

The Redevelopment of the Bosnia and Herzegovina Ice Hockey Federation

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<p>While hockey would not normally be associated with Bosnia and Herzegovina, hockey has existed in the country for over seventy years. Over the past thirty years the hockey community has experienced hardships including the destruction and reconstruction of their ice hall, the collapse of another, little government support, misappropriation of funds, and internal power struggles amongst the community.</p> <p>While easy in practice, the establishment of key core beliefs and professionalism may be harder to realise due to the current situation amongst the clubs and the personnel of the former federations and their current involvement.</p> <p>While the glory days of ice hockey and the period that followed the 1984 Winter Olympic Games in Sarajevo are in the past, a new ice hall and a new federation presents itself an opportunity for growth, change and real prosperity. Starting with the federation, and the practices of good governance, the hockey federation will need to look at other national governing bodies and international sport federations to learn how their own federation should function.</p> <p>Once the new federation has decided on a mission and a new direction for hockey, along with the goals that they wish to achieve, they will need to set up working groups to support and carry out their vision to affect positive change in the hockey community of Bosnia and Herzegovina.</p>	
Keywords Good governance, Bosnia and Herzegovina ice hockey, national governing body	

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1 Introduction

With the recent surge of studies on the practices of good governance, and the newly appointed President of the Bosnia and Herzegovina (BiH) Ice Hockey Federation, this seems like the best time for the federation to take this opportunity to put into practice the principles of good governance. Organized sport cannot exist alone without the guidance and support of various leadership groups, including the President, members of the board, and members of the assembly. While it is often the President who receives praise or blame for the actions of the federation, it is often that the board that dictates the process and progress of the organization.

The past decade has seen the community tear each other apart, sacrificing their own progress, ostracising players and officials alike. Many factors have contributed to the current situation including political games, private interests, a lack of trust and transparency, inadequate finances, and a lack of proper infrastructure. In the hopes of re-establishing lines of communication and establishing a brighter future in the hockey community of Bosnia and Herzegovina, the federation should set the example and establish peaceful relations with members past and present of the community in the hopes of bettering the sport and making the future brighter for the youth of today.

We look to examine the different types, structure and responsibilities of a national governing body; an examination of the International Ice Hockey Federation (IIHF) and its functions; a recent history of hockey in Bosnia and Herzegovina; the clubs within the Bosnian hockey community; the ideal structure of the Bosnia and Herzegovina Ice Hockey Federation; the working groups, projects and programming that should be established to ensure the best possibility of success in the community.

2 National governing bodies

A governing body is “a group of people who formulate the policy and direct the affairs of an institution in partnership with the managers” (Oxford University Press 2010, 757). Within our day-to-day lives, we encounter governing bodies at international, federal, regional and municipal levels, in both the private and public sectors. These can include but are not limited to political entities, educational institutes, small- and large-businesses, and family structures. For our purpose, we will look at governing bodies within the field of sport and ice hockey.

2.1 Types of governing bodies

Within the field of sports, there exist many different types of governing bodies. These can include bodies: with one branch who governs multiple sports, International Olympic Committee (IOC); international sport federations (ISF) who govern one sport internationally, International Ice Hockey Federation (IIHF); national federations govern a sport within their given country, who may or may not belong to an ISF, USA Hockey as a member national association (MNA) of the IIHF; member branches who govern a sport within a region such as a province or a state, Hockey Alberta in relation to Hockey Canada; and institutes that govern a sports league with little or no co-operation from their national federation, National Hockey League.

2.2 The structure of a national governing body

The structure of the board can vary based on the size of the organization and the number of functions needed to be filled. A survey in which 69 NGBs from the UK took part in, found that the majority of the members agreed that the board members “need experience and background to be effective; understand and contribute constructively to issues being discussed; have appropriate skills to understand the complexities of NGBs; contribute to making the board function effectively; come to meetings prepared; and commit sufficient time to perform their responsibilities”. (Walters & al. 2011, 13.) The same survey also found that only 31% of the NGBs develop profiles on their candidates based on skills and competencies. This is an area that should be further address as many organization fill positions based on personal interests of a given group, rather than their actual abilities to perform on the board. (Walters & al. 2011, 16.)

Members, or member branches, within the NGB elect representatives to create an entity, the personnel of the NGB itself, which in turn will govern the sport and the members. NGB can often be in an inter-organizational network, in which the members are independent,

autonomous; however interdependent with other members due to shared interests and reciprocal relations that may exist. (Chelladurai, P. & Zintz, T. 2015. 532)

When looking at Canada, Hockey Canada is the governing body for ice hockey. Thirteen regional, or member branches, make up the next level of governing. These thirteen member branches are able to govern hockey within the district that has been set before them based on geographic location. Although each member is given the freedom to govern and organize its activities as they see fit, they must keep inline with the mission, values and vision, along with the recommendations of Hockey Canada. Hockey Canada is able to monitor the activities of each of their member branches and to direct them towards each member's common goals. The Board of Directors is made up of elected members, one from each member branch. Together, they come from different areas of the country and have a different background, yet they share the common goal of wanting to develop hockey at the local and national levels in Canada. (Hockey Canada 2018)

2.3 Responsibilities of a governing body

With the NGB being at the top of the network, they have many responsibilities towards their members. First and foremost, NGBs should “<have> a zero-tolerance policy towards wrongdoing of any kind and <should be> committed to the principles of good governance and transparency in all areas of its operations. The organisation also requires its member associations, officials and employees to meet high standards in this regard”. (FIFA 2016a.)

Good governing can be defined by the structure governing board, the clarity and responsibilities of the roles within the organization, the effectiveness and suitability of the decisions that are made, including ethical and responsible choices (Australian Sports Commission 2012). Other key values include: having a vision, mission and strategy; a democratic process; a high level of competency and integrity throughout the governing body; being accountable and transparent; focusing on cohesion and development; empathy for the athletes and allowing their feedback for better governing; and creating and continuing relationships with other governments, while still allowing autonomy. (Chelladurai, P. & Zintz, T. 2015, 530).

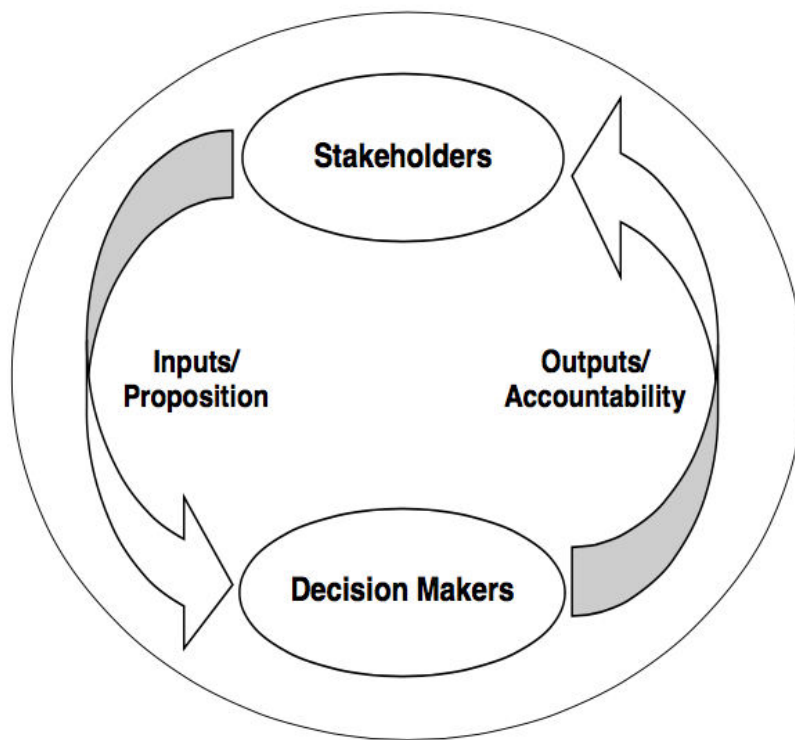


Figure1. The Decision-Making Process in Governance (Lam 2014)

As part of their 20+20 recommendations, the IOC lists six suggestions that can be directly applied to governing: fostering gender equality, creating strategic partnerships, strengthen the advocacy capacity, to conform with the basics of good governing, to support autonomy, and to increase transparency. (International Olympic Committee 2014, 15-21).

Through the visions and missions statements of an organization, one can infer what the governing body should be doing to achieve these recommendations.

By design, the NGB are there to serve and govern the members that are in within their organization. They are there to ensure that their members follow the regulations that are put in place, and sanction those who do not follow them. They must also verify the activities and progress of each member to ensure that the work being done is consistent to that of each parent organization, that the activities of the member are in line with the national federation and that the national federation is in line with the international federation. Along with the values that the NGB has instilled in its own organization, it must pass along those values to its members. These could be but are not limited to fair play, good sportsmanship, equality, racial sensitivity, etc... This falls on the NGB to organize and educate its members and athletes about these values and the ethics that go along with sport. (Cheladurai, P. & Zintz, T. 2015, 537-538).

Each NGB has the responsibility to grow and promote their given sport within their borders. This can be done by promoting the sport to new cities or areas of the country, the inclusion of new participants regardless of age, gender, or financial wellbeing. The NGB can also organize different events throughout their country to promote their sport. The imagery that the public sees of the sport can affect the reputation and the inclusion of new participants. It is the NGBs responsibility to maintain a high level of integrity within their organization and within the sport to protect the image that it gives out. (Chelladurai, P. & Zintz, T. 2015, 537).

NGBs have is to establish and maintain a democratic process, while keeping a high level of professionalism throughout their parent organization as well as their members. Acting accordingly, they have the duty to be accountable for their actions. Due to the nature in which the NGB is selected, they must also ensure equal representation, equal rights, equal voice, and equal participation for its members. NGB should also create, or maintain, positive interactions and relationships between members. This should lead to cooperation amongst the members whether it be assisting with resources, organising leagues or games, or sharing knowledge. Once this type of relationship has been created and maintained, this should lead to trust. Trust that the members will support each other, but also trust in the NGB and their ability to do what is best for the members and their given sport. Often times, this trust can then lead to an association or union being formed, either between NGB or between members, to contribute together to mutually grow the sport or each member. (Chelladurai, P. & Zintz, T. 2015, 534-535). The NGB should also facilitate access to different knowledge-based resources such as managerial advice, training regimens and programming, and short- and long-term planning. With a strong leadership group at the national level, the NGB can push its members into continually improving programming and the structure. They must not be afraid to challenge their members with new ideas, new ways of obtaining their goals, and if need be, a new direction.

While each member is in charge of their own finances and budgeting, NGBs must also take care of many financial aspects to ensure the progress and growth of their sport, their members and their own organization. NGBs should look for finances by negotiating TV contracts and licensing, if applicable; through donations, either single time or on-going; seeking sponsors or partners, strategic and financial; and from government programming. In this apical system, the NGB must generate enough income to not only cover their needs, staffing, own needs, and national team programming, but to assist in some of needs or programming of its members. The NGB should also be able to assist in improving the financial management of its members. It is important to note that NGBs must be not-for-profit organizations. All income that comes into the NGB must be used to give back

to the community, to further support growth and development of the game, the clubs, and personnel. (Chelladurai, P. & Zintz, T. 2015, 535)

As players are the most important stakeholders within any NGB, NGB have the largest responsibility to the wellbeing of the players. Without the athletes, the sport can simply not exist. The NGB has the duty to each individual player to develop him or her to the best of their abilities by providing them an opportunity to learn and grow. This can be done through educational programmes, for players, coaches, referees, etc; providing sufficient training sessions; recruiting high level coaches and personnel; organizing regional, national or international camps and competitions; and identifying and addressing the needs of the players. This can be taken one step further for national selection teams, where the results of the national team are often the primary goal of the NGB. (Chelladurai, P. & Zintz, T. 2015, 537-539).

3 The International Ice Hockey Federation

Founded in 1908 in France, the IIHF is the governing body of international ice hockey and inline hockey. Based in Zurich, Switzerland, the IIHF has 76 MNAs spread over six continents. These 76 MNAs can be further categorized into three levels of membership: Full Member, Associate Member, and Affiliate Member. Full Members, 54, are those who run their own independent ice hockey federation, not in conjunction with another winter sport. Associate Members, 21, are those who may or may not have fully independent federations, however they only participate in IIHF championships in a limited fashion. Affiliate Members, 1, are members that only participate in IIHF inline championships – Chile is the only member after Namibia withdrew their membership in 2017. Only MNAs with full memberships may vote at IIHF Congress. (International Ice Hockey Federation 2018a)

3.1 Mission and role

According to Statute 4, Mission and Role, of the IIHF Statutes and Bylaws, the mission of the IIHF is to promote ice hockey and inline hockey worldwide and to grow ice hockey as recognized by the IOC.

The IIHF's roles, include but are not limited to:

- Govern, develop and promote men and women's ice hockey and inline hockey, in all forms and at all ages, including the development of coaches and officials, worldwide;
- Control international ice hockey and inline hockey;
- Adopt, formulate, issue, interpret, implement and amend regulations/codes and guidelines as are necessary for the governing, development and promotion of ice hockey and inline hockey worldwide, specifically including but not limited to eligibility for IIHF Competitions, the orderly movement of players internationally and the establishment of International Playing Rules;
- Formulate or adopt and implement appropriate policies and programs in relation to discrimination, sexual harassment, equal opportunity, equality, drugs and doping, integrity, health, safety, ethical governance and environmental sustainability, and such other matters that arise from time to time as issues that are in the best interest of ice hockey or inline hockey;
- Legislate for and govern IIHF activities in compliance with good governance principles;
- Establish and maintain the IIHF judicial system, providing processes for the appeal of decisions and the settlement of disputes;
- Allocate and organize all IIHF events and competitions and, where appropriate, approve international ice hockey and inline hockey games where this is in the interests of furthering its mission and role;
- Arrange sponsorship, media coverage, licensing rights, advertising and merchandising in connection with IIHF competitions; and
- Co-operate with, join with, and/or support any association, organization, foundation, society or individual where the activities or purpose are similar to those of IIHF or which advance ice hockey or inline hockey throughout or in specific parts of the world.

3.2 Structure of the International Ice Hockey Federation

As the ISF for ice hockey, the IIHF is one of the largest federations of this kind. With being such a big organization, it is very important for the IIHF to be structured, organized, and harmonious so that all the working members of the IIHF are able to effectively delegate, distribute and accomplish the tasks that need to be in order to properly govern and grow the sport of hockey. The IIHF bodies have been divided into four sectors: Legislative body, Executive bodies, Judicial Bodies and Committees (International Ice Hockey Federation 2018b, Chapter 3).

3.2.1 Legislative body

The legislative body of the IIHF is made up of the Congress, which is composed of: up to two delegates per MNA, the IIHF President, and the IIHF Council members. While other approved members can attend Congress, they may only be there in an unofficial capacity. The Congress' roles and responsibilities are outlined in the Statutes and Bylaws. These include: reporting on IIHF Activities, adopting or modifying Official Playing Rules, electing the IIHF Council, choosing the location of future IIHF Championships, and more. (International Ice Hockey Federation 2018b, Statute 14.)

3.2.2 Executive bodies

The executive bodies of the IIHF are formed by three individual groups: the Council, the Directorate, and the IIHF Staff. Each group works on separate tasks to ensure that the IIHF runs smoothly by overseeing the growth of hockey, making sure that IIHF Championships run in a fair and just manner, and that the day-to-day operations of the IIHF are carried out.

The IIHF Council is composed of thirteen voting members in which two must be female and two must be male. These thirteen voting members are formed by: the IIHF President, three Vice-Presidents who represent Asia and Oceania, Europe and Africa, and the Americas, as well as nine other members who often chair a committee within the IIHF or in their own MNA. The General Secretary is the only non-voting member of the Council. The President's responsibilities include: chairing Congress and Council meetings, making sure all decisions are in line with IIHF Statutes, Bylaws and Regulations, negotiating agreements with the IOC, other sports federations and similar organizations, and more. The Vice-Presidents monitor the development of both ice and inline hockey in their region, as well as represent the interests of their geographic regions. The Treasurer, an appointed

member by Council, manages the annual budget, establishes a four year budget, monitors the IIHF's income and financial streams while trying to recruit additional revenue, and to advise the Executive Committee on strategic financial matters. Council members oversee the development of hockey worldwide in accordance to IIHF plans, employ the General Secretary and approve other staff members, administrating international competitions, instituting and observing principles associated with good governance, and many more. Council members may not be paid employee of an IIHF commercial partner, or competitor. All Council members are subject to adhering to the IIHF Code of Conduct and are held to very high standards. (International Ice Hockey Federation 2018b, Statute 15.)

The Directorate is a temporary executive body that is formed to conduct IIHF Competitions. The Directorate of all IIHF Competitions are chaired by one or more of the following: the President, one of the Vice-Presidents, a Council member, or a designee of the IIHF President. The Directorate is formed by the Directorate Chair, a representative of each participating MNA, and a representative of the host country. The Directorate has the responsibility to verify player eligibility, overseeing media and marketing issues, selecting and awarding trophies and honours for any given game and the tournament as a whole, and more. (International Ice Hockey Federation 2018b, Statute 16.)

The IIHF Office is made up of the General Secretary and IIHF Staff. The General Secretary manages the day-to-day operations of the IIHF. They may not hold a position in any MNA. The IIHF Staff is responsible for enactment procedures for operations, development and promotions associated with hockey. These include, implementing the missions of the IIHF, the circulation IIHF material, complying with the IOC and the World Anti-Doping Agency's policies, monitoring the relationships between MNAs, and more. (International Ice Hockey Federation 2018b, Statute 17.)

3.2.3 Judicial bodies

The Judicial bodies of the IIHF are formed by the Disciplinary Board, the Appeal Board and Appeal Panels, Championship Disciplinary Panel, and the Directorate Disciplinary Panel. An independent Championship Disciplinary Panel must be formed for all World Men's, World Men's U20, and Olympic competitions; they may also be formed for World Women's and World Men's U18 events. In the event a Championship Disciplinary Panel has not been formed when an incident arises, the chair of the Directorate will form a disciplinary panel with members from the Directorate whose team are not directly involved in the incident. In each body, the members must be highly educated and well versed in the field of sport and the proceedings of the IIHF. In the event of a dispute between the IIHF, MNAs, leagues, clubs, players or officials, the IIHF recognizes an independent Court of

Arbitration for Sport located in Lausanne, Switzerland. (International Ice Hockey Federation 2018b, Statute 19-22.)

3.2.4 Committees

There are three types of committees that exist under the IIHF: Executive, Internal Auditors, and Operational.

The Executive Committee is composed of the President, the three Vice-Presidents, the Treasurer, and the General Secretary. The Executive Committee is responsible for making decisions with the approval of the Council, to oversee the IIHF financial affairs, ensuring that the finances are transparent for Congress, and other practices in good governance regarding to finances. (International Ice Hockey Federation 2018b, Statute 18.1.)

IIHF Congress elects two Auditors with knowledge about finances and legal requirements in Switzerland. The Auditors are equals to and independent from Council, and report directly to Congress. The Auditors' tasks include: reviewing financial statements, assisting Council in financial matters, monitoring the IIHF internal operations, and others. (International Ice Hockey Federation 2018b, Statute 18.2)

The Operational Committees serve as recommending bodies to IIHF Council. As such, the Committees are established by IIHF Council for a four-year period. Each Committee is composed of: a Council member who chairs the Committee, an executive secretary from the IIHF Office, and up to four other members. These Committees are formed by Council, with the recommendations of MNAs and the expertise that each candidate has (International Ice Hockey Federation 2018b, 18.3). The current Operational Committees for the 2016 – 2020 period are: Asian, Athletes, Competition & Coordination, Coaching, Disciplinary, Event & Evaluation, Ethics & Integrity, Finance, Historical, IIHF Governance Reform Group, Legal, Medical, Officiating, Player Safety, TV/New Media/Marketing, Youth & Junior Development, Women's, Facilities Working Group, and Environmental & Social Activities (International Ice Hockey Federation 2016a)

4 A history of hockey in Bosnia and Herzegovina

4.1 1939 – 1992

Some of the first skaters appeared in the early 20th century but the first hockey surface in Sarajevo would only be documented in 1953. Many people would be interested in hockey and would even make their own sticks from tree branches if they could not find a real stick. The sport would continue to grow until the 1980s with various coaches coming from different parts of Yugoslavia and Czech Republic. (Savez Hokeja Na Ledu Bosne I Hercegovine 2011.)

Officially joining the IIHF in 1939, the Ice Hockey Federation of Yugoslavia would govern all hockey activities in the country until the breakup in 1992. As Yugoslavia, hockey had the most success in Slovenia with over 91% of its national team players coming from this republic; the remaining 9% would come equally from Croatia and Serbia. They would also participate in the Winter Olympic Games five times: Innsbruck, 1964; Grenoble, 1968; Sapporo, 1972; Innsbruck, 1976; and Sarajevo, 1984. (Manninen, H 2014)

From the breakup of Yugoslavia have come five federations with varying success: the Bosnia and Herzegovina Ice Hockey Federation, 2001; the Croatian Ice Hockey Federation, 1992; the Macedonian Ice Hockey Federation, 2001; the Serbian Ice Hockey Association, 2007*; and the Ice Hockey Federation of Slovenia, 1992 (International Ice Hockey Federation 2018a).* Serbia has maintained the membership rights of Yugoslavia. Since the breakup, they have played as Yugoslavia, Serbia & Montenegro and presently as Serbia.

4.2 2001 – 2013

Following the breakup of Yugoslavia, the Bosnia and Herzegovina Ice Hockey Federation, Savez Hokeja Na Ledu Bosne I Hercegovine (SHL BiH), would be established on May 10, 2001. The federation would soon get to work on numerous projects to build hockey, including hosting the U18 World Championships in 2003. From then on, the SHL BiH would be able to organize various events and IIHF programming inside and outside of Sarajevo in the attempt to build hockey. In 2009, Sarajevo would once again play host to an IIHF event, but this time it would host the Division III Qualifiers, also marking the first time the men's national team would play. The SHL BiH has been able to receive many donations over the years, equipment, finances, and even the boards from the 2006 Turin Olympics, however they still sit in storage unused because of a lack of space in the city. (Savez Hokeja Na Ledu Bosne I Hercegovine 2011.)

4.3 2013 – Present

To better understand the current situation within Bosnian hockey, it is important to understand the past few years and the events that have led to now. Following the elections in the summer of 2013 and the establishment of the current federation, Hokejaški savez Bosne i Hercegovine (HSBiH), there was an attempt to bring unity to the hockey community. At this time, it was proposed to the four club, HK Ajkule Ilidža, HK Bosna, HK Medvjedi Sarajevo, and HK Vukovi Sarajevo, that rather than fight over ice times, coaches, finances, etc... that all the clubs pool their resources together to develop ice hockey in BiH for greater good, the national team and its programming, rather than continuing with how things were going. The federation also attempted to unify the U20 players by creating a U20 national team stream. HK Ajkule Ilidža released all their youth players, but they were resistant to merging their seniors. HK Bosna had a few U20 players who would join the programming, while the handful of active seniors they had stopped playing. (Auerbach 10 November 2018)

HK Medvjedi Sarajevo and HK Vukovi Sarajevo remained committed to growing the game and combined resources in order to achieve this. Over the course of the next few years, the personnel from these clubs would continue the growth of hockey at the club and the federation levels. HK Medvjedi Sarajevo took a backseat, and all promotion and growth was focused on HK Vukovi Sarajevo. HK Vukovi Sarajevo would be the face of hockey, and any time a team from BiH would host games, tournaments or play abroad, the players would represent this club. (Auerbach 10 November 2018)

After organizing two exhibition games against the Turkish national team in 2014, the men's national team would formally re-enter IIHF competition in 2015 after a five-year hiatus. Following the 2016 World Championship Division III, and entering the fourth and final year of the President's mandate, the vision was shifted to focusing on rebuilding two clubs that exist mainly paper, and the promotion of an amateur senior league. This idea was met with a lot of resistance from the active members of the hockey community and as a result the executive board was completely replaced, without just cause and without following proper procedures. ŽHK Lavice Sarajevo, a newly formed female club, attempted to join the federation and have their club recognized; however their application was ignored. (Auerbach 10 November 2018)

Since then, there has been even more turmoil amongst the community and the clubs as a whole. The members from HK Medvjedi Sarajevo and HK Vukovi Sarajevo who were working at the federation level distanced themselves from the administration to focus on

their own clubs because of the unappreciated work that they had put into the federation. These clubs, along with ŽHK Lavice Sarajevo, have also formed a new partnership to continue growing the game at the youth levels.

Within the past few weeks, a new President and board members have been selected. Composed of members from HK Medvjedi Sarajevo and HK Vukovi Sarajevo, this new management team hopes to establish peace amongst the community and an opportunity for growth. (Mrkva 10 November 2018)

4.4 Clubs

Centralized in Sarajevo, the BiH hockey community is made up largely from three clubs, HK Medvjedi Sarajevo HK Vukovi Sarajevo, and ŽHK Lavice Sarajevo. Officially, two other clubs exist, HK Ajkule Ilidža and HK Bosna, however their activity is hard to monitor. As HK Ajkule Ilidža and HK Bosna are voting members of the federation, they are being listed as active rather than defunct. It can also be confusing for members of the hockey community outside of BiH to follow as many of the clubs have changed names from their original foundation. Although all of hockey is based out of Zetra Olympic Hall (Zetra), all the clubs have been registered in different municipalities of the city so they can receive funding from their given municipality.

4.4.1 HK Medvjedi Sarajevo

Founded in 2003 as HK Alfa, they would later become HK Medvjedi Novo Sarajevo and then finally HK Medvjedi Sarajevo. A number of national team members who played for HK Medvjedi Sarajevo before the 2013 merger decided to re-establish HK Medvjedi Sarajevo as a separate working club. Their efforts have lead to them being the fastest growing club in BiH, recruiting over forty members in a short time. Their members range from skating school to seniors, however their members are mainly focused at the U8, U10, U12 age groups, as this is where their efforts have been since redeveloping their club. With only a small donation of equipment that the federation distributed to the clubs, HK Medvjedi Sarajevo has been able to start from the ground up and grow their numbers rapidly in a little over two seasons. They have also established partnership clubs throughout Europe have been able to receive support from them, namely from Finland, Germany and Italy. (Auerbach 10 November 2018)

4.4.2 HK Vukovi Sarajevo

Founded in 2002 as HK Stari Grad, HK Vukovi Sarajevo is now the largest club in the country with over 100 members ranging from skating school to seniors. They continue to

try to build a hockey culture and improve the hockey situation in BiH. As of March 2017, they have purchased and installed a smaller than regulation sized ice hall which is allowing for rapid growth amongst the hockey community, both their own club and others alike. (Mrkva 10 November 2018)

4.4.3 ŽHK Lavice Sarajevo

ŽHK Lavice Sarajevo is the country's only purely female hockey club. A partner club of HK Vukovi Sarajevo, all the girls train with the boys at their own respective age groups until U15. Any member older than fifteen continues to train with the U15 boys group. ŽHK Lavice Sarajevo has a large enough base, over twenty girls, that they are now able to field a team to compete at the U8 and U10 levels in the BHL Kids programme. The next step for ŽHK Lavice Sarajevo is to officially gain recognition and be accepted as a new member of the federation. As the leading member of female hockey in BiH, the federation has the duty to support the athletes from ŽHK Lavice Sarajevo and the growth of women's hockey as they will soon form a large enough group to form future national teams, at the U18 and/or women's level. (Mrkva 10 November 2018)

4.4.4 HK Ajkule Ilidža

Founded in 2002 as HK Ilidža 2010, HK Ajkule Ilidža was started by a Canadian who saw a chance to get kids off the street and into sport. Their commitment to the community has been wavering for years as previous federations often ignored this club; often by not including them in development plans and other hockey functions. Following the merge in 2013, all its youth members left the club, while its seniors stayed dedicated to it in the hopes to continue playing in the senior league together. As the founder of the club returned to Canada many years ago, the club has struggled to stay afloat. Today, the club has only a handful of youth players and around fifteen seniors. (Auerbach 10 November 2018)

4.4.5 HK Bosna

Founded in 1980 as part of the Bosna brand, HK Bosna had great success by being the only club from BiH in the Yugoslav Ice Hockey League. The club went on hiatus in 1992 during the Yugoslavian War, but returned following the reconstruction of Zetra. With the senior league being established in 2002, HK Bosna was a strong club in its infancy. Due to financial reasons, the club struggled in the early 2010s and has stopped all ice activities since 2013. (Auerbach 10 November 2018)

4.4.6 Defunct clubs

Having only participated in the Bosnia and Herzegovina Hockey League for the 2002 – 2003 season, HK Jahorina, and HK Šampion are two of the three defunct clubs in BiH, with Blue Bulls Sarajevo being the third. Blue Bulls Sarajevo was established in 2013 as an attempt to unify all players in Sarajevo at the U20 level in the hopes of competing in U20 World Championships. However due to a generational gap in numbers, this project was abandoned. (Auerbach 10 November 2018)

5 Shaping the federation

Following the lead of the Fédération Internationale de Football Association (FIFA), the HSBiH should look to mimic the efforts that they put forward in 2016. Under a new leadership group and with renewed spirit, they released a guiding manual for the future of football, FIFA 2.0: The Vision for the Future. Included is FIFA's vision to promote the game, principles and measurable objectives, how they plan to realize their vision, strategies to take in order to get there, and guiding principles it will take (FIFA 2016b, 16-28). Other projects the federation can look at are: National Participation Game Plan for Hockey in Australia: 2017 – 2020, and England Hockey's A Nation Where Hockey Matters: Business & Brand Strategy 2013 – 2017.

The federation should look at how they can govern ice hockey, while still best serving their members and players; being open to feedback and being proactive in adjusting its vision based on this; delivering the best programming to support and develop the players; creating programming that allows for participation of all members; and maintaining a high level of professionalism and ethics throughout the governing process. One constant that remains in BiH is uncertainty. The new federation must create a strong foundation while still being flexible enough to deal with the obstacles and uncertainty that always arises.

5.1 Mission, vision and values

In order to grow the federation and the programming, the HSBiH must reflect on who they are, and how and what they wish to achieve. With the arrival of a new management team, one of the first things they should do is set forward a mission statement along with a vision and a direction that the organization has and the values they wish their members to embody. It is important for the new federation to outline what responsibilities the members inside the HSBiH have and what objectives they have for the hockey community in BiH. (FINA 2010, 14.)

Having a strong mission statement can serve four purposes: promotes unity by having all members on the same page; it can determine how resources are used; serves as a guideline to promote development and growth; and it can create a culture by having all members contributing to the same cause. (FINA 2010, 15.)

A vision is a great way to communicate the long-term intentions of an organization. A vision statement should establish the direction that the organization wants to go by providing a strong message to members inside and outside of the community. It should also

serve as a reminder as to how the organization should govern and operate on a day-to-day basis. (FINA 2010, 15-16.)

The values the organizations select are those that will define what the organization embodies and projects to the outside community. These values can establish and influence how the functions are carried out. These values should remain constant regardless of the size or how established the organization is. (FINA 2010, 16-17.)

5.2 Strategic planning

Any strategic planning must start with internal and external reflection. Four questions can shape the pathway for any strategic planning; Where are we now?; Where do we want to be?; Are we getting there?; and How do we get there?. Once this initial reflection is complete, and as goals are being completed, it is important to continuously return to these initial questions and to set new goals so the organization keeps evolving. While helping to evaluate the progress, strategic planning can also serve as a guide for members within the federation. (FINA 2010, 20.)



Figure 2. Strategic planning pathways (FIBA 2018)

The federation should have a hybrid of a bottom-up and top-down strategy, while focusing more on a bottom-up approach. These smaller programmes will help establish credibility and a strong foundation in the federation. Although there are many smaller programmes that need to be accomplished, it still needs long-term goals to clearly establish a path in which progress should be made. By using these long-term goals, they can also use short- and medium-term goals to accomplish their vision. (FINA 2010, 23.) Setting deadlines for

these plans is also a good way to make sure that the vision stays on track (FIBA 2018, 1.2, 20).

5.3 Structuring the federation

When looking at the structure of the federation, different types of structures can be utilised based on the size and function, and focus of the NGB. A commonly used structure is the functional structure. One of the benefits is that each member has a clear role and idea of their tasks. It also reduces the amount of training that is needed as members are specialized within their own field. (FINA 2010, 58-59).

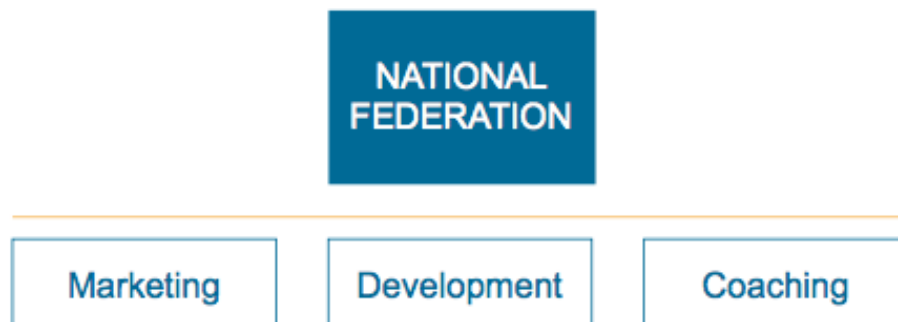


Figure 3. An example of a functional structure (FINA 2010)

Due to the small size of the member branches and stakeholders it currently has, a process-based organizational structure, such as Harrington & Harrington's model should be chosen. This organization structure is focused on the core process rather than functions, as the relationships between the working groups, or functions, are valued. Harrington & Harrington developed a two-tiered structure, wherein the first tier would still be occupied by functional departments while the second tier would be process-based. They believe that this would create ownership for those who were responsible for the core processes (Hernaus 2008, 9).

The foundation of a process-based organization starts with key values and the core processes. Once the process is set, the structure that supports it can be put in place. In this type of organization, the hierarchy is reduced, boundaries that are set by functions are eliminated, and the organization is run by multifunctional groups. As outlined in Figure 4, this type of structure should contain: core business process; centers of excellence; where knowledge is collected; staff units, functional support units; and a process council, responsible for coordination between different functions. (Hernaus 2008, 9)

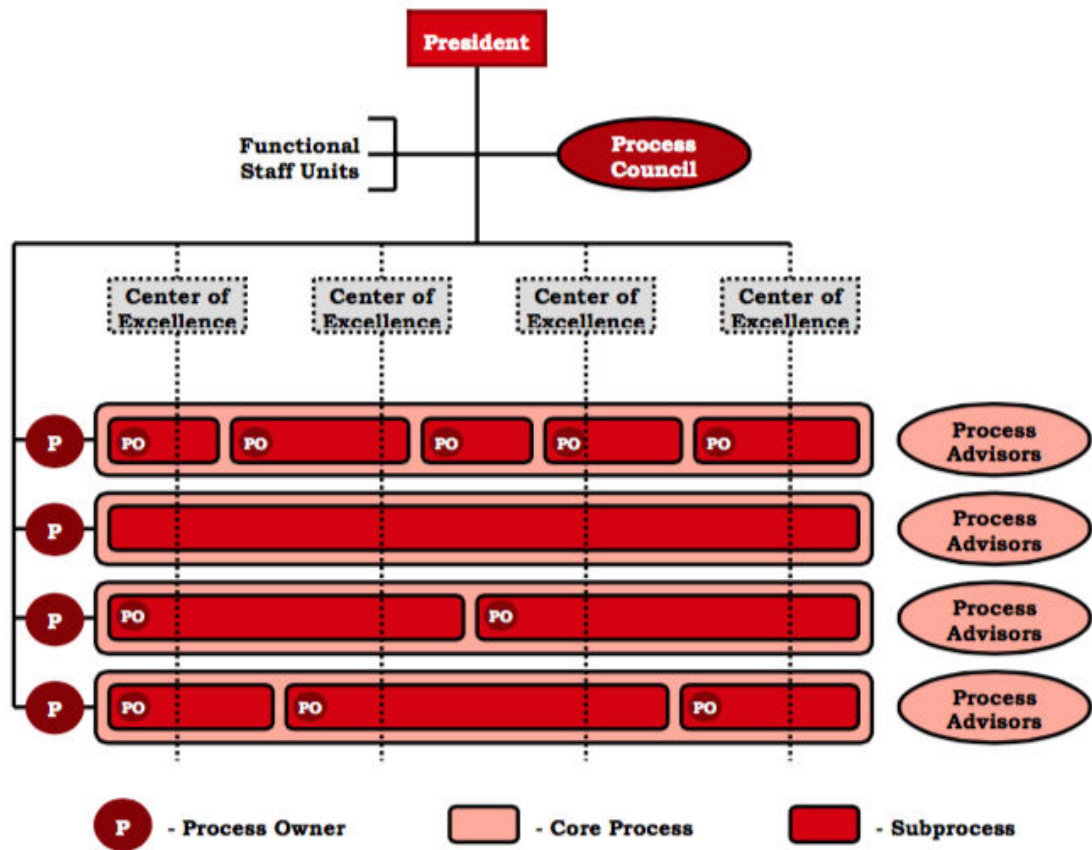


Figure 4. An example of a process-based structure (Hernaus 2008)

5.4 Functions

The previous structure of the federation was very inefficient, with many roles created but with little work and progress being done. Although there were many administrative members in the federation, many tasks fell on the same handful of dedicated people while the others would sit back, watch, and criticize what was being done rather than contributing to the development of hockey. The new group needs to establish clear roles that each administrative member will have and the functions that they will serve to better the community, all which should be made clear and public (FINA 2010, 52). This will also add a level of accountability for those inside the federation. Due to the small nature of the federation, and the community as a whole, it should be expected that the same dedicated people would continue to grow the game. The challenge that will fall on the federation is finding new, dedicated personnel that were previously not recognized or underutilized.

5.4.1 Statute

The statute serves as a legal document, containing fundamental laws and bylaws and basic regulations in which the sport will be governed within the country. The statute must keep in line with the laws and regulations of their own country. The statute should also reflect the current situation of the sport within the country, and the interests of the mem-

bers within the sport. The statute should bring stability to the community by establishing guiding principles for all the members. (FIBA 2018, 1.1, 3). In case of a dispute, this is the legal document that will be reverted back to (FINA 2010, 53).

5.4.2 Assembly

As a result of the previous statute, there were seventeen members in the assembly that would vote on various issues and ideas. Of these seventeen votes, thirteen belonged to the four clubs and four were given to independent parties that were supposed to remain neutral and vote for the interests of hockey. Unfortunately this was not the case and many members were placed in these roles due to personal interests and preferences. The previous assembly was not in touch with the needs and the wants of the hockey community and this created a lot of friction. (Auerbach 10 November 2018)

As the highest authority within hockey, the assembly has the power to modify the constitution, to elect the members of the board and the President, to review and approve documents, to designate the auditor, and many other functions (FIBA 2018, 1.1, 8). The assembly should meet once a year and all objectives should be voted through the assembly before carried out in an official function (FINA 2010, 53-54).

The new assembly needs to be much smaller and at the heart of BiH hockey. To avoid any issues, the statute should stipulate the formation of the assembly and how many votes can be cast, and who can cast them (FIBA 2010, 1.1, 7). The new assembly should be made up of club representatives, one from each club, and player representatives, one from each national team, who can vote on the interests of the clubs and the players.

5.4.3 Board

Although good governance would dictate that the board be made up of independent directors, this is not a reality in BiH. The former board that was in place was made up of five representatives: the President, the vice-President, the IIHF and International Communications Officer, the Domestic Affairs Officer, and the Domestic Sport Development Coordinator. Four of the five positions were filled by current or former players, who were also involved at the club level, while the last spot was filled by a former manager at ZOI '84 (Mrkva 10 November 2018). The small community makes this a very difficult task, as those who are generally interested in hockey are directly involved in the clubs.

The assembly should elect the new board, with its elected members having expertise and skills that can benefit the overall development of the sport. The members of the board

should not be members of the assembly, as to remove any grey area or concerns. The board should carry out the functions and decisions as approved and decided at the annual assembly meetings. (FIBA 2018, 1.1, 9)

While there should be members with hockey knowledge, playing, coaching and officiating, a balance should be struck with members with business, educational, financial, and managerial knowledge. Keeping the number of board members to a minimum would be ideal in the federation because of the small number of clubs that it would serve, and to keep the productivity of the board. Members of the board should be productive and not elected for people who will not contribute. (FIBA 2018, 1.1, 10) The board should also search for outside expertise in larger projects and matters that are outside of its field of expertise, such as the construction of an ice hall.

The role of the board should be to implement and manage the policies of the HSBiH, to give support to the clubs and other members of the community, to choose coaches and other officials when related to national team programming, to report on activity within the community, and others. (FIBA 2018, 1.1, 9-10)

5.4.4 The President

As the public face of the HSBiH, the President has the duty to act in good faith to best serve the hockey community. The President has the responsibilities of: taking care of general affairs of the HSBiH, supervising the proper function of the HSBiH, and ensuring that all decisions are carried out. (FINA 2018, 54)

6 The project

The intent in this is to provide recommendations that can be implemented so that the federation governs hockey within BiH to unify the community to the best of its abilities and to the extent that the clubs will allow. They must also reach outside its borders to establish meaningful partnerships, in different sectors, to help grow the sport. The federation must establish principles of good governance and be fair while determining how to govern and bring hockey back to the popularity it saw following the 1984 Winter Olympics. Ultimately, the aim of the project is to foster healthy working relationships to grow hockey within BiH.

6.1 Project planning

As is the case with most projects or working environments in BiH, change is not a quick or easy process. With finances being very tight and often the cause of much friction within the community, the hope is to recruit as many volunteers as possible. These volunteers should have a background in one of the key working groups so they can assist in the development of the federation and hockey. A natural place to look would be the parents, as they would want the best for their kids and would be invested in the development and growth of hockey in BiH, and should have varying backgrounds.

The first thing that needs to happen in the federation is to establish the members of the assembly, the board and to reconstitute the outdated statute. In order to do this, meetings should be called immediately to establish these three items. Once these members are in place, the federation should look to form their mission statement, values and vision so that their strategic planning can begin. The working groups can then be established, with each one managed by a board member so that they can guide the groups, keep track of progress and to report back to the assembly.

With time being of the essence, the redevelopment of the federation and the establishment of its working groups must happen immediately. Although the ice season has already started and is quite hectic, the federation should evaluate which programmes can be developed and implemented this season and which ones should be evaluated and executed during the non ice months for future years.

6.2 The objectives

The objectives of the project will have to be set by the federation themselves. They will also have to determine which goals should be measurable and non-measurable. If the

goal is to increase youth participation, the federation must differentiate between wanting to train fifteen new players per birth year per year at the U6 and U8 ages and wanting to increase youth enrolment. Once the goals have been set, each working group will then have to think what is needed and what they can do to meet these goals. Marketing efforts can be focused on potential youth players, while the equipment group would focus their efforts on obtaining sets of equipment for this age, etc... By setting measurable goals, each working group is able to use their time to effectively meet the targeted goals. Although there can be non-measurable goals, it will be hard to determine whether they have been quantifiably successful without a pre- and post-assessment of said goal.

7 Implementation of the project

The project must be undertaken by the few working members of the BiH hockey community. These tasks will initially fall on the core members but as more volunteers can be found and engaged, more members can be added and the tasks can be further shared. The recommendations that have been provided should be able to guide the federation as to how to serve their stakeholders and what needs to happen on their end to grow the sport. It should not take long to implement the recommendations, barring outside interruption and assuming cooperation from the hockey community.

Working groups will be crucial to the success and the pace at which hockey can grow in BiH. Many groups will have to be created in order to satisfy the many needs within the community. Some of these groups should be task specific and their work will be on going, while others will be time specific and their work will start and end based on the nature of the event. The following working groups should be created: Education, Equipment, Finances, Ice Hall, On-Ice Programming and Development, National Team Programming, and Recruitment and Expansion. Lastly, an independent audit needs to be performed bi-annually or annually to check on the transparency and the activities being carried out.

While the working groups will be very important in the future of hockey, it will also be important for the federation to foster cohesive relationships, to form partnerships both domestically and internationally, to use strategic marketing tools, and to establish standards that the clubs must adhere to. Collectively, these other areas will contribute to the overall success of the programme.

8 Results and discussion

From all this comes two documents for the HSBiH to use in order to better structure their own federation: Appendix 1. Recommendations for the restructuring of the Bosnia and Herzegovina Ice Hockey Federation and Appendix 2. Planning and Documentation Form. It is the hope that the federation will not only say they want to improve the situation around the hockey community in BiH but will take action to provide a better future for all its stakeholders.

As the new federation has just recently replaced the old one, there have not been any results to report. The recommendations have not been implemented because the situation in BiH is still very fresh and the new federation has not had time to review or address these areas of change, although admittedly change is needed. In the future, it would be ideal to have an independent member from a different hockey country in BiH to implement the changes and to oversee the direction of the programme. It will be interesting to see the progress of the federation and how everything unfolds in the coming months and years. It will be equally as interesting to see how outside forces and factors may try to derail the progress that will be made by the new federation.

Upon reflection, it would have been beneficial to have contacted more established federations to see exactly how they are structured, what steps they took while developing and what setbacks they incurred. More input from the stakeholders of the BiH community, past and present, at all levels including players, parents, coaches, referees, and administrators should have been sought in order to get a variety of feedback. It would have been interesting to reach out former stakeholders who have stopped their involvement in hockey to find out why they stopped and what may have kept them interested in the sport. It would have also been beneficial to speak to the former Presidents to see what challenges they faced, how they were or were not able to overcome them and what steps they think would benefit hockey.

It's very difficult to predict the future success of hockey in BiH due to many uncertain variables including poor finances, little cooperation, and the lack of full-time full-sized ice hall. There still exists a communist hangover in BiH and this can be seen within hockey. Contradictory to the current beliefs, the federation is not in place to promote one club or to build new clubs. The federation is not there to hand out equipment or money to the clubs, and not there to force clubs who are not interested in their own future into building one.

While the level of play keeps rising at the younger age groups, it is tough to say if they will stop with the sport as previous trends have shown. The clubs have continued to work independently, while trying to sabotage the others rather than working collectively or fully independently. Everyone in the community knows each other and their business and this has proven to be detrimental to the community. The clubs fight to stay alive but until there is a change in the way the community conducts itself, the clubs may continue to survive but the sport will never prosper. The clubs must realize that they should be acting in the best interests of hockey in BiH, and the long-term success and not what is best for their individual club. These are fundamental differences of opinions and obstacles that must be overcome and changed immediately in order for the sport to grow. Creating harmony amongst the players and the clubs should be a priority. As the community is small enough, the clubs and the community as a whole cannot afford to continually lose players and be on poor terms with each other. At both the federation and the club levels, there will need to be a balance between dependency on others and own autonomy.

With a new President and leadership group taking the governing role of BiH hockey, the new group must be prepared to work for the betterment of hockey and not for personal reasons. It is important for this new regime to reach out to other experts in the hockey world to see how larger organizations are run and how to better involve all members of the current hockey community. Although finances may play a large part in the overall rate of growth, there are many projects and steps that can be initiated by the federation and the clubs with little to no funding needed. Establishing working groups, competent members in both the board and assembly will be key in sustaining the future of hockey in BiH. The federation needs to exhaust all its resources to give hockey the best chance not just to survive, but to thrive in BiH.

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Appendices

Appendix 1. Recommendations for the restructuring of the Bosnia and Herzegovina Ice Hockey Federation

The following is meant to be a recommendation to the Bosnia and Herzegovina Ice Hockey Federation so that they can better govern the sport of hockey. With previous federations failing to deliver on the practices of good governance, it is imperative for the newly formed federation to usher in a new period in BiH hockey with open minds, pure intentions and a strong work ethic.

Mission, vision, and values

Starting with internal reflection, the HSBiH must decide on the direction that they wish to take the sport in. In doing so, they must come up with a mission statement, set a vision for the future of hockey, and think about which values they wish to embody and pass through to their stakeholders. The mission statement should serve to bring harmony to its members by serving as a guideline for the members to contribute towards. It should set a foundation in which all the members contribute and function on the same level and for the same purpose. The vision would serve to inform the public of the future the HSBiH wishes to have and the direction that they intend to take hockey towards. The values of the HSBiH would influence the way that they operate and how the public sees the federation.

Strategic planning

The HSBiH should ask itself four questions to determine their pathway for strategic planning. Where are we now? Where do we want to be? Are we getting there? How do we get there? Once goals have been set, it will be important for the HSBiH to reflect regularly on these four questions to see where they have come from, and where they must go. The strategic planning process also serves as a direction for the members of the federation to contribute towards. Setting deadlines for the initial goals will also help keep the vision and the progress of the federation on track.

The structure of the federation

The HSBiH should look to implement a hybrid structure between a functional structure, in which each member has a clear and direct task to complete, and a process-based struc-

ture, in which the focus is on relationships between the working groups. In this type of system, ownership can be created for those responsible of the core processes.

Functions of the federation

For the HSBiH to function in unity, each member within the federation should have official roles and functions that they serve. Establishing clear roles should add accountability to the personnel and allow members from the outside to approach a specific person should an issue needs to be raised. In order to avoid members in multiple roles, the HSBiH should look to find new members to add to their community. In accordance to laws in BiH, both civil and sport, the statute of the HSBiH needs to be addressed and reconstituted so that it serves the hockey community. The statute should be meaningful, and all loopholes must be closed. The assembly needs to be addressed and restructured to avoid previous issues that came up, namely assembly being placed in a position to sway votes towards decisions against the working members of the hockey community. It is suggested that only clubs who meet the minimum participation standards, and allotted player representatives, be able to vote on issues concerning the hockey community. The establishment of the board should be made up of independent directors, with backgrounds or specialties in varying subjects to better serve the HSBiH and the results they wish to achieve. In order to remove doubt about one's intentions, members of the board should not be members of the assembly. The board should manage the policies of the HSBiH, to support the clubs, and to report on activity within the community. Lastly, the President of the HSBiH must act in good faith and in the interests of the hockey community. As the President, they should carry out general affairs, supervise the function of the federation and make sure that all decisions are being carried out.

Working Groups

As the hockey programme in BiH is still fairly novice, many working groups should be created to serve the community and grow the sport. The groups that should be created are: Education, Equipment, Finances, Ice Hall, On-Ice Programming and Development, National Team Programming, and Recruitment and Expansion. An independent audit should also be implemented to aid in the transparency of the HSBiH's functions.

Education

The educational group should look to establish a formal education programme for the personnel inside the hockey community. These programmes should cover the needs of the

administrators, coaches, referees, and players. This group could also look the sport faculty within Sarajevo to help educate coaches and to potentially recruit new coaches. They should also look to a more advanced federation to assist in the education of the stakeholders in BiH. Another option remains bringing in IIHF experts to Sarajevo to better educate the staff.

Equipment

As there are no hockey shops in the country, it remains very difficult for players to purchase or obtain hockey equipment. The federation and clubs have received donations of both new and used equipment as part of the various international programmes. However this has not provided enough sets to deal with the demands of the growing hockey community. The federation needs to look into different ways to import equipment in both high volume and a cost efficient way. The high duties and taxes that the boarder imposes on goods is another obstacle in receiving hockey equipment. The federation must look at creating partnerships with equipment manufacturers, whether they are IIHF sponsors or not, to purchase equipment in bulk quantities and at wholesale prices. They should also look into creating a charitable or non-profit organization to allow for the duty to be lowered or waived all together.

Finances

The financial group should look at fundraising efforts and different ways to secure funding for the programmes of the HSBiH. They should also make sure that all funds are documented, both incoming and outgoing. As this group will be central to the other working groups, a realistic budget should be created by focusing on the fixed costs the will incur, the costs of frequent activities, costs of different programmes, and any salaries, if there are any paid employees. The federation needs to continue to look at how to raise money for the future of hockey and its programming, both through the government and other ministries, and through various fundraising campaigns. The financial group should appoint a Treasurer to keep track of the finances, to assist with budgets, and to avoid misuse of funds.

Ice Hall

The ice hall group should look at two options to bring a full-time full-sized ice hall to Sarajevo, the reconstruction and conversion of Skenderija or a private ice hall project. The former could be beneficial as the infrastructure is in place; however dealing with a gov-

ernment owned facility can be very tricky. While the later would likely be costlier, it would provide the hockey community more autonomy. Both options present pros and cons that should be evaluated on the long-term development of the sport. The ice hall group should look for expert opinions, ice hall firms, construction firms, land developers, etc... to see what the possibility is to build a full-sized ice hall in the Sarajevo area.

On-Ice Programming and Development

The HSBiH should look to hire a full-time technical director who can take the reins on the on-ice programming and development of hockey in BiH. The technical director should be providing recommendations to the hockey community, establishing goals and development plans, providing feedback to the coaches about their practices and overall improvement of the hockey experience for the players.

National Team Programming

The national team programming would also likely fall under the responsibilities of the technical director. The technical director must take steps to unify the players, so a consistent national team can participate for BiH in World Championships from year-to-year. The technical director should also look into the wants and needs of the players, short- and long-term planning, and organizing practices, camps and games for the national team. With the growing number of youth players, the technical director should examine the possibility of creating youth representation teams at the U18 or U20 age groups. There exists the possibility of many players representing both age groups. At this stage of the development of the programme, it is recommended to apply for the U18 age group as many U20 could also represent the men's team. As the number of female players is rapidly increasing, the technical director should make long-term plans for the future for the potential of establishing a women's national team.

Recruitment and Expansion

The recruitment and expansion group should look into various projects to attract more participants into the sport. These could include, Girls' Hockey Day, try hockey for free, school visits and promotional material throughout the city where parents and children visit. It is important that the federation runs these programmes regularly to attract new participants. This group should also look at how to re-integrate players who have stopped playing for various reasons. The federation should review all past members of the community, players, coaches and officials, to receive first hand feedback as to why they left the sport

and how they could potentially bring them back in, either as a player or in another capacity. Additional 3-on-3 leagues could be established for players who simply want to play hockey but not have to commit to off-ice training and the national team programming. By creating a recreational league for less committed players, this would hopefully keep players interested in hockey and starting a trend that sport and hockey are for life.

It is equally as important to recruit new coaches, officials, and off-ice officials into hockey. It would be natural to look at the current and former pool of players to fill these roles. The federation should also offer the opportunity to the students of the sport faculty to get real life working experience by helping with the clubs and the federation.

While hockey is centralized in Sarajevo, there exist small sized skating surfaces throughout the country, typically only during the holiday season. As part of expanding hockey throughout the country, it should be examined on the possibility and the reality of hockey existing and growing in different parts of the country.

Independent audit

An independent auditor should be appointed to help differentiate the functions of the members of the HSBiH and that of their own club. The audit should ease some tensions within the community by addressing the need for transparency. The auditor should be familiar with sport, but not have a prior relationship to the hockey community to ensure an unbiased opinion. The audit should review the performances of the clubs, the assembly, the board, and to assess the effectiveness of the community's work. The audit should also highlight some of the strengths and weaknesses and make recommendations about how to better improve the conditions.

Other success factors

The HSBiH should look at a few other factors to improve the programming and the future of hockey. These include cooperation and partnerships within and outside BiH, maximizing on marketing opportunities and implementing minimum participation standards for the clubs.

Cooperation inside Bosnia and Herzegovina

The HSBiH needs to take steps to mend some of the broken relationships that currently exist between the clubs. This can be accomplished by establishing new programming for

all the clubs to take part in, and programmes that require the clubs to work together and would allow them to share resources, expenses, and accomplish similar goals. Aside from the clubs, the HSBiH needs to find domestic partners within the government to assist with the growth of hockey. These government agencies could be various ministries who can assist with the needs of the HSBiH, finances, educational programmes, and a physical infrastructure. The HSBiH should also look to connect with other sport federations within BiH to see how they have been growing their sports and overcoming adversity within their own sport.

Cooperation outside Bosnia and Herzegovina

Although the previous hockey federations in BiH have entered into various programmes, it is important for the HSBiH to maintain those relationships to further assist in the growth of hockey. The HSBiH should also look to enter partnerships with the federations of Croatia and Serbia as their languages are very similar to Bosnian. Together, the three federations could achieve more together, such as educational programmes, promotional material, etc... The HSBiH should also look to form partnerships with more established federations so they can receive better feedback and suggestions about growing hockey in BiH.

Marketing efforts

One of the strengths of the HSBiH is producing large scale hockey events. With the recent installation of the HK Vukovi Sarajevo Ice Rink, the HSBiH should look at using another international league, or national team game, to promote hockey as it has in the past. If the Equipment group is successful in securing more sets of equipment, the HSBiH and the clubs can be prepared to put more children on the ice. Smaller scale marketing efforts can also be used to attract new participants to hockey, as players, partners or sponsors. The Recruitment and Expansion group should develop these plans, along with any supporting material to attract new members into the community. With the European Youth Olympic Festival being hosted in Sarajevo in 2019, the HSBiH must be ready to capitalize on this opportunity to increase awareness and enrolment in hockey.

Minimum Participation Standards

The HSBiH should adopt a set of minimum participation standards, similar to the ones the IIHF uses for its membership rights. Members national associations who meet the criteria to become full members of the IIHF may vote at IIHF Congress. The HSBiH should implement this policy as a way of quality control for new clubs who wish to join the HSBiH. It

would also force existing clubs of the HSBiH, to continue to work to maintain their standing within the HSBiH. Ultimately, the minimum participation standards would help to improve the number of registered participants and the level of play within BiH. Meeting these minimum participation standards would provide the clubs with not only a voice at the assembly, but resources that the HSBiH should distribute to its members.

Conclusion

If the HSBiH are able to implement the practices of good governance or any of the recommendations that have been provided, they will already have taken the first step towards growing hockey in BiH. Although there are many tasks that should be carried out to improve the situation, it presents itself an opportunity to build an ideal organization. Lots of time will be needed in order to redevelop the current federation and its structure, however with cooperation and communication amongst the members; this task will not be nearly as troublesome.

Appendix 2. Planning and Documentation Form

Strategic Planning

Mission Statement

Clear Vision

Core Values

Board

Number of members: _____

Frequency of meetings: _____

Members of the Board	
Name	
Position	
Experience	
Responsibilities	
Name	
Position	
Experience	
Responsibilities	
Name	
Position	
Experience	
Responsibilities	
Name	
Position	
Experience	
Responsibilities	
Name	
Position	
Experience	
Responsibilities	
Name	
Position	
Experience	
Responsibilities	
Name	
Position	
Experience	
Responsibilities	
Name	
Position	
Experience	
Responsibilities	

Assembly

Number of members: _____

Frequency of meetings: _____

Members of the Board	
Name	
Represents	
Experience	
Responsibilities	
Name	
Represents	
Experience	
Responsibilities	
Name	
Represents	
Experience	
Responsibilities	
Name	
Represents	
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Represents	
Experience	
Responsibilities	
Name	
Represents	
Experience	
Responsibilities	
Name	
Represents	
Experience	
Responsibilities	

Goal Setting

Short-term goals

1. _____

What is the timeline for this goal?

What is needed to achieve this goal?

Personnel needed to achieve this goal?

2. _____

What is the timeline for this goal?

What is needed to achieve this goal?

Personnel needed to achieve this goal?

3. _____

What is the timeline for this goal?

What is needed to achieve this goal?

Personnel needed to achieve this goal?

4. _____

What is the timeline for this goal?

What is needed to achieve this goal?

Personnel needed to achieve this goal?

Medium-term goals

1. _____

What is the timeline for this goal?

What is needed to achieve this goal?

Personnel needed to achieve this goal?

2. _____

What is the timeline for this goal?

What is needed to achieve this goal?

Personnel needed to achieve this goal?

3. _____

What is the timeline for this goal?

What is needed to achieve this goal?

Personnel needed to achieve this goal?

4. _____

What is the timeline for this goal?

What is needed to achieve this goal?

Personnel needed to achieve this goal?

Long-term goals

1. _____

What is the timeline for this goal?

What is needed to achieve this goal?

Personnel needed to achieve this goal?

2. _____

What is the timeline for this goal?

What is needed to achieve this goal?

Personnel needed to achieve this goal?

3. _____

What is the timeline for this goal?

What is needed to achieve this goal?

Personnel needed to achieve this goal?

4. _____

What is the timeline for this goal?

What is needed to achieve this goal?

Personnel needed to achieve this goal?

Working Groups

Working Groups	
Name	
Function	
Members	
Responsibilities	
Name	
Function	
Members	
Responsibilities	
Name	
Function	
Members	
Responsibilities	
Name	
Function	
Members	
Responsibilities	
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Function	
Members	
Responsibilities	
Name	
Function	
Members	
Responsibilities	
Name	
Function	
Members	
Responsibilities	

Working Groups

What steps are being taken to grow the educational programming?

What steps are being taken to bring more equipment into the country?

What steps are being taken to raise more finances?

What steps are being taken to building a full sized ice hall?

What steps are being taken to bring more equipment into the country?

What programmes will be initiated for short-term development?

What programmes will be initiated for medium-term development?

What programmes will be initiated for long-term development?

What steps will be taken to benefit the national team programme?

What marketing efforts will be taken to increase awareness of hockey in Bosnia and Herzegovina?

What will be done to attract more players into hockey?

What will be done to bring back former hockey back to the sport?

What will be done to recruit more coaches?

What will be done to recruit more officials?

When will an independent audit(or) be put in place? Who will conduct the audit?

Cooperation

What steps will be taken to form partnerships inside Bosnia and Herzegovina?

What partnerships will be created?

What is the timeline for forming these partnerships?

What steps will be taken to form partnerships outside Bosnia and Herzegovina?

What partnerships will be created?

What is the timeline for forming these partnerships?

Checklist

- Mission Statement
- Clear Vision
- Core Values
- Statute
- Board Structure
- Board Functions
- Assembly Structure
- Assembly Functions
- Short-term Goals
- Medium-term Goals
- Long-term Goals
- Domestic Leagues
- Technical Director
- Formation of Working Groups
 - Education
 - Equipment
 - Finances
 - Ice Hall
 - Programming and Development
 - Short-term
 - Medium-term
 - Long-term
 - National Team Programming
 - Independent audit
- Cooperation inside Bosnia and Herzegovina
- Cooperation outside Bosnia and Herzegovina