite of the clearly positive impacts, the additional sources granted to amateur clubs have transformed the competitive branch of grassroots sphere into "semi-professional". This phenomenon is against the basic values of amateur football, and contradicts to the value of social work, volunteering and community approach.

The ageing of small settlements and the emigration to cities is a problem, with more and more rural settlements disappearing from the map of football. One of the biggest challenges nowadays is that the alternative entertainment options (primarily, but not exclusively the digital devices and platforms) attract

masses of young people from active sports, while drop-out is significant in the 14 and later in the 18-23 age groups (change of school / finishing of studies), significant part of young people give up playing football.

It is also a problem that the central competition system (youth requirements) do not take into account the peculiarities of the counties and of the parts of the country, while the sports medical network has difficulties in issuing the sports medical licences to footballers applying for it in great number before the beginning of the season, which became an impeding factor for massification and competition organization of the competitive amateur football. The smooth operation of amateur football requires the training of sports managers, referees and coaches and the increase of their number. It should also be redressed that the professional clubs and academies typically do not seek

a formalized and balanced relationship with the amateur sports organizations, although it is clear that the amateur clubs are indispensable in the increase of the mass base, and thus the number of potential talents and in building school relationships. The well-trained professional staff is also a basic condition of the high quality grassroots football, the amateur coach training structure needs to be reformed, and it is also a challenge to ensure the necessary number of referees available.

Overall, it can be said that most of the massification objectives of the Hungarian football for 2011-2020 have been met. The Hungarian grassroots football, that is the leisure and competitive amateur football have reached a new level, however, based on the above the area still remains a high priority in the strategy.

GOALS AND ACTION PLANS (2020-2025)

Given the results so far the further increase of the mass base would be welcome, but it is not a priority. The task of the next strategic period is the maintaining of the base that was built during the past ten years, despite the unfavourable demographic data and changing interest in leisure activities, with special attention on the age groups over 14 and especially on those over 18-23 years. To this end the primary aim of MLSZ at the grassroots football events is giving preference to individual



development and to gaining experience instead of focusing on the results. A special action plan will be developed for the reduction of the drop-out of youth and adult age groups the main elements of which are launching of new tournaments and competition systems, involvement and keeping of the concerned age groups through digital applications and platforms, support for the travel of children from small settlements to regional centers, strengthening the presence of clubs in the educational institutions, making the educational institutions and the teachers interested in the sport through education, training, targeted support with providing tools and supporting the schools' sport infrastructure.

Through fine-tuning and flexible competition system the interests of amateur football should get priority, parallel with paying attention to regional specifics, or the plans also contain alternative tournaments (the opportunities should be enlarged as to the age groups and the pitch size). The sports medical-health checks of the actors of amateur football need to be put on new basis. In addition to simplifying the amateur support system, it is of priority importance to develop financing programs, which help the small associations and less-favored regions to catch up, and make it easier for amateur clubs to pay the registration costs for competitions.

In order for the clubs to be able to serve as quality basis for mass football sport, it is necessary for them to operate on high level, in organized manner and independently. In order to ensure this MLSZ will reform the training of amateur club managers.

The Federation is operating a clear and transparent club rating system, where the grassroots sports organizations find the role that suits their capabilities, and social work and volunteering get key role in their operational model. Grassroots clubs, which are also involved in talent identification, maintain formal contacts with key youth development centers and educational institutions in the area. Amateur sports organizations, which also play a key role in the "small region", operate consciously and systematically, comply with the association's accreditation rules, are centers of organizing community life with strong municipal, school and civil relations, and their scope of activities cover the surrounding settlements and the smaller amateur sports organizations.

MLSZ will continue to pay special attention to the professionals of grassroots football, with the aim of increasing the number of grassroots trainings as part of the restructuring of coach training. Certified qualifications and continuous further training are important requirements for professionals working in

youth teams, but the requirements for professionals working in amateur senior teams, with the exception of County I clubs, should be reduced. It is important to make the recruitment of referees more efficient, as well as to provide an attractive refereeing career path. Atrocities against referees will be sanctioned by MLSZ as severely as possible in the future, too.

It should be achieved that fair play, respect for each other and community togetherness dominate the championships and all football events so that the participants and organizers can feel safe from fraud (including betting and sponsorship fraud), and zero tolerance should be given to disrespectful and offensive behaviour. To this end a Code of Conduct will be developed, the infringement of which will be strictly sanctioned by MLSZ

2. PROFESSIONAL FOOTBALL, TRAINING OF ELITE YOUTH

IMPORTANCE OF THE FIELD

The quality and development of professional football can best be measured through the results. More effective football increases the number of spectators, contributes to the increase of its popularity and mass base and has significant impact on the wide layers of the society. Better results offer attractive opportunities for economic actors to appear as sponsors, which can increase the resources available for the sport.

MEASURES OF THE PAST PERIOD

In addition to many other goals, the strategy of MLSZ adopted in 2011 aimed to increase the international competitiveness of the Hungarian football both for the national teams and MLSZ-affiliated clubs. In the period of 2011-2020, mainly due to the increased financing sources of the sport (TAO support system, Government subsidies), significant results were achieved in the field of massification and the sports infrastructure also developed spectacularly.

MLSZ has partly or completely implemented the major part of measures formulated in the strategy and in the youth concepts. The programs aiming at the involvement of the 6-13 age group (Bozsik Program) are supported by significant funds, the

professional training is developed and extended, the academy system is audited with the involvement of international experts, several measures were taken for promoting the Hungarian and young players, and the system of main championships was reorganized. Several programs were initiated for the development of the sports scientific and medical background, in order to spread measurements, screening and data-based decision-making according to unified protocol. The Federation has introduced a framework for a performance-based resource allocation process (productivity) and developed a separate monitoring system for monitoring the economic management of professional clubs. With the tightening of licencing and other rules there is a constant drive for raising to higher level the operation of the professional clubs and of the talent training centers every year.

CURRENT SITUATION

After 2016, the men's senior national team also qualified for the European Championship 2020 (postponed to 2021), and it got promoted to Division A of UEFA Nations League. The U17 and U19 national teams could regularly get to the elite rounds of the UEFA youth tournaments, and during the past 10 years the two

teams qualified twice for both the European Championships and the World Cup. The international results of our clubs were behind the original targets, it is however a significant achievement that there was always a Hungarian club on the group stage of UEFA Europa League or the UEFA Champions League, although for this latter we had to wait 11 years.

TARGETS AND ACTION PLANS (2020-2025)

The main directions of the development of the Hungarian elite football can be summarized as follows:

- Full professional and organizational coordination of all areas and levels of the Hungarian football
- Development of medium-term thinking and system-based approach and their consistent operating in practice on the level of managers and coaches
- Establishment of youth concept at the clubs, their efficient use in practice in close cooperation between the adult and youth areas
- Provide more opportunities to play for the young players in NBI and NBII
- Making the quality and skills of the Hungarian players and the operation of the clubs more competitive on the international market

ELITE FOOTBALL DEVELOPMENT



COACH EDUCATION



CLUB DEVELOPMENT



SPORT SCIENTIFIC
MEASUREMENTS



COMPETITION SYSTEM



FINANCING



NATIONAL TEAMS

CORRECTIONS OF COACH EDUCATION

In line with the UEFA concept two new coach training courses (UEFA „C“ and UEFA youth „B“) will be introduced with the increase of the number of training hours and the thematics so that in the 6-13 age group, in the so-called „golden age“ children should receive age-specific training from specialists prepared both professionally and pedagogically. These courses particularly focus on age-specific knowledge.

In the first phase, MLSZ will organize the new courses for the club specialists primarily dealing with the selection of children and the training of 6-13 years old footballers. In the training thematics emphasis is placed on the modern training methods, basic principles of proactive game, player-centered approach, as well as the efficient pedagogical and psychological tools. Further increase of interactivity, more active involvement of students in the courses will be achieved through group work and small project tasks.

It is also essential that coaches leaving the new training course and receiving practical support get further training and remain under control. MLSZ pays special attention to monitoring the quality and regularity of trainings. The result of inspection determines the evaluation of the coach and the employer sports organization, which MLSZ will use for the determination of financial support, and for the audit and rating of the sports organization.

In order to promote the everyday work of coaches MLSZ is developing an online platform containing training videos and an application supporting the planning of training. In addition to the description and graphical representation of the workouts, the free software helps the coaches with video recordings to apply the exercises correctly, while in the training planning module it supports the planning work.

We sign cooperation agreements with Hungarian and international higher educational institutions and with international organizations for the further development and expansion of the educational system.

CLUB DEVELOPMENT, PROFESSIONAL SUPPORT, AUDIT AND RATING OF CLUBS

It is necessary to set up a separate organizational unit for the organizational and quality assurance tasks (Club Development Department). Its task is to carry out academy and talent center audits, accreditations, to supervise, control and rate tournaments, competition systems and Talent Centers up to the 14 years old age group.

Following international example MLSZ determines three levels in talent training from 2020.

In the 2020-2025 strategic period MLSZ intends to continue the regular independent audit of the academies being at the top of the youth development pyramid.

Talent Centers are a new qualification category, which MLSZ introduces from 2021 and the selection of which is preceded by an independent accreditation process.



Their task is that by establishing active relationship with the District Centers and schools in the area, they select the talented children worthy of special training and prepare them for academy training. They carry out their activity by focusing on the 6-13 age group and by following the uniform training standards of the MLSZ, thus providing the supplier network of the academic system. Each Talent Center shall have at least one formal relationship with an academy and a close professional relationship with the territorially affiliated District Centers.

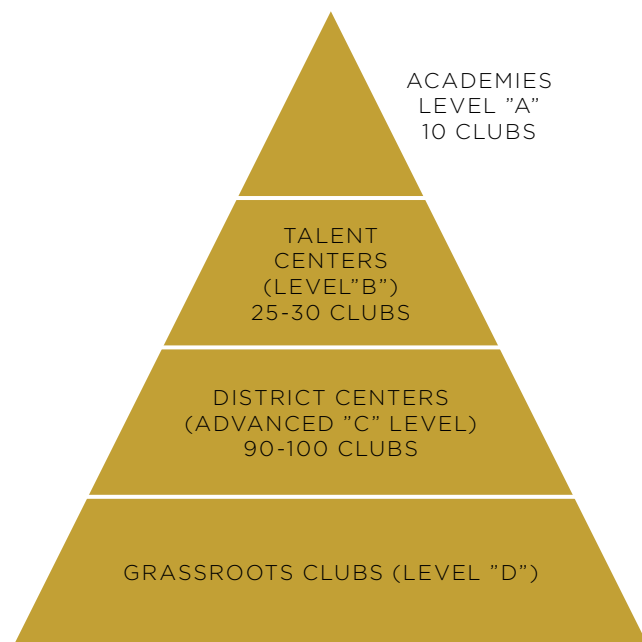
Only those sports organizations can get talent center accreditation that have cooperation with 2-2 kindergartens and educational institutions. The minimum content of cooperation is determined by the professional program of MLSZ. In the partner schools, the teacher holds football sessions at least twice a week as part of the daily physical education, also based on the thematics developed by the sports organization.

The Talent Centers shall sign strategic agreement with the sports school, or schools who are ready to launch so-called sport classes. Besides the clubs, the talented children of the settlement and the region should be directed to sports schools or sports classes. In the kindergartens, with the supervision of clubs, play-with-ball sessions should be held twice a week in the morning hours.

The task of the grassroots/amateur level sports organizations is to win for the football sport the widest possible circle of people living in the settlement and in its vicinity, to build a community and to maintain active relationship with educational institutions, local governments and non-governmental organizations. Their role is to maintain massification and to create a "source" basis for Talent Centers dealing with talents. The so-called District Centers destined for creating a transition between Talent Centers and Grassroots/Amateur clubs are composed of 5-6 clubs per county.



TALENT TRAINING PYRAMID



SPORTS SCIENTIFIC BACKGROUND, ANALYSIS OF MEASUREMENTS

The sports scientific measurements of MLSZ mainly focus on the assessment of the readiness of the players and on the optimization of performance. In addition to training and match measurements, these also include measurements of the balance of the vegetative nervous system, hydration status, muscle micro-injuries, and the amount and quality of sleep, from which the individual profile of the players can be drawn. The target groups are the men's U15-U19 and the women's U17 national teams, but there are also plans for the involvement of the talents of the younger age groups.

In order to make progress in the field of sports science, it is of priority importance to improve cooperation with football academies and youth development centers that provide national players. The players spend the major part of the season in their clubs, the short duration of the get together of the national team and the international matches do not allow for the laboratory and field tests to be made with maximum loading. Therefore, development basically requires that professionals of MLSZ also get a clear view about the measurement results of the players made by the clubs. This requires the implementation of two basic pillars: establishment of a uniform sports scientific way of thinking, and a uniform national database.

According to the plans through the introduction of the system within 2-3 years it will be possible to prepare such large number of trend analyzes, which will considerably assist the decision-making about the development of the Hungarian football. From the results of the uniform

performance and physical tests, age and position-specific benchmarking values can be formed on the model of the system that has been operating abroad for many years, development trends can be analyzed and it can be examined which test results are related to a future successful adult football career. Another interesting field of analysis is the training load and the change of physical condition, as well as the analysis of the relation between training load and injuries.

YOUTH COMPETITION SYSTEM

The development of junior players can be facilitated, if instead of the many one-sided matches they could compete with teams of similar quality from week to week. To this end, the system of junior championships has been modified by the MLSZ since 2020, so that the teams' level of the league is determined by the results of the given age group of the teams and not by the playing league of their adult teams. In the interests of simpler and more efficient competition administration, during the period of 2020-2025, the MLSZ will ensure that the competition administration takes place entirely digitally.

COMPETITION SYSTEM OF THE 9-13 AGE GROUP

In addition to the successful talent identification and training, it is important that players and teams of similar quality enter the field against each other already at the age of 9-13. To this end, the Federation organizes tournaments and championships on regional basis for all of the 35-40 flagship youth teams of the Academies and Talent Centers. These teams, or competitions are picked out from the Bozsik program, which primarily works as Grassroots football for massification purposes.

The 25-30 Talent Centers covering the whole country are working in close professional cooperation with the regionally pertaining 2-8 priority District Centers and amateur clubs. For the 9-13 year old teams of the District Centers, the competition system and tournaments are organized also by the County Directorates according to a new, more efficient structure with central supervision.

COMPETITIONS SYSTEM OF 14-19 AGE GROUP

From the 2020/2021 season, MLSZ introduces a new youth league system in the 16-19 age group, in which – thanks to the semi-closed format – it will reduce the pressure on coaches, so clubs are expected to start playing the most talented players from the age of U17 in higher classes. In the new system 12-12 teams will compete in the autumn season in the Advanced and Basic groups subordinated to each other. The teams play 1 full round (11 matches), after which they will be reclassified in 3 subordinated divisions of 8-8 teams (A, B and C groups) according to their order.

INTEGRATION OF YOUNG PLAYERS INTO SENIOR FOOTBALL

Parallel with this MLSZ makes it possible for the second or reserve teams of NBI sports organizations to compete in the NBIII championships. These teams can include U21 or younger players, supplemented with up to 4 older footballers from the first division squad. The next step in this process is the NBII championship, where at least one U20 player has to be on the field throughout the game at all times. The third step in the integration of youth is that

MLSZ supports the participation of U21 players in NBI matches, in addition U21 players in NBI squads, in order to get more first team minutes, can play in an NBII club, too as long as the parent club and the partner club sign a cooperation agreement.

QUALITY AND PERFORMANCE BASED FINANCING OF THE CLUBS

MLSZ is developing its support rules in such a way that it partly supports the massification goals (support quotas proportional to the number of teams), and the quality training. We want to achieve the latter goal on the one hand by connecting the support to the qualification (audit) of the clubs providing youth development and on the other the support will depend on the actual efficiency (productivity). In order to achieve the above, at Academy level (10 teams) we maintain regular audits of academies carried out by international experts, while at the level of the Talent Centers and District Centers the MLSZ introduces continuous monitoring and annual professional evaluation.

The Talent Centers will receive increased operational support needed to high-level training of small sections in order to fund the sports professional and technological background needed to meeting sports professional standards. In addition, based on the so-called productivity 2.0 measuring system, clubs that transfer more young talents to the academic system, will get a premium.


At the District Center level, MLSZ also plans to introduce standard normative support in order for these clubs to be able to count on a predictable, stable source to ensure the expected professional standard.

MLSZ will continue to maintain the productivity system evaluating the success of youth development. The clear aim of the support system is to provide more resources to those training organizations, which are able to develop the highest quality talents, who can be introduced in NBI already at young age and/or can be transferred to leading foreign leagues. This is a critical condition for the international competitiveness of Hungarian football.

YOUTH NATIONAL TEAMS

The performance and quality of play of the youth national teams are closely related to the work at the clubs, therefore the professionals of the Federation have to build very close relationships with the sports organizations based on mutual respect.

The professional managers of the youth national team must be in daily contact with the clubs and coaches in order to ensure the proper information flow and efficient cooperation. Thus, they have to spend enough time for visiting the sports organizations on regular basis, to observe the performance of the players from the national teams at league matches.



The managers of the youth national teams have to play an active role in coach education. In the spirit of open and cooperative collaboration the club coaches of the given age group should be invited to the national team's matches. Before the matches, the work of coaches, who are willing to think and are ready for development can be assisted by discussing the applicable game systems and tactical variations, and by evaluating them after the matches.

FUTSAL

Futsal is an efficient means of football training of 6-12 years old young people. It is important that the hidden potential of futsal is being exploited to the utmost in the next strategic period. As part of the youth development

futsal tournaments shall be organized throughout the country during the winter period, which is mandatory for the U11-U15 age groups and recommended to the others. In this way, youth football can be made a four-season one, and children can play football in competitive conditions even in winter. According to our expectations the growing number of touches, and fast thinking required by futsal will bring quality changes in youth development of regular-size pitch football.

Above these age groups the separation of futsal from football is a basic aim. Only a minority of youth players graduating from the Academies will be contracted and will become professional player in adult football. According to the statistics 75% of players, who do not get professional

contract stop playing football or continue in lower-level amateur teams. This is a luxury for Hungarian football, since these football players have received high quality professional training, so they can be of great benefit to the futsal sector. In order to improve senior futsal, it is necessary to tighten the competition, the number of foreign players that can be played in a match should be regulated, and an effective system of selection and upward flow of talents should be built. For ensuring the stable financing of clubs, revenues must be increased. Training of futsal coaches need to be further integrated in the coach training system of MLSZ, therefore the basic futsal coach training material will be reformed in a way that it is fitted to the football training.

3. WOMEN'S FOOTBALL

IMPORTANCE OF THE FIELD

During the past two decades there has been a spectacular development in women's football. The mass base of women's football is growing rapidly worldwide, while this branch of football is more strongly present in the media, too. The integration of women into football helps parents to select football as sport for more boys and girls, or that watching a match, either on site or on television, be a family program.

MEASURES OF THE PAST PERIOD

In 2013, MLSZ made a decision about the intensive development of women's football. The main objectives of the period of 2013–2020 mainly focused on massification and making the sport popular, although from 2016 onwards targets for raising the quality level were also formulated.

To raise the quality level, Training Centers were designated, and U14 talent identification program was launched, or in addition to the U17 and U19 national teams, the U15 national team also started to compete. The financial and infrastructural conditions available to women's club teams and to the national teams have improved significantly, and progress has also been made in training coaches for women's teams. At the same time, women's football has gained a foothold in the Hungarian media, too and television sports channels regularly prepare summaries and broadcast women's matches.

Measures aiming at the increase of the number of women players and the reduction of „missing spots“ proved to be successful. Within the institutional framework (kindergarten, school), more than 30 thousand girl footballers are already registered, and the number of licensed players has quadrupled since the beginning of the strategic period. Today, it is also mandatory for all men's NB I and NB II teams to operate women's youth teams, thus the number of women's teams in the MLSZ competition system increased from 33 in 2009/2010 to 193 in 2019/2020. The Women's U19 national team entered the elite round every year during the last 5 years. The Women's U17 national team entered the elite round in each of the last 7 years. It was an excellent contribution to the popularization of women's football in Hungary that Budapest was the host of the final of UEFA Women's Champions League. The targets set for women's football by 2020 were met during the period.

CURRENT SITUATION

As to the number of girl, or women footballers we have achieved the planned growth targets, but as in case of the boys, the drop-out rate in the 14 and 18 age groups need to be handled. The youth workshops work on an ever higher professional level on the basis of the standards developed by the Federation, which is partly confirmed by the progress of the women's youth national teams. The growing amount of funds and

grants allocated to women's football made it possible for the clubs to hire more sports professionals with higher qualifications.

This measure has not yet generated an improvement in the international results of the senior national team. Moreover, part of the professional clubs decide about sending women's teams for competitions not on the basis of a professional plan or concept, but on the basis of licencing obligations. Another problem is that the levels (training centers) and regional coverage of the female youth development pyramid are unbalanced.

TARGETS AND ACTION PLANS (2020-2025)

In the case of women's football, the increase of mass base still remains an important task in the period of 2020–2025. In collaboration with men's football and with a focus on the Bozsik's age groups (6–14 years old) the aim is to increase the number of registered female players to 40 thousand by 2025, while the number of licensed female players should increase from the current 12 thousand to 20 thousand. It must be ensured that, as in the case of boys, the whole scale of youth development take part in competition in NB I and NB II.

There is a need to reshape the women's competition system in line with the goals of professional football, including the support of mixed

football, the introduction of parallel game licenses, as well as the launch of a separate women's championship and at least two age-group championships in the vast majority of counties, and an upward flow of talents.

In addition to the increase of quantity, it is also important to improve the quality of women's football. Besides the 6 priority academies the plans also include 4 Elite Training Centers (ETC) and 10 Priority Training Centers (PTC) from 2021, then from 2023 the operation and continuous auditing of another 5 PTCs according to professional standards, furthermore making the elite of women's football professional and further developing the training of female specialists. Overall, the aim is to make the organization of clubs, the number and quality of specialists in women's football, as well as the game competitive in regional comparison. In order to increase the awareness and recognition of women's football, the plans include increasing media coverage, conducting intensive marketing campaigns, and gaining additional sponsors.



4. COMPETITION SYSTEM, REFEREEING

IMPORTANCE OF THE FIELD

The appropriate design of the competition framework ensures that the financially stable and professionally well-established clubs regularly play such competitive games that help raising the standards and thereby increase the number of spectators and the success of Hungarian football. Good quality refereeing is a basic expectation of all players, coaches and fans, so that the results are determined by the performance of the teams, and the effect of referee errors is kept as low as possible.

MEASURES OF THE PAST PERIOD

The aim set in 2011 was the development of a league system, which helps to give preference to domestic players, contributes to the quality development of the professional level, and to fill the leagues only with teams that are able to meet the higher requirements both economically and professionally. Another aim was that the professional teams of the first two divisions cover the whole territory of the country.

In accordance with the above the number of senior teams in NB I reduced from 16 to 12, in NB II from 2x16 to 1x16, then it changed to 20 teams. MLSZ has taken a number of measures to support the play of young and domestic players, including financial incentives (bonus after minutes played by young players) and the setting of various obligations (the NBII teams can employ only Hungarian players and of them two must be mandatorily

young players). The youth competition framework has been extended with the U12 and U13 leagues. In order to encourage good quality youth development and to promote the upward flow of talented young players, MLSZ introduced a productivity-based financing system, and in addition to the abolition of amateur contracts, a reimbursement system of operating costs was introduced in connection with the transfer of youth players.

The integration of county organizations and the harmonization of competition systems are completed, and the competition administration was put on digital basis (contracts, competition licences).

The structural reform of refereeing has also taken place, and Hungary was among the first to introduce the additional assistant referee (AAR) system. In order to develop a sufficient pool of match officials, professional referee status was introduced and the environment for refereeing improved in general. Referee fees were raised, new training programs started, including a program for developing women's refereeing. Recently, the more accurate assessment of the referees is assisted by a complex information system.

The capital position of the professional clubs has strengthened, revenues from rights representing assets (broadcasting rights and gambling revenues) have

increased significantly, the clubs could expect higher revenues year on year through this channel. In the meantime, MLSZ has continuously tightened the financial control of the clubs, and currently operates one of the strictest data supply and monitoring systems in Europe.

CURRENT SITUATION

Based on the performance of clubs in the European Cups during a five year period Hungary occupies the 28th position in the UEFA country ranking list today (36th place in 2010). At present 14 European championships organize their first league matches with the participation of 12 teams. In 30 countries the first league has 12 or less teams. The league with 12 teams increased the fight for the first places and against relegation and made the whole league more competitive and interesting.

The championship's level and international competitiveness of our vanguards have increased, which is supported not only by match analysis data, but also by UEFA club coefficients.

TARGETS AND ACTION PLANS (2020-2025)

For the period of 2020-2025, the strategic goal remains to have clubs with a stable financial background in the leagues, and that financial mismanagement of clubs does not hinder professional work or damage reputation.

These goals can be achieved with the current championship numbers, using the financial and economic controls of MLSZ (e.g. stipulating the mandatory level of equity).

In order to ensure sustainable club management, MLSZ will review and limit the staff costs of clubs on the example of UEFA Financial Fair Play. The priority aim still remains to ensure the development of Hungarian players, but based on the experiences of the past period it is difficult to achieve this with an intervention into the professional competition system. In contrast, the Federation wants to focus on the development of youth training, so it wants to make progress on the "supply" and not on the "demand" side, and its measures focus on incentives rather than on regulations (retaining, or strengthening as much as possible, financial incentives related to having young players play).

In refereeing the strategic aims are to increase the number of quality referees, to reduce the number of referee errors, and to comply with international technological trends. A possible means of achieving these is to offer special legal protection to prevent referees from atrocities, providing legal assistance, raising referee fees, improving the training of assistant referees, tightening up the changing of match dates, and making the talent mentor program more efficient.

From technological aspect the introduction of VAR system in Hungary is an outstanding step, with the abolition of additional assistant referee system, with the revision of the performance-based evaluation system and with the implementation of the required informational (IT) background.

MLSZ intends to continue the training of sports directors with the involvement of international consultants and lecturers and wants to establish a regular forum with the NBI owners in order to coordinate the values and directions.

In order to improve the management of the clubs, in certain areas MLSZ will support the clubs in the development of digital technologies and IT systems (application of corporate governance systems, of match and player analysis systems and technologies).

5. TRAINING OF PROFESSIONALS

IMPORTANCE OF THE FIELD

One of the most important conditions for the development of Hungarian football is the provision of professionals with modern professional knowledge, who can motivate players and can set an example as role models. Besides the successful performance of senior teams the professional performance of the coaches also has an impact on the quality of youth development and even on the ability of leisure sports to attract masses of people.

MEASURES OF THE PAST PERIOD

The goal for the period of 2011-2020 was to establish a professional education framework complying with the UEFA requirements and ensuring development, and to make the coach career attractive. MLSZ is constantly expanding the senior/coach training courses. In addition to keeping the traditional trainings – UEFA PRO, A, B, sports manager – and the renewal of the training programs, new training courses were developed and introduced as shown in the table below, exceeding the requirements of the UEFA training system. Since 2010, with the introduction of new trainings, the number of diplomas issued has more than tripled and increased to nearly 15 thousand. In addition to the traditional trainings, a training system for the renewal of the license card was launched.

In addition to the widening the portfolio of training courses on offer MLSZ has developed the learning and examination rules for professionals, organized credit-raising conferences and introduced the online-objective examination system based on international practice.

COACH TRAINING COURSES STARTED DURING 2011-2020:

IN UEFA SYSTEM	BASED ON DECISION OF MLSZ'S BOARD	INVOLVING DOUBLE PASS
UEFA Elite Youth A (coach)	MLSZ PES (coach)	Sports Director training
UEFA Futsal B (coach)	MLSZ Grassroots C (coach)	Academy Director training
UEFA Goalkeeper A (coach)	MLSZ amateur C (coach)	
UEFA Goalkeeper B (coach)	MLSZ team physician	
	MLSZ masseur	
In the framework of footballer career model MLSZ Grassroots prof C, UEFA B+A professional courses	MLSZ Video analyser	
	MLSZ amateur sport organizer	
	MLSZ beach football (coach)	
UEFA steward (security)	MLSZ Futsal (coach)	
Grassroots Leader	MLSZ Goalkeeper C (coach)	

CURRENT SITUATION

Many of the specific goals set in 2011 were met, the professional training programs and the number of participants increased significantly. The training level and leadership and organizational skills of sports directors, academy directors and section managers of professional clubs and academies and priority talent development centers are essentially important for increasing the effectiveness of the sport. In addition to operational management skills, these managers must avail of long-term, strategic attitude to build stable, sustainable models.

In the past period the clubs and academies have made great progress in digitalization and in the adaptation of modern technologies, they are however still employing small number of trained professionals (data analyst, video analyst, infrastructure expert, marketing specialist, security expert, and other sports research staff).

Although MLSZ offers wide range of trainings, the coaches require continuous support in methodological and systematic work and the development of internal controls within the clubs is needed. In addition to professional aptitude pedagogical and psychological preparedness is of paramount importance especially for coaches working with youth. These areas should get much greater accent in the training thematics, since only professionally and pedagogically properly trained coaches should deal with the children. The selection, employment and performance

evaluation of sports professionals is one of the most important tasks of club managers. According to the Double-Pass review, the formal system of conditions of these tasks, the human policy functions are incomplete or missing in most academies.

TARGETS AND ACTION PLANS (2020-2025)

In the professional training the aim is for MLSZ to maintain the diverse training system in the next strategic period, too, and to launch additional and focused training courses in certain areas and to support the professionals in the application of theoretical knowledge.

There is a need to further tighten the admission and examination requirements, to find and train talented and morally suitable coaches, to create professional opportunities for them, and to develop a career model. The selection can be greatly assisted by the better utilization of the knowledge available in Coach Training (pedagogical and psychological skills of coaches, professional qualifications).

It is also an important task to continuously improve the quality of training. According to unanimous opinions, the key to the development of quality footballers is to ensure that children aged 6-13 receive appropriate training. The strengthening of the professional staff dealing with these children is the priority aim of the 2020-2025 period. For this purpose MLSZ is introducing new youth courses (UEFA „C“ and UEFA youth „B“). For the professionals it is planned to organize more study trips to abroad than before to well-known clubs.

The main task of the Institute of Coaching and Adult Education of MLSZ is to establish wide-ranging and effective partnerships between the institutions responsible for the education of the players of football (kindergarten teachers, school teachers and physical educators, sports managers, sports scientific experts, people in the field of sport pedagogy and sport psychology). Strategic plans:

- Knowledge sharing, promoting and supporting self-education
- Establishing close relationship and partnership with clubs
- Continue, develop and expand the use of interactive and digital educational tools in the trainings
- Making professional materials widely available for professionals working at different levels of football
- Mentoring graduate students by mentors appointed by coach training
- Building further relationships with other federations and cultures
- Continuation of the already successful conference series with the further involvement of domestic and foreign speakers
- Training of coaches of 6-13 age group and their supply with professional material, establishing closer cooperation with Bozsik program.
- Signing cooperation agreements with domestic and foreign universities
- Professional support of educational institutions by Coach Training

- Follow-up of coaches employed by the clubs and in Bozsik program
- Continuation of the training of sports directors and Academy directors, extending of education to the heads of Talent Centers.

6. SPORTS HEALTH CARE, SPORTS SCIENCE

IMPORTANCE OF THE FIELD

The purpose of sports health care is to bring the physical condition of athletes to optimum level, to prevent injuries and to ensure that injured athletes recover as quickly and completely as possible. The tests can guarantee the safety of athletes, or can make it possible to identify health conditions that hinder the optimal sports performance.

In addition to sports health care, the sports science include all the specific methodologies, technologies and special knowledge, which support that footballers reach their maximum potential.

Good sports health care and sports science background is important in modern competitive sports for both the success of senior football and the effectiveness of youth development, but the role of sports health care is also important in amateur sports for the prevention of injuries.

MEASURES OF THE PAST PERIOD

In order to bring the sports health care and sports science into the foreground, MLSZ established an independent Football Health and Performance Diagnostics Department during the past nine years, prepared a Methodological Manual and introduced the health visa system. The Medical Committee of MLSZ prepared and the Board of Directors accepted in 2019 the Health Regulations of the Federation, thus complying with its legal obligations.

A mandatory licensing system has been developed for team doctors, masseurs and physiotherapists, with a total of more than 200 people successfully completing the required courses. In accordance with the preventive recommendations of the international federations, the training of the Trunk Muscle Strengthening and FIFA 11+ programs were carried out, and the IT software of the injury database was developed.

CURRENT SITUATION

The programs needed to the achievement of goals set in 2011 have mostly been completed, but in many cases practical implementation is still pending. It is a problem that the screening system does not work efficiently, the related data flow is stalling, while the practical utilization of the developed regulations and manuals also lags behind the ideas.

Although there has been an increase in the number of sports health care and sports scientific staff in academies, the smaller youth development clubs, mainly dealing with small groups, and working in the "hinterland" of academies, cannot afford to employ full-time sports physicians, physiotherapists and video and data analysts.

TARGETS AND ACTION PLANS (2020-2025)

In the field of sports health care, the three pillars of the health care protocol prepared on the basis of the Methodological Manual are cardiological, locomotor and internal medical general screening, which can only together guarantee the expected safety of athletes. The main target groups are the U15-U19 men and U17-U19 women junior national teams.

The screening tests can be divided into two groups: medical fitness tests before starting sports activity or admission to the academy, and regular and periodic screening of athletes. It is worth to match the timing of the screening to the preparation period, so that not only the results of load diagnostic tests, but also the knowledge of the current state of health should provide useful information to customized training planning. The sports scientific processing of the large number of test results, as well as the preparation of professional statistics are also priorities of the 2020-2025 period.

This requires the implementation of two basic pillars.

1. UNIFORM SPORTS SCIENTIFIC THINKING

Uniform use of settings and parameters of training and match monitoring devices, as well as the standardization of motorized, human biological and fitness tests.

2. CREATION OF UNIFORM NATIONAL DATABASE

The professionals working in MLSZ and in the clubs use the same electronic interface during their daily work for recording and analyzing data about the players. This type of software allows for two-way data flow between the clubs that give the national team players and the professionals of MLSZ. Thus before the training camps of the national teams the MLSZ professionals could see what performance the player to be invited had in his club and what load he had received. The club will automatically receive the same information after the training camp.

The introduction of the system would not only be a step forward in the day-to-day operational work, but according to the plans, after 2-3 years it will be possible to prepare such a large number of trend analyzes that can significantly help decision-making about the development of Hungarian football. From the results of the unified tests, age- and position-specific benchmarking values can be created modelling the best practices that have been used abroad for years.

Development trends can also be analysed and the correlation of certain results and a future successful senior football career can be examined. An equally interesting area of analysis is the studying of changes in training load and endurance, and the relationship between training load and injuries. In the case of injuries, targeted prevention programs may also be introduced following age- and post-specific analyzes. In the next strategic period, it will be the responsibility of the clubs to ensure that the required screening tests are fully carried out, that the health visa requirements are 100% met and that the injury register is put into practice in NB I, NB II and in the academies.

At the same time, it is the responsibility of MLSZ to develop a data flow process in accordance with the legislation required to the use of the above, to specify the requirements related to the different levels, as well as to formulate the procedures and club obligations required to the distribution of the Methodological Manual.

In the case of the training of team physicians, masseurs and physiotherapists, the training needs to be renewed both thematically and in terms of the form of implementation in order to ensure the appropriate professional standard, and the lack of licenses need to be strictly sanctioned. The plans also include the accreditation of the programs towards Semmelweis University.

7. INTERNATIONAL RELATIONS

IMPORTANCE OF THE FIELD

The high level of representation within the international football governing bodies (FIFA, UEFA) offers an opportunity to take part in the decision making procedures that form the world of football, including the organization of major international tournaments. The strong relationships with football federations of other countries facilitate the exchange of experiences and the learning of best international practices.

EVALUATION OF THE PAST PERIOD

In the period of 2011-2020 the opportunities of Hungary in sports diplomacy improved, which gave Hungary a stronger influence in the work of international federations. We had opportunity to organize much more significant sports events and congresses in Hungary than before. During 2011-2020 the position of MLSZ in the international football organizations strengthened significantly. Dr. Sándor Csányi, President of MLSZ is Vice-President of both FIFA and UEFA. MLSZ gives a financial committee member to FIFA and further 7 committee members to UEFA, and 7 members are in the match supervisor panel, 5 members the referee panel and 1 member the Jira (coach training) panel.

Hungary has got the right to organize the U19 European Championship in 2014, then after the

completion of the Groupama Arena for the organization of the final of the Women's Champions League in 2019. After the inauguration of the Ferenc Puskás Arena Budapest will be one of the venues of the European Championship in 2021, while the final of European Super Cup was also held here in 2020. In 2020 UEFA made a decision that also Budapest will be the host of the final of European League in 2023. In addition to this, Hungary hosted several international U17 and U19 mini-tournaments, as well as UEFA and FIFA events during this period. MLSZ takes part in the cooperation of the national football associations of eight countries (Austria, Czech Republic, Poland, Liechtenstein, Hungary, Slovakia, Germany, Switzerland) and has bilateral agreements with the football associations of Spain, the Netherlands, Mongolia and Qatar hosting the 2022 World Cup.

CURRENT SITUATION

MLSZ has a strong position in the Hungarian sports diplomacy, thus it has an opportunity to take active part in the modification of international rules and in formulating measures. MLSZ has successfully organized outstanding international sports diplomacy and sports events together with governmental bodies and the concerned local councils, and it has stronger experience and competence in this field. All of the above mentioned factors, combined with the redevelopment of infrastructure, put Hungary in a better position to apply as a host to hold international competitions.

ORGANIZATION OF MAJOR SPORTS EVENTS AND CONGRESSES	FUNCTIONS IN INTERNATIONAL FEDERATIONS	OTHER RELATIONS, POSITIONS
2014 UEFA U19 European Championship	FIFA	FIFA (since 1906)
2019 UEFA Champions League	Dr. Sándor Csányi – FIFA Vice President	UEFA (foundation member, since 1954)
Mini tournaments for men and women U17 and U19 (4-6 occ. annually)	Financial Committee member	
FIFA Medical Congress 2012	UEFA	
FIFA Congress 2012	Dr. Sándor Csányi – UEFA Vice President	
FIFA Medical Congress	7 Committee members	
2016 UEFA Congress	2 referees, 1 pers. Jira (coach training)	
UEFA events (workshops, conferences)	7 members in match supervisor and 5 members in referee panel	Cooperation of 8 countries (Austria, Czech R., Poland Liechtenstein, Hungary, Slovakia, Germany, Switzerland Meetings in Budapest: 2016, 2018, 2019)

TARGETS AND ACTION PLANS (2020-2025)

The main objective of the next strategic period is to retain at least the acquired sports diplomacy positions after the expiration of the current mandates, after 2023. After the modernization of the domestic stadiums, the emphasis is on winning the right to host even more prestigious international football events than before, for which purpose MLSZ intends to apply for the organization of the youth World Cup and the UEFA Champions League finals. Furthermore, the aim is to expand international cooperation with football associations of other countries, even outside Europe.

8. DIGITAL STRATEGY

IMPORTANCE OF THE FIELD

The use of digital decision and management supporting tools contribute to the improvement of competitiveness of clubs and of the national teams of the Federation, as well as to the adjustment of training and operational deficits. With the help of the digital systems the central communication and control of professional criteria can also be implemented. Furthermore, digitalization can also help the management of commercial, marketing and strategic decisions.

MEASURES OF THE PAST PERIOD

During the first ten years, a number of measures were taken in the direction of digitization, so the paper-based competition administration in MLSZ was replaced by a unified IT system, and a video training library was also established.

The database operated by MLSZ contains the data of 64 thousand football and 15 thousand futsal matches per year, as well as the data of nearly 300,000 players, referees and assistant referees.

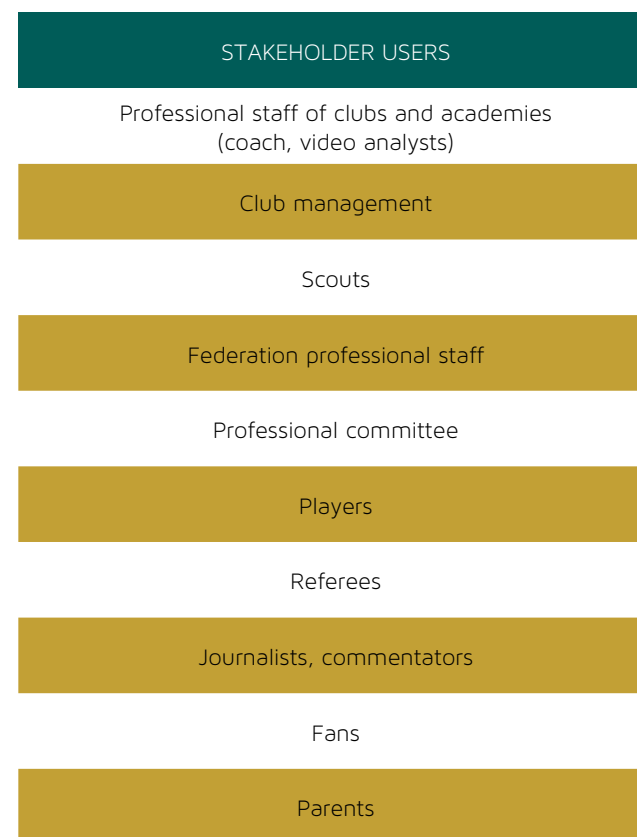
In order to increase the comfort and safety of the fans, in 2015 MLSZ introduced a central ticketing and Stadium security system in the Stadiums of NBI and of some NBII clubs. The Federation was at the forefront of European federations in UEFA's IT development survey.

Since 2010, the MLSZ has been providing and increasing the data assets of the Hungarian football with a continuous, league-level, central data supply contract (InStat), involving an ever-widening circle of users. Since 2018, the national teams, NBI, NBII and men's youth age groups and the senior women's football have also been included in the circle of involved, and sports professional data will be stored in a self-developed, central database (Nucleus). Both the specialists of the Sports Directorate and the Telki Training Center widely use modern, digital solutions: a semi-automatic camera system, GPS devices, performance measurement and development tools, and video analysis software help the professional work.

TARGETS AND ACTION PLANS (2020-2025)

In the next strategic period, MLSZ will also appear in the Hungarian football as a central data and information provider for football stakeholders, while along a comprehensive program it intends to organize its digital strategy and projects. The digital system to be introduced soon will help the managers of the Federation and of the clubs by data analysis in determination of the right strategic directions, in decision-making and in check-back of achieved data, thus promoting better quality player training and coaching, giving strong control, monitoring and reporting tools to MLSZ, it may help the application of the latest sports scientific achievements, as well as to make closer relationships with other stakeholders of football (media, fans).

Main elements of the digital system: club management and club audit support system, marketing data analysis system, managerial reporting system, corporate governance systems, video-based training library (training program planner, documentation or training log functions), training and match analyzing camera system (training and match data, video recordings in uniform time and quality, test data of players), central professional controlling dashboard. In addition, a separate section will be created for the processing and application of modern sports science achievements. MLSZ regularly publishes professional publications and textbooks to introduce current sports scientific trends and innovations.



Along the above, the digital strategy supports both the management of demand (professional staff, decision-makers, supporters, and the media) and the generation of supply (clubs, youth, leagues, national teams).

In the organization and administration of the competitions, MLSZ aims at full digitization, including the digitization of competition licences and sports medical certificates.

We are building a registration system and data store covering the full spectrum of football activity, so that there would be a comprehensive, transparent database of the stakeholders directly (players, coaches, teams, clubs) and indirectly (fans, parents, sponsors, etc.) involved in the sport. Our aim is to ensure the availability of a comprehensive and transparent database for these stakeholders, as users taking maximum account of usability, data security and convenience.

9. INFRASTRUCTURE

IMPORTANCE OF THE FIELD

The availability of modern football fields, changing rooms and other facilities increases the mass base of football among both young people and adults. The good training conditions will help keeping young talents in football, will contribute to quality training work, and increase the current and future consumers of football. The availability of modern and safe stadiums is also one of the basic conditions of raising



the standard of the game and increasing the number of spectators.

MEASURES OF THE PAST PERIOD

INFRASTRUCTURE DEVELOPMENT

The comprehensive modernization of the ravaged facilities of Hungarian football and the establishment of an extensive and modern infrastructure were

important elements of the MLSZ's strategy for 2011–2020. To achieve this, MLSZ and the Government, with the help of the TAO support program and direct state funding, launched the programs shown on the right side figure.

In the framework of the National Football Field Construction Program and of the field construction of sports organizations more than 1,200 new football fields were built, while more than 2,700 pitches were renovated as part of the sports organization development program. Within the framework of the Budapest Football Field Development Program, from the beginning of autumn 2017 until the end of 2020 in total 15 regular-size grass pitches, 14 large artificial grass football pitches, 8 pieces of 4-block locker rooms, 4 pieces of 6-block locker rooms, 3 locker rooms and 3 locker room renovations were completed and were given over to the owner/asset manager in 12 districts of Budapest. Between 2011 and 2020, 28 Stadiums were built or renovated, and further 6 Stadiums are currently under reconstruction.

Today, most of the clubs in professional leagues can host their matches in modern facilities that are comfortable for the spectators. On November 15, 2019 the Puskas Ferenc Arena of the highest, UEFA IV category and offering 67 thousand seats and satisfying all needs was inaugurated and will serve as a home of the Hungarian national teams. The National Stadium will host three group matches and the Round of 16 of the UEFA EURO 2020, and is also suitable for hosting European Cup finals. The UEFA Super Cup Final was held here in September 2020.

INFRASTRUCTURE DEVELOPMENT PROGRAMS IN THE SPORT

National Football Field Construction Program (NFFCP)

Sports development Program of Clubs (TAO)

National Stadium Development Program

Budapest Field Development Program

Reconstruction of Telki Training Center

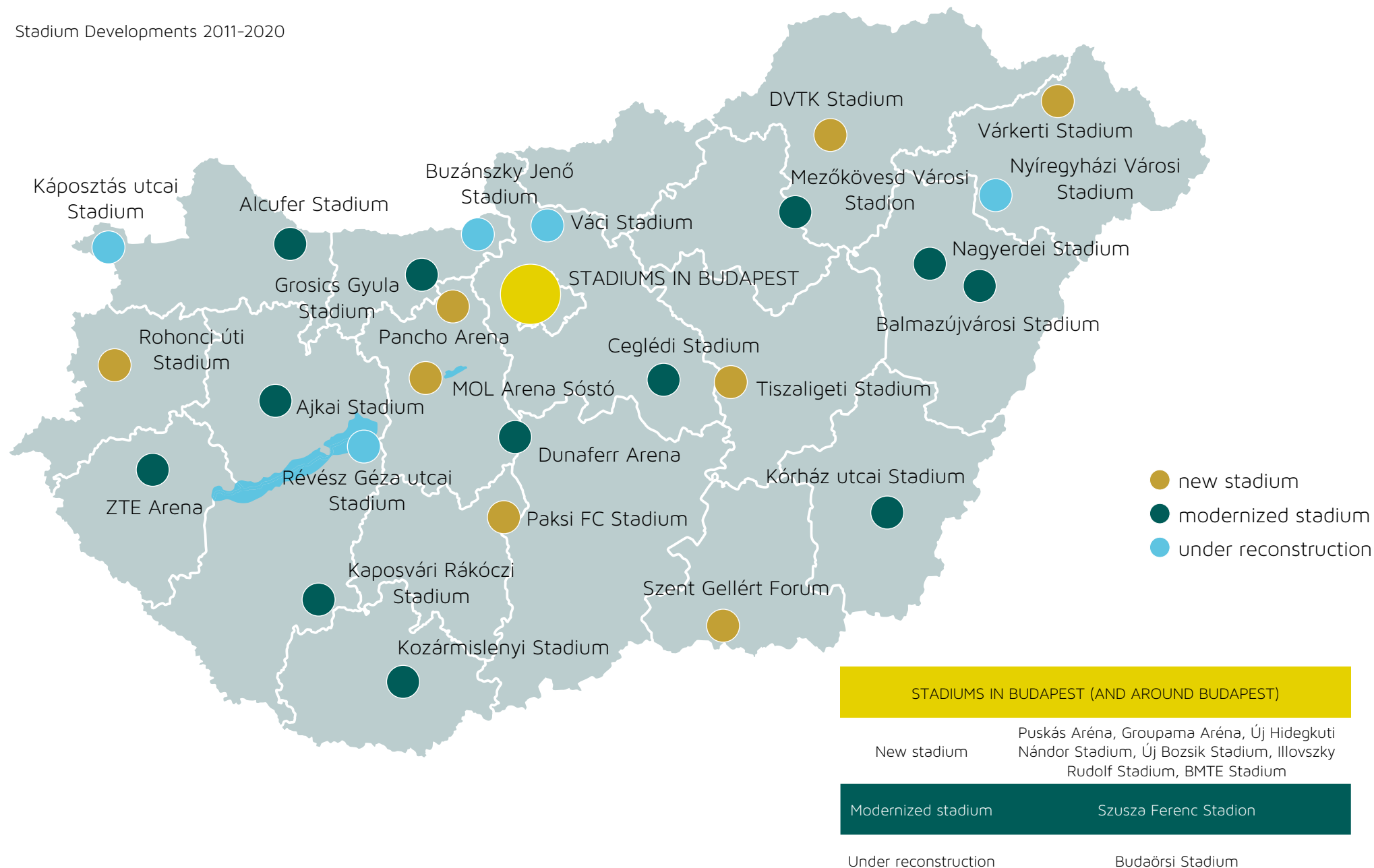
Rehabilitation Program of Sports Grounds

Kindergarten Pitch Building Program
of Cities with County rank

Building of Football Field with Discounted Own Share



Stadium Developments 2011-2020



STADIUM SECURITY

Parallel with the stadium constructions and reconstructions, significant progress has been made in the field of Stadium security. Modern control centers meeting the requirements of our age and serving the security of spectators were completed, and by applying uniform system of procedures the coordinated activity of the organizer, the facility, law-enforcement agencies and other contributors has become a national practice for better serving all participants of the matches.

The dominance of law-enforcement was replaced by putting the emphasis on security and spectator service. The stadium safety regulatory system has been renewed from legislation to federal safety regulations to safety plans in line with best practice of UEFA. The organization system of the security field was strengthened and its activities were extended to lower leagues, to the fight against betting fraud and to tasks of the federation related to data protection.

The social relations system of the security area has significantly developed with the involvement of the National Civil Guard Association and through the establishment of county security committees. The scope of devices ensuring the safety of spectators attending lower-league matches has grown significantly. The Federation has developed and operates a training system for organizers and contributors. During the past ten years more than five thousand people took part in the trainings.

Thanks to the new security infrastructure and procedures, as well as to the consistent application of the legislation, the possibility of cheering without fences has been realized.

CURRENT SITUATION

Most elements of the objectives set by MLSZ for 2011 have been accomplished, including the construction of 800-1000 new football fields, complete reconstruction of the existing pitches, and establishment of modern training complexes. The infrastructural background of professional club football is outstanding in the region. Thanks to security measures, the number of affrays in the Stadiums has decreased significantly and the rate of successful identification and sanctioning of trouble-makers has increased by orders of magnitude.

More and better quality infrastructure is available for amateur football, many grounds and sports fields for recreational sports have been built in and near educational institutions. It is a problem, however that the conditions of professional maintenance and economic operation of the completed infrastructure are in many cases missing. The development programs were not implemented proportionally in all regions, especially some of the disadvantaged regions and settlements could not take advantage of the support system. In the capital and in many large cities the high land prices and the lack of free buildable areas limit the increase of the number of teams and players.

TARGETS AND ACTION PLANS (2020-2025)

INFRASTRUCTURE DEVELOPMENT

There were significant developments in the Hungarian football infrastructure during the past decade, thus the extensive phase of facility development is completed. The main task of the next period is to reduce the inequalities that may have arisen during the developments, to support the sustainability investments (e.g. increasing energy efficiency), or conservation.

In the grassroots pitch construction, the infrastructure of the regions with more modest economic opportunities has expanded less, here in order to facilitate catching up, MLSZ plans to continue the construction, which offers reduced own share or does not require own share at all.

MLSZ has accurate data about the infrastructural status and needs of sports organizations (academies, talent centers) training elite youth players. Based on this, the necessary infrastructural developments have been largely completed by 2020, with a degree of readiness above 90% in most cases. The task of the next period is to make up for the missing elements.

MLSZ is continuously monitoring the condition of the Stadiums in terms of sports professional conditions, improvements for the comfort of the spectators and other additional functions (e.g. locker rooms). The infrastructural condition of the Hungarian professional football is generally good today, the National Stadium and the Stadiums of the clubs meet most of the criteria set by MLSZ.

From 2021, MLSZ will introduce a unified facility cadaster. In this context, it categorizes the sports organizations based on their role in massification and talent development. By correcting the infrastructure regulations assigned to the categories with the size of the settlement and the capacities already available in the settlement and in the region, MLSZ prepares in advance a defined infrastructure development plan broken down to settlements and sports organizations. The available investment (tender) resources will be adjusted to this infrastructure development plan.

During the past 10 years, in the “intensive” phase of the infrastructure programs, MLSZ has undertaken tasks (tendering, construction management, technical inspection) that are not the responsibility of a sports federation.

In the strategic period for 2020–2025, the Federation will terminate these activities and will outsource the technical tasks of the programs to specialized organizations, and the technical and operational tasks (e.g. ticketing systems, stadium security systems) previously taken over from the clubs will be carried out by sports facility operator companies and organizations.

In the future, in line with the European practice the Federation will focus on regulatory work (regulations, certifications), on having them complied with, on training and allocation of development resources.

STADIUM SECURITY

In the field of Stadium Security, the goal is to further improve the fans’ sense of security by exploiting the potential of modern infrastructural and security tools and security concepts, raising the standard of law enforcement and strengthening dynamic risk analysis within integrated insurance practices.

Full coordination between the triple unit of security, insurance and service in national team matches must be established, and sports organizations must be supported in order to achieve this goal.

It is important to further improve the efficiency of the security organization system by setting up qualification requirements in order to better serve the spectators. We support measures and developments for the safety of spectators in lower-league sports organizations in line with local specificities. It is also necessary to modify the safety regulatory system in order to ensure the lawful application of the measures and for the benefit of participants in sporting events.

The reliable operation of the Stadium control points serving the complex safety of the participants must be maintained, and the uniform level of training of the staff at the national level must be achieved in order to increase the general sense of security of the spectators. We are developing methods that also involve the spectators in guaranteeing safety, and it is

necessary to strengthen the system of social relations, especially in order to increase the safety of matches at county level.

10. MARKETING AND COMMUNICATION

IMPORTANCE OF THE FIELD

The central elements of professional football are the supporter, those interested and the sponsor. We have to do our best to involve them, provide them with high quality service and information. An active fan basis drives players to perform better, offers an economic opportunity for clubs, and also has a positive impact on the massification of grassroots football. On the other hand, the increase of the number of participants in grassroots football has a impact and also increases the fan base. The role of sponsors is essential in funding today’s professional football. In communication, the reactive mentality is being replaced by proactivity, as a result of which, the production of own content is becoming increasingly important in addition to media publications.

MEASURES OF THE PAST PERIOD

The communication targets formulated in 2011 and aiming at the establishment of direct contacts with fans and the development of press relations have mostly been achieved. As a result of the upgrading of the Federation’s website and by the creation and development of social media channels the foundation

for direct communication was laid. Serving of media staff at Federation events and beyond increased to international level.

For the service of the most important media partner, the owner of the TV broadcasting rights, and thus for the improvement of the image of the OTP Bank League site managers were employed at the broadcasted matches.

In order to serve and retain the fans and to increase the income from the matchdays, MLSZ provides active professional support to the clubs ("match day audit" project). The MLSZ Supporters' Club was established in 2016 and has been constantly developing since, which, in addition to the direct relationship, may have a significant role in the development of the image of the Federation and of the Hungarian football in the future.

To help the clubs, MLSZ assessed the service quality of fans in professional sports organizations (35 clubs/ stadiums, 137 matches and 211 evaluation tables in 2 years). Based on this it gave feedback and organized workshops for sports organizations.



151 000
followers



37 000
followers



56 500
followers



69 000
followers



CURRENT SITUATION

In addition to the partially achieved goals there are still areas for improvement. Although the general public and the fans continue to measure the success of MLSZ and of the sport with the successes or failures of the senior men's national team, the Federation's diverse activities and core tasks (support of leisure football, social responsibility, social programs) are not properly accentuated in the communication.

Although the service of fans improves continuously, it is still among areas that can be developed. Reaching out to the larger number of amateur athletes as fans, appearing as a result of massification is also a big challenge for the next period, while there are also opportunities in the field of sponsoring.

TARGETS AND ACTION PLANS (2020-2025)

Based on the foundations built during the last ten years, the goal of the forthcoming period is to increase the number of fans reached directly through the Federation's own communication channels, giving a key role in this to the MLSZ Supporters' Club besides the social media channels. One of the most important elements of this work is to widen the circle of published content types, taking into account the high quality expectations of MLSZ, and to move the simple content communication more and more towards triggering interactions and increasing their number. Addressing amateur athletes is an important task.

Furthermore, it remains a task to serve the most important media partners and other press organisations at constantly higher level.

In addition to direct communication, brand building is also a priority, which affects the Federation's priority projects (Fan Club, competition series, Bozsik program, etc.). The fan experience, the related marketing-oriented approach should be regarded as part of the brand building, which, in addition to developing its own events, is primarily related to the activities of the clubs. At the same time MLSZ continues to provide expert assistance to the clubs.

The direct communication, creation of love brands and the improvement of the fan experiences provide a good basis for involving large number of fans, which can generate direct revenue for the clubs and may also attract the attention of potential sponsors. In parallel with brand building, the Federation's aim is to create foundations that will enable to increase commercial revenues (fan-related revenues, sponsorship revenues, match-day revenues) and to establish commercial collaborations in all areas of football.

An important means for achieving goals is the development of data-driven decision-making processes throughout the organization. This means not only the continuous monitoring of the work done by measurements and research, but also the

implementation of these results into everyday work processes. The inspection and restructuring of certain work processes and responsibilities are needed to the achievement of the targets.

11. FINANCING

IMPORTANCE OF THE FIELD

The basic condition for the achievement of the aims set out in the strategy is that the necessary financial resources are available. For the balanced, continuous development of football, it is important that resources are allocated to the stakeholders of the sport within the framework of a transparent, efficient and sustainable financing system.

MEASURES OF THE PAST PERIOD

In professional football, the TAO spectator team sport support, introduced in 2011 provided significant resources for covering the operating costs of youth training and infrastructure development and for catching up with the decades-long fallback. The development of the stadiums and Academy Training Centers were mainly financed by governmental investments. In addition to this the financial position of the senior professional teams was also improved by the involvement of some strong sponsors, and by the more advantageous sale of the assets representing rights of the championships.

CURRENT SITUATION

As a result of the above measures, the economic situation of professional clubs basically stabilized between 2011 and 2020, where the revenues of an average NB I team (excluding the TOP 2 teams) has increased by 88% since 2011, while the revenues of the two teams in the best financial position (TOP 2) have multiplied. The infrastructure needed to the quality work has also been mostly built, and the retention force and attractiveness of the professional championship has increased. With the continued availability of central resources financially stable centers were established in youth development, too, while with the introduction of the productivity system, the recognition of quality youth development work began. The infrastructural conditions and operation of amateur sports organizations were also greatly improved by the introduction of TAO support and by the 90% reduction in amateur entry-fees.

The professional clubs and academies can now base the economic management work on stable and predictable sources. With the increase of revenues from solvent sponsoring companies, as well as with the significant support of youth development the revenues have multiplied compared to the level ten years earlier.

The amateur sports organizations also receive significant and predictable income due to the spectator team sport supports, which have put these stakeholders in a better position both on the revenue (grants) and on the expenditure (fee reductions) sides. The introduction of simplified public burden sharing in sport is also a major financial help for both the Federation and the clubs.



In the present stable economic environment we still have to face a number of problems and risks. In international/regional comparison the match-day (from fans) and transfer (selling of players) revenues represent low proportion in the budgets of the professional clubs. In addition, the salaries of players have increased significantly over the past 4-5 years. On the expenditure side, the professional clubs devote little resources to marketing activities and typically do not invest in operating a club academy. In the amateur football the support of spectator team sports has partly outplaced the previous classic revenue sources (local governmental, corporate supports). Overall, it can be said that the sport's financial position has stabilized, but for the sake of sustainability the clubs need to rely more on their "classic" revenue sources.

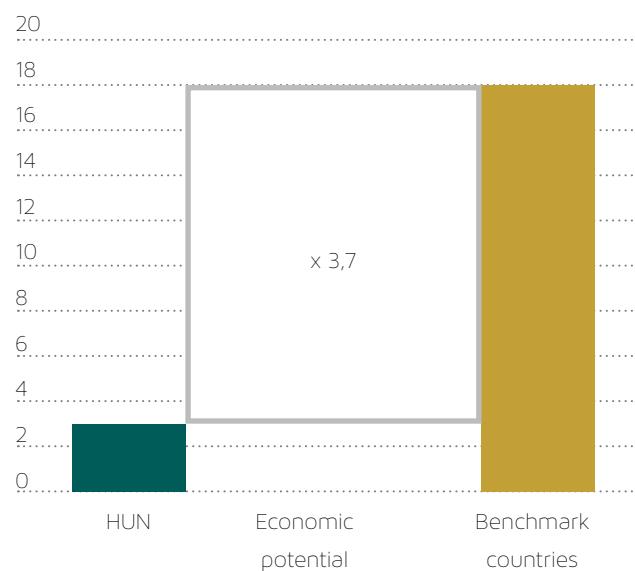
TARGETS AND ACTION PLANS (2020-2025)

With the involvement of an external expert, MLSZ has prepared an analysis of the revenues of first-division clubs in countries with characteristics similar to Hungary (population, economic opportunities). It is clear from the data that the revenues of domestic clubs related to the number of spectators (ticket revenues), fan base (merchandising revenues) and player transfers lag behind the average of the benchmark countries. Catching up with the benchmark countries is a realistic goal, in which case the clubs would earn an average of HUF 500 million additional revenue per year. To achieve this, we need to strengthen the focus on fans, better quality youth development than today, and a well-thought-out player policy. It would be important to involve additional sponsors, especially in the case of smaller professional clubs, while more successful participation in international cups also offer additional opportunities for the most successful domestic teams.

A change of approach is needed in order to replace the current philosophy of short-term optimization in club management with strategic planning. In this, priority should be given to player development, which will be able to generate significant additional income for clubs by training and developing players, who represent high quality at international level, too. In order to ensure long term development it is important that the professional clubs reimburse the youth training departments or organisations for the young players getting promoted to the first team with a fair value in proportion of the market value of the actual players. Provided the benchmarking goals are met, which MLSZ considers as a goal in a 5-10 years period, youth development and related sales of players will be able to cover approximately half of the annual budget of the academies.

*Benchmark countries: Austria, Belgium, Czech Republic, Denmark, Greece, Croatia, Poland, Romania, Switzerland, Sweden, Slovakia

TRANSFER BALANCE POTENTIAL



IN ORDER TO ACHIEVE THE GOALS, MLSZ PLANS TO INTRODUCE SEVERAL MEASURES:

- In order to increase the number of spectators and thus match-day revenues as well as commercial-type revenues, MLSZ maintains the match-day audit service introduced in 2018, which allows for the clubs to recognize effective international and domestic strategies applied in various marketing and sales areas.
- In the course of the distribution of rights representing assets MLSZ provides clubs with a stable and predictable source and sports organizations featuring young players may get additional funds.
- Expands the Financial Monitoring System (FMS), and following the example of the UEFA Financial Fair Play rules it penalizes, if a professional club spends more than 70% of its revenue on staff-related expenditures.
- In the FMS system it maintains the mandatory reserve-making requirement (equity capital requirement) with the condition that capital increases and capital replacement can only be made from liquid assets.
- Supports the introduction of corporate governance systems in professional clubs in order to contribute to effective club management.

From 2021, MLSZ will amend its support system (spectator team sports and state subsidies). The purpose of the amendments is to use the grants more efficiently. The following changes will come into effect:

- The support amount is determined by the club's role in youth development (talent identification management) and in massification and community building (grassroots). To this end, MLSZ extends the audit of clubs and establishes a unified club classification system
- MLSZ assigns a uniform support lump sum to the club category, thus creating a predictable financing base (basic support).
- In addition to the basic support, the audited sports organizations playing a role in talent identification and development receive a productivity bonus based on the effectiveness of their educational work.
- According to the new financing philosophy only those sports organizations will receive higher amount, where the continuously monitored, high level organizational operation is ensured and the training work brings concrete results (transfer of talents to higher training level, to national teams, or to professional football)
- The infrastructure development needs are assessed based on the facility specifications assigned to the club's classification level.

MONITORING THE USE OF SUPPORTS

Strict control of the effective use of grants coordinated by the MLSZ is a basic condition for these funds to be able to provide real help in achieving the strategic development plans of the Hungarian football. Accordingly, MLSZ will continue in the future, too to pay special attention to monitoring the proper use of resources. Clubs using the grants irregularly or inefficiently will be sanctioned by MLSZ, and the funds approved for them will be redirected in the future to clubs that manage them properly and effectively. The target for the next five-year period is to have all reports audited within one year from submission. In order to achieve this goal, we initiate legislative changes and, if necessary, IT developments. MLSZ has also put in place a measure that penalizes not only the sports organizations in breach, but also, indirectly, the senior official who is responsible for committing the offense (personal liability).



BUDGET OF THE HUNGARIAN FOOTBALL IN THE PERIOD OF 2011-2020, AND PLANNED BUDGET FOR 2021-2030

BUDGET 2011-2020 (BHUF)	INFRASTRUCTURE**	OPERATION BUDGET*	TOTAL
Amateur football	162,6 of this central: 116,7	202,7 of this central:: 162,8	365,3 of this central: 279,5
Professional football (NB I, NB II and academies)	344,8 of this central: 336,2	268,4 of this central: 35,2	613,2 of this central: 371,3
Hungarian Football Federation	23,3 of this central: 23,3	125,2 of this central: 71,9	148,6 of this central:: 95,2
Total	530,7 of this central:i: 479	596,3 of this central: 322,6	1 127 of this central: 722,7

BUDGET 2021-2030 (BHUF)	INFRASTRUCTURE	OPERATION BUDGET	TOTAL
Amateur football	34,7 of this central: 34,7	305,5 of this central:: 252,7	340,3 of this central: 287,4
Professional football	41,9 of this central: 23,9	433,2 of this central: 33,5	475,1 of this central:: 57,4
Hungarian Football Federation	8,4 of this central: 8,4	131,8 of this central: 79,1	140,2 of this central: 87,5
Total	85,0 of this central: 67,0	870,6 of this central:: 365,3	955,6 of this central: 432,3

*Budget for 2019/20 in an amount equal to the 2018/19 fact data

**Infrastructure	2011-2020	2021-2030
Amateur football	National Pitch Construction Program TAO-infra, Budapest Program	Budapest Program, Maintenance of existing infra
Professional football	Stadium (Puskás incl.), TAO-infra	Stadiums, Maintenance of existing infra

VI. Social Responsibility

As the most popular sport in the country, football enjoys special attention in Hungary. Consequently, through its decisions MLSZ, which is responsible for the organized operation of football, is able to significantly influence the activity and commitment of Hungarian society to sports, thereby promoting a healthy lifestyle and psycho-social well-being. Due to the popularity of football, the Federation is able to draw the attention of the public to important social problems, thus encouraging shared social responsibility.

Therefore, in the course of forming its activity and during its daily operation MLSZ will focus on its society shaping role in the 2020-2025 period, too and will make its decisions taking into account their wider social effects. The objectives will be set taking into account the recommendations and guidelines of the Union of European Football Associations (UEFA).

The Federation continues to pursue its aspirations, which were in the foreground during the past years.

Such is the Football Assistance Foundation established by MLSZ, which supports members of Hungarian football who are in need of and deserve help for social, health or other reasons. The clear position of the MLSZ on racism is zero tolerance. The 'Hate is Not an Option' Campaign launched by the Federation draws the attention of MLSZ and clubs to the joint action against hate speech and exclusion from the stadiums, as well as calls for fair and sportsmanlike support.

The Federation strives for responsible operation both in its regular and occasional programs and campaigns, and in its activities special attention is paid to groups in special situations and in need of help. The main goal is to make football accessible to people with disabilities or disadvantaged people in any part of the country, which can create opportunities for social integration. MLSZ Grassroots social program is an excellent opportunity for the disadvantaged to be better known and accepted by the society through football. Within the framework of social projects, the Federation, with the participation of expert partners, organizes special programs in six priority areas – those living in children's homes, the homeless, the disabled, the mentally handicapped, the visually and hearing impaired. MLSZ provides continuous financial support to the organization of regional and national tournaments in the autumn-spring system, and the annual program always ends with a festival (Chance Festival) and a summer camp.

PARTNER ORGANIZATIONS				
Special Olympics Hungary	Faith and Sport Foundation for Healthy Life	Sports and Leisure Association for the Visually Impaired	Hungarian Deaf Football Federation	Oltalom S.E.
Regional tournaments	Festivals	Summer Camp	International tournaments	European Cup
Autum-spring tournaments	Esély Festival – annually	Organized annually	Combined tournament – 3 days	Annually, with 12-15 countries
Mentally handicapped and combined tournaments	Women’s united festival with a tradition-creating purpose		Central-European Blind Football League	
Fair Play Road Show street football, every month on different place	East Festival, West Festival		European League, invitation tournaments	
			Homeless Word Cup, UEFA Women’s champion league, invitation tournaments	

In parallel with its own activities, MLSZ monitors the social responsibility actions of various social organizations and joins several worldwide campaigns (e.g. World Heart Day, cooperation with UNICEF), and considers them to remain its goal in the future, too.

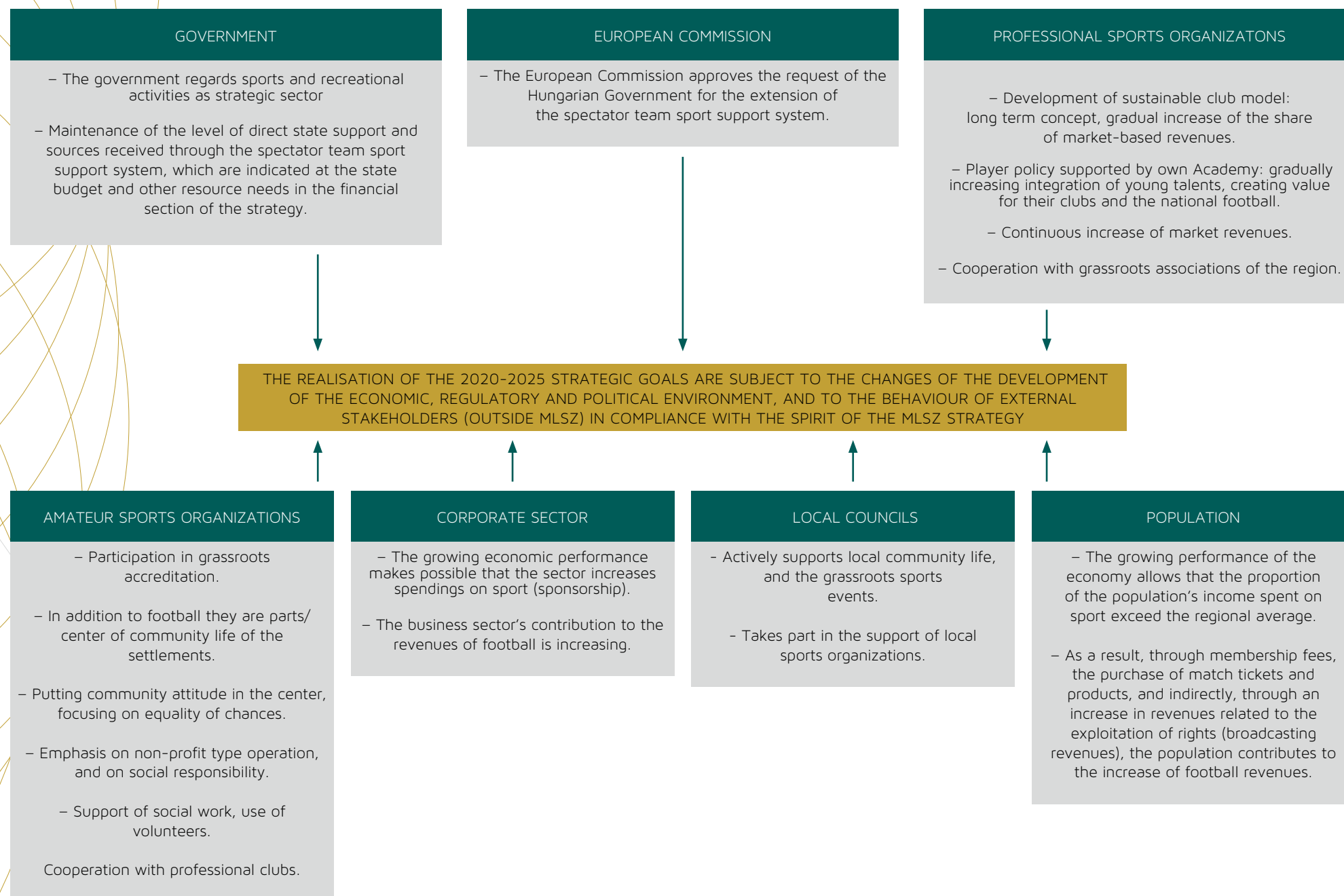


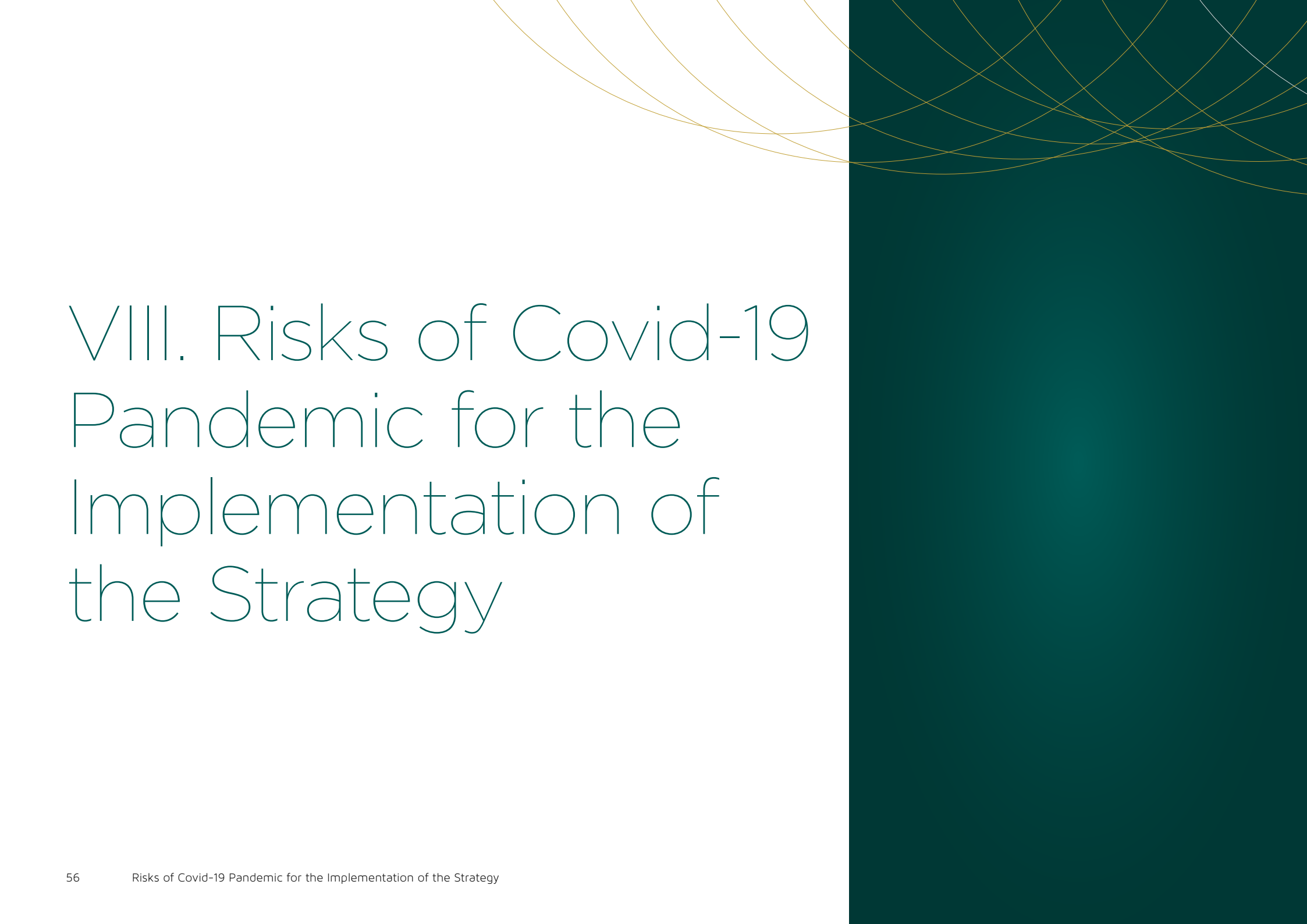
Within the framework of social responsibility, MLSZ also wants to keep in mind horizontal goals such as environmental protection and sustainable operational and operating models. In the interest of the latter, in the evaluation of the submitted sports development programs in the 2021-2025 support period, priority will be given to investments for the use of renewable energy and to other energy-saving investments and building modernizations. These investments not only contribute to the more efficient operation of the built, renewed infrastructure, but also contribute to the reduction of the environmental impact through the reduction of fossil energy consumption.

In addition to efforts outside the organization, the Federation also encourages its own employees to take social responsibility and maintain their physical and mental health. Moreover, in the spirit of sustainability, it places great emphasis on optimizing day-to-day office operations and strives for sustainability with modern, long-term logistics and operational solutions (solar cell deployment, selective waste collection, water-saving technologies, green electricity use, etc).

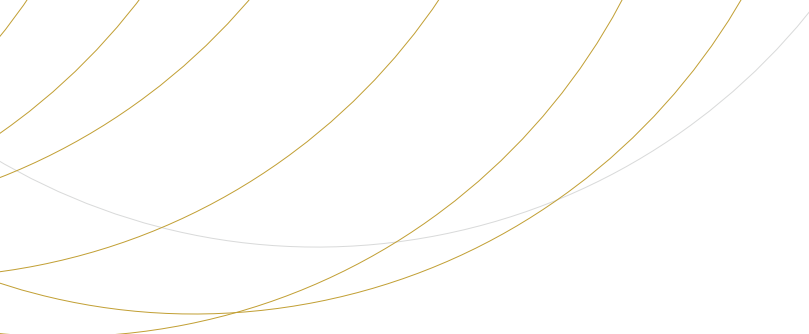
VII. External Conditions of the Implementation of the Strategy

The realisation of the 2020-2025 strategic goals are both subject to the changes of the development of the economic, regulatory and political environment and to the behaviour of external stakeholders (outside MLSZ) in compliance with the spirit of the MLSZ strategy. The external factors and assumptions required to the successful implementation of the strategy are presented below:





VIII. Risks of Covid-19 Pandemic for the Implementation of the Strategy



In spring 2020, a new coronavirus (Covid-19) pandemic appeared worldwide, which fundamentally changed people's daily lives and at the same time caused a significant economic downturn. The pandemic situation sensitively affected stakeholders of European football, too among others:

- Match-day revenues decreased as a result of closed-door matches or matches with reduced number of spectators;
- The weaker economic performance may lead to lower sponsorship and television broadcasting fees;
- The weakening financial situation of the clubs is also causing a decrease in the value of players and of the player transfer revenues due to subdued demand.

It is difficult to predict the end of the coronavirus period, mass vaccination of the European population started in spring 2021. We expect football life to return to its normal course in the 2021/22 season, nevertheless the economic effects of the pandemic are likely to be felt over a longer period of time.

The main elements of the strategy of Hungarian football for the period 2020-2025 were already prepared by the beginning of 2020, by the time of the outbreak of the pandemic. Due to the significant uncertainties the impacts of pandemic on the Hungarian football cannot be predicted reliably.

The coronavirus pandemic may affect the directions laid down in the Hungarian football strategy primarily in the following areas:

- Decreasing number of children in football in the active period of pandemic;
- Decrease of match-day revenues in the pandemic period;
- Decrease in sponsorship amounts and municipal subsidies on medium run. At the same time, the biggest sponsors of the Hungarian football operate in sectors less affected by the coronavirus, so we do not expect significant changes in the resources they provide;
- The present strategy places a significant emphasis on player development, and identified the increase of revenues from the sales of players as the take-off point of the Hungarian football. Nevertheless, the financial difficulties of clubs acquiring the players may cause 2-3 years delay in the planned course of transfer revenues.

Sensing the problem, the Government has put in place a number of measures to offset the negative effects. In sport, legislation allows for the expenditures spent on the control of epidemic (e.g. COVID tests) to be offset against subsidies. Several decisions were made for the reduction of the administrative burden of the clubs (more flexible accounting and contract amendment conditions).

When closing the strategy, we assume that, thanks to the mass vaccination process, life will return to normal from the second half of 2021. If the pandemic and its negative effects will be present in everyday life, including the football, for a longer period of time and with a lasting effect, an interim adjustment of the strategy may become necessary.



IX. Annexes



SUMMARY TABLE OF THE STRATEGY

MAIN MEASURES OF THE 2011-2020 PERIOD										
Grassroots: leisure time and competitive amateur football	Professional football, elite youth development	Women's football	Competition framework and refereeing	Specialist training	Sports medical care	International relations	Digital strategy, sports science	Infrastructure, Stadium security	Marketing, communication, fans	Financing
Integration of County football associations, standardization of national competition organization and 90% reduction of amateur competition fees	Providing significant amounts of development resources (TAO and state subsidies).	Women's training centers were established	Reducing the number of professional championship teams to increase financial and professional stability	Starting new trainings beyond UEFA expectations e.g. sports director, academy director, masseur, field maintenance trainings	Setting up Medical Committee	Strengthening sports diplomacy activity	Introduction of unified IT system (IFA) elimination of paper-based administration	Cooperation agreement with the Government for long-term development of sports infrastructure	Development of own communication channels (e.g. Website, Youtube)	Launch of TAO-program, significant increase of central resources. Reduction of fees of amateur clubs
Restart of Bozsik Club and Institution Program, and its extension to regular age group and to talent identification	Significantly increasing revenues from rights representing assets in professional football.	Introduction of U14 talent identif. program	Integration of county organizations, coordination of county competition systems	Establishment of studying and examination rules	Preparation of Methodological manual	Close cooperation with the Government and the Capital in international tenders	Video training library, introduction of video analyzer training	Separation in TAO system of resources useable for infrastructure development	Establishment, development of MLSZ Supporters Club	More advantageous sale of rights representing assets.
Involvement of the 14+ school age group in the bloodstream of football through the organization of MLSZ championships, tournaments, festivals (secondary schools, universities)	Introduction of Academic audit for ensuring uniform qualification (Double-Pass)	Formation and sending for competition of U17 national team	Digitization of competition administration (contracts, competition licences), databank	Organizations of credit obtaining conferences	Establishment of introduction of Medical visa system	Representation of the targets of the sport on international forums, utilization of the possibilities of developing sports infrastructure at international sports tenders	Spreading of data analysing software, and training in professional football and youth training	Launch of State Stadium Construction program	Survey of fan service at clubs (Match day Audit Report)	Introduction of productivity-based financing at the Academies

MAIN MEASURES OF THE 2011-2020 PERIOD

Grassroots: leisure time and competitive amateur football	Professional football, elite youth development	Women's football	Competition framework and refereeing	Specialist training	Sports medical care	International relations	Digital strategy, sports science	Infrastructure, Stadium security	Marketing, communication, fans	Financing
Development of uniform support system encouraging recruitment and retention, aiming at the improvement of the facility situation and support of operational expenditures	Decisions incentivising the playing time of domestic and youth players, reduction of the number of teams in the priority youth leagues. Reforms of NBI and NBII, introduction of registration cards	Significant increase of the support granted to sports clubs operating women's teams	Creation of professional referee statuses, additional assistant referees	Creation of online objective examination system	Establishment of of team physician and masseur licence system	Extension of international and regional system of relations	Further development of MLSZ databank	Launching of Federation infrastructure development programs (national football field constr., site renovation, OVI-FOCI Discounted pitch bldg.	Intr. of central ticketing system	Strict monitoring of professional clubs
Activities and programs targeting the full spectrum of society in order to create sports opportunities irrespective of age, social and health status (old-boys, veteran championships, social programs)	Introduction and operation of performance -based incentives / financial instruments (Productivity, operating cost reimbursement, training compensation)	Modification of tournament systems and rules to increase the number of women's/girls' teams and players	Increase of fee for amateur referees		Developing injury database IT software			Development of control centers for dynamic risk assessment and integrated insurance organization. Introduction of security principles and making them accepted Training of 5 200 organizers and contributors, and continuous training of security officers	Renewed communication channels allowing for direct access to the fans	
					Setting up of sports medical group				With the help of on-site Manager project, serving the media, holding the rights on European level, raising its content to a higher level	Prudent management of the Federation

RESULTS OF THE 2011-2020 PERIOD

Grassroots: leisure time and competitive amateur football	Professional football, elite youth development	Women's football	Competition framework and refereeing	Specialist training	Sports medical care	International relations	Digital strategy, sports science	Infrastructure, Stadium security	Marketing, communication, fans	Financing
No. of registered players: 2009/2010: 128 thousand 2019/2020: 281 thousand	Place of Hungary in UEFA club coefficient ranking: 2010: 36th 2020: 29th	Women's mass base has quadrupled No. of players with competition licence 2010: 3.125 2020: 10.889 No. of institutional players: 2010: 7513 2020: 32273	Average revenue of NBI clubs: 2015: 1,4BHUF 2020: 3,8BHUF Average (corrected) assets of NBI clubs: 2015: 264MHUF 2020: 1,1 BHUF	No. of diplomas issued: in 2010: 626 in 2020: 2450	No. of graduated during 2011-2020 No. of masseurs: 159 No. of team physicians: 106	Hungary's positions strengthened in FIFA and UEFA (UEFA Vice- President FIFA Executive Committee membership)	No. of IFA users: 11,800	Constr. of 1286 new pitches (TAO 457, OPP 809, BP20) Reconstruction of 2711 fields	Registration of nearly 80 ths. fan club members	Financially strengthened sports organizations The average club assets in NBI increased significantly: 2015: 264MHUF 2020: 624MHUF
lof this: number of children registered in Bozsik Institutional Program (kindergartens, elementary schools 2011/2012: 51 ths. 2019/2020: 102 ths.	Our clubs have made it to the UEFA main draw five times in the past 10 years (of this in each of the last three seasons)	The Women's U19 national team entered the elite round in each of the last 5 years. The Women's U17 national team entered the elite round in each of the last 7 years	Number of UEFA referee appointments: 2011-2020: 684	New trainings recognized by UEFA UEFA Elite Youth A, UEFA B+A, UEFA Futsal B, UEFA Goalkeeper A, UEFA Goalkeeper B	Complete screening of 637 academy players	During the past 10 years our country organized totally 41 UEFA youth mini tournaments Hungary hosted the U19 European Ch. final and the Women's CL final on one-one. occasion	No. of databank users 375 ths.	Construction , modernizatio n 28 stadiums	Measuring the fan service of the clubs during the past three years Matchday Audit Report	Financing youth sport for supporting efficient work
of this: children with competition licence in the Bozsik Club Program 2010/2011: 33 ths. 2019/2020: 72 ths.	The men's senior national team qualified twice for European Championships final (2016,2021)	No. teams in MLSZ Championship: 2009/2010: 33 teams 2019/2020: 162 teams	Average no. of spectators in men's NBI: 2010: 2759 2020: 3283	No. of courses: 2010: 9 tpyes of courses (29 courses) 2020: 27 types courses (110 courses)		Budapest is one of the host of the Men's European Championship final 2020 (postponed to 2021) and co-host of the U21 EC final 2021.	11 NBI clubs and 8 academies use the software of an international data supply company (team/player) data analysis	Reconstruction of Puskás Ferenc Arena	Direct contact with the fans of the national team (launch of SLO project).	TAO audits revealed problems in 5% of grants disbursed, which corresponds to the international benchmark

*The Children may take part in both the Bozsik Club and Institutional Program, so the two figures also include those with double registration. In 2019/2020 17,3 thousand children took part in both programs

** 07.04.2021

RESULTS OF THE 2011-2020 PERIOD

Grassroots: leisure time and competitive amateur football	Professional football, elite youth development	Women's football	Competition framework and refereeing	Specialist training	Sports medical care	International relations	Digital strategy, sports science	Infrastructure, Stadium security	Marketing, communication, fans	Financing
of this: no. of student participating in secondary school pr. 2012/2013: 5 ths. 2019/2020: 9 ths	The Men's senior football national team has 2010: 52nd place 2021: 37th place					UEFA organized the European Super Cup Final in Budapest in 2020 The European League final will be organized in Budapest in 2023		Creating the conditions for cheering without fences	With the help of local Manager project serving on European level the media, holding the rights, raising the content to a higher level	The equity of MLSZ increased by 5,3 BHUF during 2010-2020
of this no. of players in veteran/old boys championships with competition licence 2010/2011: 800 2019/2020: 1604	Hungary was winning in her group and got to the 16 best teams of the League of Nations					Organization of several international sport diplomacy events, among them FIFA (2012) and UEFA (2016) Congress				
No. of kindergartens, elementary schools involved in football 2011/2012:1250 institutions 2019/2020: 3240 institutions	With two exceptions the U17 national teams got into the elite round every years, in the past 5 years it played twice in EC and once in World Cup final									
No. of people with special needs involved in sport through social programs: 2011/2012: 2930 2019/2020: 3811	The U19 national team got into the elite round five times, and once played in World Cup,									

STRATEGIC TARGETS OF THE 2020-2025 PERIOD

Grassroots: leisure time and competitive amateur football	Professional football, elite youth development	Women's football	Competition framework and refereeing	Specialist training	Sports medical care	International relations	Digital strategy, sports science	Infrastructure, Stadium security	Marketing, communication, fans	Financing
Despite of unfavourable demographic data and the changing leisure interest of children, maintaining the football activity results achieved by 2020, within this participation in football of over 14 age groups, and big cities and small settlements is increasing	In regional comparison the Hungarian footballers should be competitive on the international market	Operating a nationwide tournament system that supports the further increase of mass base, the selection and upward flow of talented players	Stimulating the integration of youth players into senior football	Dynamic development in specialist training and in the quality of specialist staff	Practical application of screening, injury and methodological databases	Keeping sport diplomacy positions	MLSZ should be the central data and information supplier of the Hungarian football	Maintenance and efficient use of the available infrastructure	Building of the central subbrands of the Federation, development of the image of football	Establishment of long term sustainable economic management at the clubs
Amateur sports organizations having a key role in „small regions“ operate consciously and on the basis of plans and comply with the accreditations regulations of the Federation. They are organizational centers of community life with strong municipal, school and civil contacts. Their activities cover the nearby settlements and the smaller amateur sports organizations.	The Hungarian football should operate according to uniform professional standards and goals in all fields and levels	Women's championship, the national team and the female footballers are competitive in regional comparison	Introduction of competition system ensuring maximum development in youth, coordination of national and county competition systems	Establishment of system of contacts (international)	Renewal and extension of team physician and masseur training	Organization of outstanding football events	Better quality player training, spreading of sport scientific achievements, application in the Academies of uniform measuring, analysing, scouting system determined by MLSZ	Adjustment of regional inequalities	Improving the level of serving fans	Closing up of the professional clubs' own revenues to the international benchmark

STRATEGIC TARGETS OF THE 2020-2025 PERIOD

Grassroots: leisure time and competitive amateur football	Professional football, elite youth development	Women's football	Competition framework and refereeing	Specialist training	Sports medical care	International relations	Digital strategy, sports science	Infrastructure, Stadium security	Marketing, communication, fans	Financing
The Federation operates clear and transparent qualification system, where all grassroots sports organizations find their place. Social work and volunteering get special emphasis in the grassroots club models.	The clubs shall have their own youth development concept according to the standards developed by MLSZ, which should be consistently applied in practice.	Organization and specialist staff of female clubs shall attain a competitive level in regional comparison	Increase of the number of referees, reduction of referee mistakes, introduction of VAR system	More efficient application of theoretical knowledge in practice with the help of trainings	Continuous follow-up of physical parameters footballers of the Academies		With shared database strong control of MLSZ and monitoring of the clubs' work	Supporting the clubs to uniformly manage the security-safety service optimization of costs and strengthening legal security	Increase of the number of fans, addressing them directly	
In the field of talent identification grassroots clubs keep formal contacts with priority youth training centers of the region and with educational institutions. At championships, tournaments and festivals fair-play, mutual respect and community togetherness are dominant. The participants and organizers can feel safe, there is zero tolerance towards fraud, disrespectful and offensive behaviour.								Preparation of organizers, to improve security skills of those in lower leagues	Increase of revenues from fans and from sales (sponsoring, other commercial incomes).	

MEASURES FOR THE 2020-2025 PERIOD

Grassroots: leisure time and competitive amateur football	Professional football, elite youth development	Women's football	Competition framework and refereeing	Specialist training	Sports medical care	International relations	Digital strategy, sports science	Infrastructure, Stadium security	Marketing, communication, fans	Financing
Creating competition, tournament and support systems that give preference to experiences instead of result orientation	New coach training course for trainers of the 6-13 age group (UEFA C)	Competing the entire vertical of youth in education	Combining professional licencing and junior certification	Tightening admission, participation and exam requirements, more pragmatic training concept	Ensuring full use of injury register by NBI and NBII clubs and academies	Maintenance of sports diplomacy activity	Regular professional publications and books, disseminating the current sport scientific trends and innovations	Preferential schemes for the adjustment of certain regional inequalities	Preparation of MLSZ image manual, of marketing and fan concept	Introduction of Financial Fair Play, limitation of staff costs of professional clubs
Introduction of grassroots club accreditation system, continuation of amateur club manager training	Establishment, audit and qualification of 4 levels (A-BC-D) club structure	Sport school type operation and continuous audit of Elite centers	Differentiation and optimization of youth competition system for increasing the number of contacts and to ensure the principle of 'best of best'	Separation of career training of youth and senior coaches	Elaboration of effective data flow processes and procedures in accordance with legal regulations (healths passports)	Establishment or strengthening close relationships with UEFA member organizations	Use of uniform database for tracking the physical parameters of players	Professional support of clubs for the uniform managing of security service and for optimization of costs	Introduction of CRM-SSO system and databased decision making. Further development of Fan Club, making it revenue oriented	Continuation of the simplification of support systems
Making the rules for amateur tournaments more flexible and creating new competitions in order to keep as many municipalities and clubs and players as possible in the „bloodstream „ of football	Reform of Bozsik program for ensuring the selection and upward flow of talents	Transformation of competition system, organization of regional championships for retaining and increasing the number of players and for upward flow	Coordination of county, regional and national youth championships' competition system	Establishment of close training cooperation with foreign clubs and educational institutions		Cooperation in UEFA Grow Program	Use of digital interface shared by the club and MLSZ to facilitate monitoring of professional work	Federal support system of the investments based on club qualification	Improvement of the quality of service offered to fans and match experience at Federation events, measurement at clubs. Giving expert support to clubs.	Introduction of Code of Ethics and other financial controls

MEASURES FOR THE 2020-2025 PERIOD

Grassroots: leisure time and competitive amateur football	Professional football, elite youth development	Women's football	Competition framework and refereeing	Specialist training	Sports medical care	International relations	Digital strategy, sports science	Infrastructure, Stadium security	Marketing, communication, fans	Financing
Reform of Bozsik Program as a result of which the tasks and financial means hitherto centralized by the Federation will gradually get to the associations, thus strengthening the cooperation between the associations and educational institutions.	Introduction of a transfer rule and remuneration system which encourages the clubs to keep talents in the region in their training system for as long as possible		Stimulation of integration of young players	Introduction of new coach training course (UEFA C, UEFA youth B) with the increase of the number of training hours and extending the thematic	Introduction of uniform measurements in the Academies and Talent Centers	Taking mentor role and knowledge transfer for catching up with countries of the region	Detailed sports scientific database about each talented player	Support of maintenance costs reducing investments (eg. renewable resources)	Introduction of uniform central image and communication order. Initiating brand and image building projects.	Extension of sanctions to club leaders for detected irregularities
Elaboration of Code of Ethics for those participating in football. Taking measures to strengthen the status, security and appreciation of referees and organizers. Consistent and severe sanctions against the violators of the competition, support and ethical rules	Quality and performance-based financing of youth clubs		Special legal protection for referees, increase of referee fees, operating talentmentor program Introduction of VAR	Estension of Academy Director training to Directors of Talent Centers	Introduction of new sport physiotherapist t training	Active participation in tenders for organizing sport and diplomatic events	Introduction of uniform video and data analysing system in youth training, including related expert education	The Federation delegates to the clubs the centrally managed infrastructure programs (pitch building programs)	Development and introduction of applications that improve fan experience. Introduction of content strategy focusing on interactions.	Fine-tuning of support systems, further increase of the proportion of performance based supports
				Extension and development of uniform coach database				Further development of manager centers, uniform training of the staff	Further development of fan club	Gradual replacement of central funds by own revenues, keeping in mind the regional benchmark

INDICATORS – 2025

Grassroots: leisure time and competitive amateur football	Professional football, elite youth development	Women's football	Competition framework and refereeing	Specialist training	Sports medical care	International relations	Digital strategy, sports science	Infrastructure, Stadium security	Marketing, communication, fans	Financing
No. of registered players 2019/2020: 281 ths. 2025: 300	Participation in new UEFA courses of coaches working in the lower sections of Academies and Talent Centers	No. of registered female footballers 2020: 32 ths. 2025: 45 ths.	No. of players with competition licence 2020: 207 ths. 2025: 230 ths.	300 coaches passing successful exam in small section coach training program in the 2022/23 season	Physician and masseur licence acquiring and renewing trainings 25 people/year	Until 2025 organization of min. 3 major international sports events	No. of corporate governance systems by 2025: at professional clubs: 12, at Academies: 10	Until 2025 further 100 BHUF TAO investments, min. 20% of which goes to backward regions	Gaining of min. 3 new sponsors until 2025	36,6 BHUF TAO support funds to football annually
of this: No. of children registered in Bozsik Institutional Program (kindergarten, elementary school) 2019/2020: 100 2025: 110	In 2021 Talent Centers accreditation Training of sport managers directing the Center Comprehensive audit of the clubs at regular intervals	No. of female footballers with competition licence amounted to: 2020: 11 ths. 2025: 15 ths.	No. of teams does not decrease until 2025 (1800 teams)	After successful accreditation of UEFA Goalkeeper B and MLSZ C goalkeeper trainings in 2020, starting min. one course per year.	Teaching and spreading of Methodological Manual: 50 participants/year; it should get to every top UP center and NBI + NBII teams until 2025	Until 2025 organization of min . one major international sport diplomacy event	From 2021 the common mgmt interfaces used by the teams will appear at 35-40 priority player development clubs (Academy and Talent Center)	Support of energy saving projects at least in a value of 10BHUF	Average no. of spectators in NBI: 2020: 3283 2025: 4370 (see: club targets)	Each NBI club has min. 300MHUF own financial reserve
of this: no. of children with competition licence in Bozsik Club Program 2019/2020: 72 2025: 80	In 2021: Setting up a control staff of 12 Until 2025: more than 100 club evaluation report	No. of teams in women's competition system: 2020: 190 teams 2025: 225 teams		By 2025 in every NBI and NBII teams specialists qualified at MLSZ's PES coach training will direct performance enhancement	Health screening of special talent (U15-19): 100 tests/year	Implementation of min. 3 UEFA Grow projects until 2025	Until 2025 connecting with the Federation of the IT and monitoring systems of the Academies and Talent Centers (cca 40 teams)	Construction of further 300 pitches/locker rooms, reconstruction of 600 pitches/locker rooms	Followers of MLSZ on facebook: 2020: 151 2025: 180	Match-day and commercial revenues of NBI shall amount to the regional average
Retention rate (proportion of over 18 compared to those under 18) 2020: 59% 2025: 65%	By 2025: 30 Talent Centers ((60-90 school +120 kindergarten agreements 100 Group leading clubs (100 school +100 kindergarten agreements 600-800 Grassroots clubs (1000 school + 1000 kindergarten agreements)	No. of female coaches with UEFA Pro-, A-, B, or UEFA C licence: 2020: 81 2025: 150		Introduction of UEFA C and UEFA Youth B, Separation of senior and youth career path	By 2025 all age groups of the priority youth centre and of NBI and NBII clubs join the injury register	Retaining the present FIFA, UEFA positions until 2025	No. of graduates of video analysis trainings until 2025: 80	Construction/ reconstruction of further 7 stadiums	Followers of MLSZ on Instagram: 2020: 69 2025: 85	The average net transfer revenue of NBI should reach the regional average

The Children may take part in both the Bozsik Club and Institutional Program, so the two figures include those with double registration, too. In 2019/2020 17,3 thousand children took part in both programs

INDICATORS - 2025

Grassroots: leisure time and competitive amateur football	Professional football, elite youth development	Women's football	Competition framework and refereeing	Specialist training	Sports medical care	International relations	Digital strategy, sports science	Infrastructure, Stadium security	Marketing, communication, fans	Financing
No. of amateur referees: 2020: 2170 2025: 2387	By 2022 50 clubs, 5,000 players join the talent database	Women's U17, U19 and senior A national teams belong to Europe's 27 best national teams		No. of graduated sport directors until 2025: 38	Operating the Health visa system, no. of failed visa is zero.			Min. 2 trainings/ workshops per year for technical and security specialists	Followers of MLSZ on youtube: 2020: 51 ths. 2025: 75 ths.	
No. of teams in alternative championships 2020: 29 teams 2025: 419 teams	The senior men national team will reach the final at an international world competition (EC, WC). Playing in Division A or B in the UEFA Nations League			No. of graduated sport managers by 2025: Academy director: 46 Amateur sport organizer: 1517 Technical manager: 192	Issue of 150 new team physician and 300 new masseur licences until 2025		No. of students in scout training until 2025: 96		Increase of the number of MLSZ Fan Club members: 2020: 82 2025: 120 of this 30 ths. premium members	
No. of teams registered in the MLSZ mgmt system in 5+1 championship: 2020: 308 teams 2025: 870 teams	Men UP national teams (U17, U19, U21) belong to Europe's 27 best teams			Youth B coach qualification obtained until 2025: 384	125 physicians and 125 masseurs take part in renewing training until 2025				Introduction and use of CRM-SSO system	
No. of sport managers obtaining amateur club manager qualification by 2025: 1500 No. of accredited grassroots clubs will be 500 by 2025	Totally 13 Hungarian talents in the TOP5 League (see: club targets)			UEFA C basic coach qualification obtained by 2025: 1,536	No. of graduated physiotherapists by 2025: 40.					
Our grassroots clubs have formal and professional cooperation totally with min. 1,500 educational institutions	No. of partnership agreements between professional clubs and Talent Centers, or Grassroots clubs 2020: 32 2025: 89									

PRIORITY OBJECTIVES AND KEY INDICATORS IN MLSZ'S COMPETENCE

CATEGORY	INDICATOR	BASE period (2010-2020), Base date (2020)	TARGET period (2020-2025), Target date (2025)
POPULARITY	No. of footballers (ths. people)*	281	300
	No. of club members of national team fans	80 ths	120 ths
COMPETITIVENESS	Men's senior national team in the final at international tournament	2XEuropean Cup final**	min. 1 final
	Men's national team in the League of Nations	C, B, then A Division	min. B Division
	Performance of men's youth teams	<ul style="list-style-type: none"> – U17 2xEC final, 1xWC final – U19 1xEC final, 1xWC final 	The U17, U19 and U21 national teams are among the 27 best national teams in Europe
	Performance of women's youth teams	Every year since 2015 they reached the Elite Round (U17, U19)	The U17, U19 national teams belong to the best national teams of Europe
	Success of women's "A" national team	Failure to reach the final	<ul style="list-style-type: none"> – Qualifying for min. one final

*With competition licence, or registered

**Including the European Championship postponed to 2021 due to COVID, for which the national team qualified in 2020

PRIORITY OBJECTIVES AND KEY INDICATORS

IN THE COMPETENCE OF THE CLUBS

In the strategic planning process MLSZ asked the NBI and NB II clubs to formulate their own objectives for the next five years period. The attached table contains indicators on which the clubs have a direct and MLSZ has an indirect impact (conditions, rules and incentives). A total of 191 clubs participated in the survey, and the table contains the summarized data of the target indicators.

MEN'S REGULAR-SIZE PITCH FOOTBALL			
CATEGORY	INDICATOR	BASE period (2010-2020), Base date (2020)	TARGET period (2020-2025), Target date (2025)
POPULARITY	Average number of spectators NBI	3283***	4370
COMPETITIVENESS	Our clubs on UEFA group stage	4 x Group stage (3 x EL, 1 x CL)	Every year we have at least 1 group stage team in one of the UEFA competitions
TALENT TRAINING	Home-grown players transferred to the TOP5 European championships and playing there	6 players ³	5 players
	Average playing time of young players in NBI****	6,8%	13,3%
	Average playing time of young players in NBII	18,2%	25,9%

WOMEN'S REGULAR-SIZE PITCH FOOTBALL			
CATEGORY	INDICATOR	BASE period (2010-2020), Base date (2020)	TARGET period (2020-2025), Target date (2025)
COMPETITIVENESS	Our clubs in UEFA group stage	One of our teams ² got to the UEFA group stage	Two qualifications for the UEFA (EL or CL) group stage

¹ Békéscsaba, Budafok, Diósgyőr, DVSC, ETO, Fehérvár, FTC, Haladás, Honvéd, Mezőkövesd, MTK, Nyíregyháza, Paks, Pécs, Puskás Akadémia, Újpest, Vasas, Várda, ZTE

² MTK 2014/2015

³ 2015-2020

***2019/2020 season

****Average playing time of an U21 player on a match/total playing time of all players (90x11=990 min).
In case a youth player plays the full game, the value of the indicator is 1/11=9,1%

STRATEGY OF HUNGARIAN
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