

DEVELOPING A NATIONAL WOMEN'S AND GIRLS' FOOTBALL STRATEGY

STRATEGY DEVELOPMENT FRAMEWORK

#TIME
FOR ACTION



WOMEN'S FOOTBALL STRATEGY
2019–24



FOREWORD ANNE REI CHAIR OF WOMEN'S FOOTBALL, UEFA

The development of women's football and its foundations are fundamental to the success of football as a whole. The game will continue to go from strength to strength if UEFA, member associations and stakeholders put the right direction in place for everyone to capitalise on.

Women's football is in a period of unprecedented growth that is outstripping its current human and financial resources at all levels. With records being broken at an unprecedented rate and more attention than ever, the time is right to capture this enthusiasm, and benefit from the momentum to further transform the women's game.

UEFA is committed to helping its 55 national associations (NAs) to support, guide and lift both women's football, and women in football. In line with both our overarching strategy 'Together for the Future of Football and our Women's Football Strategy 2019-24 - Time for Action, UEFA wants to support its NAs to develop their own bespoke national women's and girls' football strategies to steer transformation in their countries.

Now is the time to help all NAs clearly define their ambition for the future of women's football. Active strategic management is needed at both confederation and national association level to ensure that the sport is enabled to develop in the best and most sustainable way by planning for the future.

With that mind, UEFA has collaborated with Portas Consulting, FIFA, NAs from across Europe and global experts to create this comprehensive framework. This document provides NAs with a women's and girls' strategic framework and a process-oriented guide to developing a dedicated women's and girls' strategy. This framework will allow the flexibility and adaptability to create a unique, and tailored strategy that is specific to each country.

We are convinced that this process will ensure that women's and girls' football thrives across Europe, building on its unique core values.

BENEFITS OF HAVING A WOMEN'S AND GIRLS' FOOTBALL STRATEGY



DEDICATED STRATEGY OR INTEGRAL PART OF GENERAL STRATEGY

- Each national association chooses between a dedicated women's football strategy or to integrate it into its overarching strategy
- This decision depends on each national association's unique situation and how its workforce is currently organised

BENEFITS OF A DEDICATED STRATEGY

- Emphasises the importance of women's football
- Recognises the need to understand the unique situation of the women's game and act accordingly
- Utilises specialist knowledge and understanding
- Ensures clear targets, accountability and ring-fenced budget
- The dedicated strategy can still link to the overarching strategy

BENEFITS OF AN INTEGRATED STRATEGY

- Ensures the strategy is fully integrated within the overall strategy
- Recognises women's football as an equal priority and commitment
- Minimises likelihood of duplication of resources / efforts

HOW TO USE THIS DOCUMENT



This document has been written for the person leading the development of a national association's women's and girls' football strategy (known here as the 'strategy development lead').

At the outset of the strategy development process:

- Read through the **process section** (pages 6-50) to understand the **8-step process** we recommend, and use it to help create a strategy development plan.
- Read through the **strategy framework section** (pages 51-95) to gain an understanding of the key pillars associated with developing the women's game, and the questions each association needs to ask itself in relation to each as part of a structured approach to developing a women's and girls' football strategy.

As you develop your strategy:

- Refer back to the **process section** as a to-do list to ensure all activities are completed. Each step contains an overview of all the necessary actions at that stage in the process.
- Refer to the **strategy framework** section throughout the strategy development phase – primarily to **steer the structure of the strategy**, but also to guide data analysis, develop interview guides, and frame workshop discussions. The strategy framework includes high-level framing questions and detailed 'assessment questions' for each building block.
- Remember that neither the process nor framework will fit your association perfectly – as strategy development lead, you should **identify the best and most relevant elements** for your organisation.

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AN 8-STEP PROCESS TO DEVELOP A WOMEN'S AND GIRLS' FOOTBALL STRATEGY IN 4-6 MONTHS

Identify 3 or 4 key stakeholders to be strategy development 'champions'

Set up processes and systems to support the change and integrate the strategy within the association



AN ITERATIVE STRATEGY DEVELOPMENT PROCESS





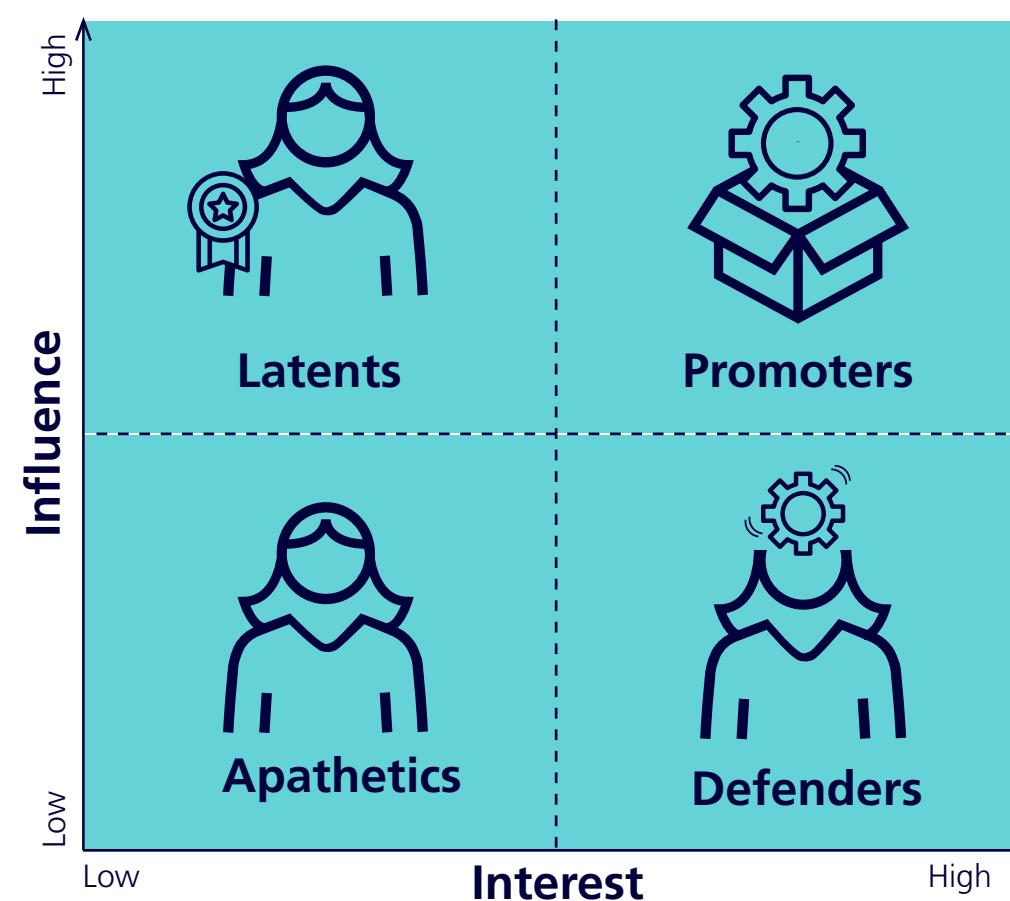
OVERVIEW OF ACTIONS NECESSARY TO PREPARE THE STRATEGY DEVELOPMENT PROCESS

- 1a** Define the purpose of the strategy
- 1b** Identify the individuals and stakeholders who will be involved in the strategy development process and get an overview of their availability and capacity [\(See page 11\)](#)
- 1c** Identify 3 or 4 key stakeholders to be 'champions' of the strategy [\(See page 12\)](#)
- 1d** Read through strategy framework section of this document [\(See pages 51-95\)](#)
- 1e** Review existing strategies and determine available budget
- 1f** Collect all existing internal data, using assessment questions [\(See pages 51-95\)](#) to find out what data might be available, e.g.:
 - participation numbers across age groups
 - number of teams and leagues, facilities, coaches and match officials
 - social media engagement
- 1g** Request and review existing UEFA data [\(See Annex I on page 97\)](#)
- 1h** Formulate draft strategy development plan [\(See page 13\)](#)

1b / IDENTIFY INDIVIDUALS AND STAKEHOLDERS TO BE INVOLVED IN DEVELOPING STRATEGY, UNDERSTAND THEIR AVAILABILITY AND CAPACITY

Stakeholders will require different levels of engagement depending on their influence and interest levels

Stakeholders who need to be **kept satisfied** but not require regular updates. Engage, attempt to convert to promoters.



Stakeholders to maintain awareness of, **monitor** and update with broad communications.

High priority stakeholders who need to be **managed closely** with regular engagement to keep them informed. Leverage often as they can best drive change. They also make excellent 'strategy champions' (see 1c).

Strategy supporters that should be given regular **updates** to keep them motivated. Perhaps set up a central forum for them to voice their opinions and be heard.

1c

IDENTIFY 3 OR 4 KEY STAKEHOLDERS TO BE 'CHAMPIONS' OF THE STRATEGY

It is important to have influential advocates of the strategy and its development process. These strategy 'champions' should be invited to the kick-off workshop for you to understand their priorities and get their buy-in.

WHAT MAKES THEM THE RIGHT PERSON?



INFLUENTIAL



DECISION-MAKERS



SUPPORTERS OF THE WOMEN'S GAME



INSPIRATIONAL



AMBITIOUS



GOOD COMMUNICATORS

Key considerations:

- What is the decision-making process and culture within the association?
- How is women's football represented in the decision-making process?

WHAT IS THE RIGHT MIX OF INDIVIDUALS?



INTERNAL & EXTERNALS



WOMEN & MEN



INVOLVED IN DIFFERENT AREAS OF THE GAME, e.g. grassroots & elite; youth & adult; players & non-players

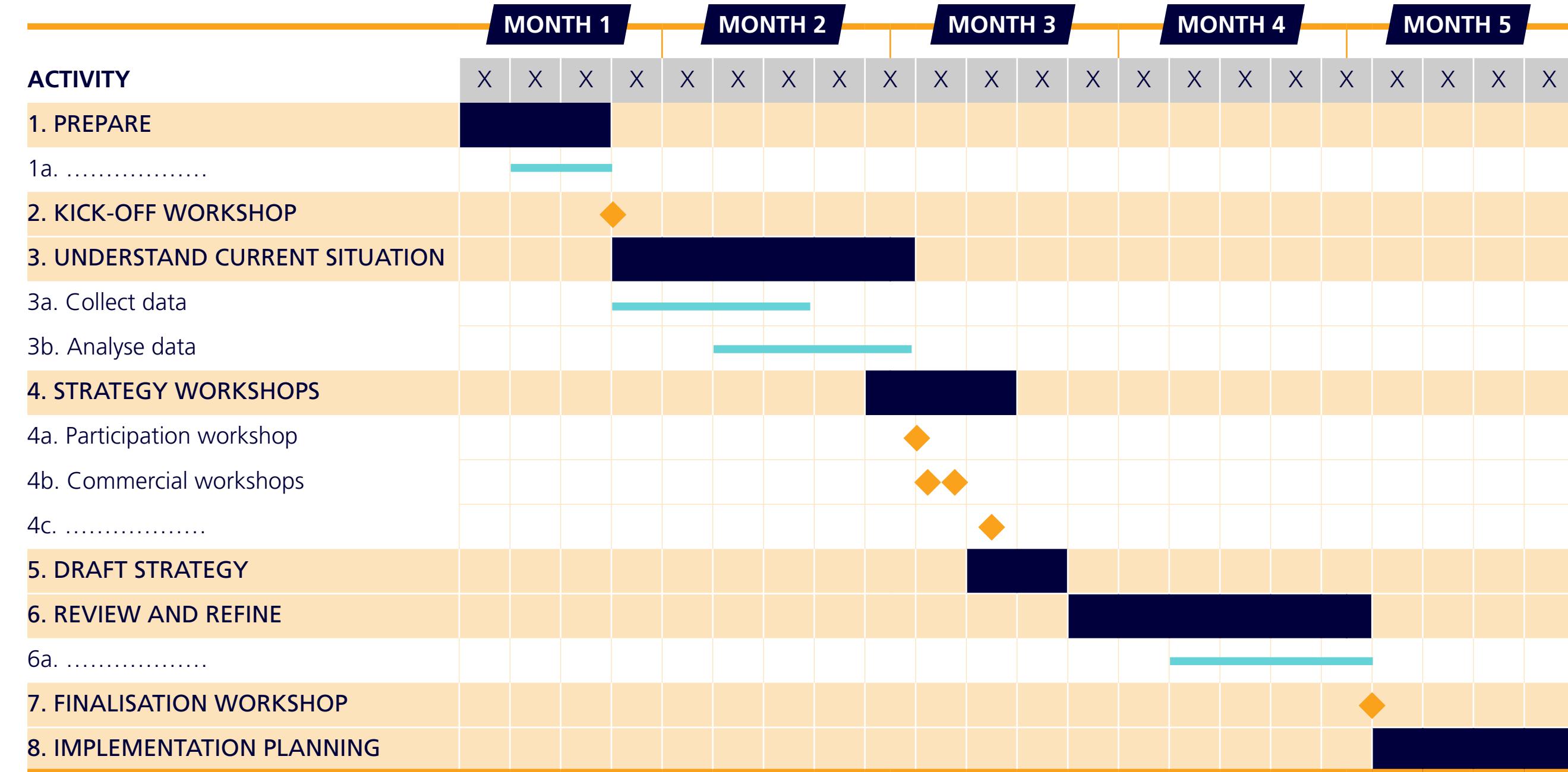


ADMINISTRATORS AND DELIVERERS

1h

FORMULATE DRAFT STRATEGY DEVELOPMENT PLAN

STRATEGY DEVELOPMENT PLAN TEMPLATE





ACTIONS NECESSARY TO DELIVER A KICK-OFF WORKSHOP

- 2a** Set workshop objectives and expected outputs (See page 16)
- 2b** Draw up workshop agenda (See page 17)
- 2c** Invite and confirm attendees
- 2d** Develop workshop materials (See pages 18-19)
- 2e** Distribute materials to all attendees in advance
- 2f** Deliver workshop (Details about running kick-off workshop are included as a separate supporting document)

2a SET WORKSHOP OBJECTIVES AND EXPECTED OUTPUTS

EXAMPLE OBJECTIVES

- 1 Excite and engage key stakeholders
- 2 Establish direction and priorities
- 3 Align on strategy development plan, scope and logistics

EXAMPLE OUTPUTS

- ★ Alignment and buy-in from key stakeholders at the outset
- ★ A draft vision statement for women's and girls' football
- ★ Alignment and clarity on plan, including key meeting and sign-off dates
- ★ Clear ownership of next steps

2b DRAW UP WORKSHOP AGENDA

EXAMPLE AGENDA

DAY 1

09:00 - 09:15 **Introductions**

09:15 – 09.45 **Progress to date and case for change**

Association leadership (or strategy development lead) to kick-off strategy development process with data-driven presentation of the current situation and the rationale for change

09:45 – 11:00 **Vision definition**

Introduce successful practices (See pages 18 & 19)

Frame discussion around high-level questions

Break-out discussions – Develop 3 vision statements

Group discussion – Refine into single draft vision statement

11:15 – 12:15 **Strategy framework**

Introduction to strategy framework and its pillars

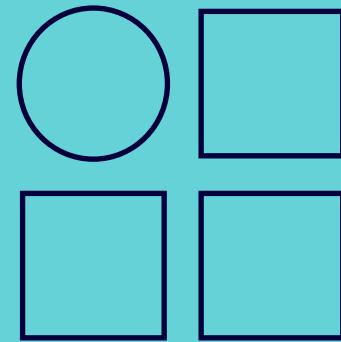
Initial group discussion on key issues and opportunities per pillar

12:15 – 12:45 **Strategy development planning and next steps**

Aligning on roles, responsibilities, ways of working, timelines, etc.

2d VISION: SUCCESSFUL PRACTICE EXAMPLES

A SUCCESSFUL VISION SHOULD BE...



UNIQUE



SIMPLE AND
SHORT



MEMORABLE



AMBITIOUS BUT
ACHIEVABLE



INSPIRATIONAL

BENEFITS

1 Guides strategic planning and implementation

2 Keeps the association focused

3 Inspires the association through common aspirations

4 Helps the association communicate its purpose, both internally and externally

2d VISION: SUCCESSFUL PRACTICE EXAMPLES

"A celebrated sport globally, where every woman and girl can find a place to play"

UEFA



"To develop and promote the values of football as well as facilitate access to it for girls and young women"

Real Federación Española de Futbol

"To improve the lives of women in our region through football by changing perceptions, growing participation, and building sustainable foundations"



"We will drive cricket's progress to becoming a truly gender-balanced sport"

England & Wales Cricket Board



"Whether competitively or recreationally, to be the no.1 team sport of choice for every girl and woman in England"

The FA: Women's & Girls' game



"Elevate football beyond personal ambitions and improve the overall perception of Czech football"

Football Association of the Czech Republic



CONCACAF



"Enabling women and girls to realise their potential in and through sport and active recreation"

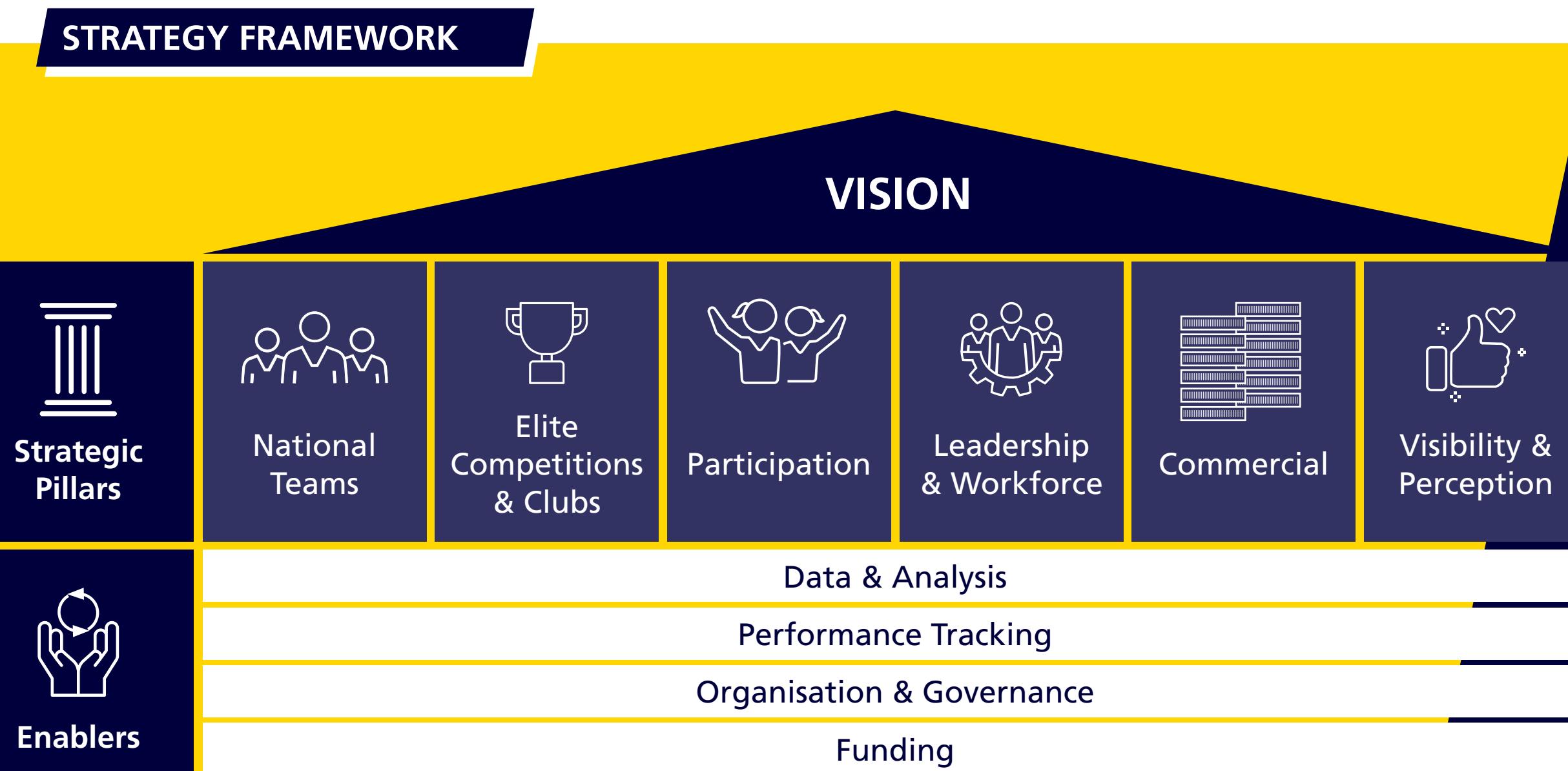
Sport New Zealand



ACTIONS NECESSARY TO UNDERSTAND THE CURRENT SITUATION

- 3a** Use strategy framework and assessment questions to get clear understanding of association's current situation (See page 22)
- 3b** Finalise vision statement
- 3c** Conduct benchmarking against other associations using UEFA data sources
 - Review own UEFA data against that of associations in a similar demographic
 - Identify takeaways, e.g. how successful practices from other countries could be tailored and applied by own association (See Annexes I and II on pages 97-100)
- 3d** Identify people to consult and use assessment questions to develop tailored guide for consultation interviews (See page 23)
- 3e** Conduct consultation interviews with internal and external stakeholders to gain information on current situation (See page 24)
- 3f** Compile findings from analysis and consultation interviews to produce overview of findings, including SWOT analysis (See page 25)

3a USE STRATEGY FRAMEWORK AND ASSESSMENT QUESTIONS TO GET CLEAR UNDERSTANDING OF ASSOCIATION'S CURRENT SITUATION



Use the strategy framework section of this document to develop an understanding of the national women's football landscape

Read through the **assessment questions** for each **strategic pillar and enabler**

1. Reviewing the questions should help identify **gaps in knowledge**, i.e. where additional research or data collection is required
2. **Answering the questions** should help with **initial thinking** around strategic objectives

3d IDENTIFY PEOPLE TO CONSULT AND USE ASSESSMENT QUESTIONS TO DEVELOP TAILORED GUIDE FOR CONSULTATION

USE THE STRATEGY FRAMEWORK...

Identify each interviewee, their area of expertise and the relevant pillar, e.g. 'participation' if speaking to grassroots manager

Understand interviewee's preferences and organise interview accordingly, e.g. face-to-face, over the phone

Review high-level framing questions and detailed assessment questions

...TO PRODUCE EFFECTIVE INTERVIEW GUIDES

Select the most relevant questions as basis for interview guide

The answers should help you build up a SWOT analysis

Interview Guide: Head of Participation

Players

1. Are there any existing targets to increase the number of registered players?
2. What is root cause of drop-off in participation?
3. How can we overcome barriers to participation?

Places

1. Where are the most successful facilities for women?
2. Will facilities meet demand in the future?

Programmes

1. What programmes can we use to register players?

Partners

1. How can we work better with the education sector to boost participation?
2. What roles can the private sector play in participation?

Coaches

1. Are there enough coaches at a grassroots level?
2. Where can we recruit new coaches from?
3. Is retention an issue?

3e / CONDUCT CONSULTATION INTERVIEWS WITH INTERNAL AND EXTERNAL STAKEHOLDERS TO GAIN INFORMATION ON CURRENT SITUATION

GENERAL CONSIDERATIONS

- The consultation process should include enough people to gain a breadth of opinion and knowledge
- We recommend **6–15 interviews**, depending on the size of the association and the complexity of its football landscape
- The consultation process should include:
 - people who will be delivering the change
 - people who will be affected by the change (externally and internally)
 - people who will be accountable for the change
- The consultation process should help address any gaps in knowledge identified

POTENTIAL INTERVIEWEES

- Top management, e.g. president, CEO, chairman, board members
- Directors and heads of department, e.g. technical director, grassroots manager, commercial director, etc.
- Wider national association workforce, e.g. grassroots managers, marketing & communications, etc.
- Regional associations
- Club and league representatives and administrators
- Coaches, match officials, volunteers and players (grassroots and elite)
- Government ministries, e.g. sport, education

3f

COMPILE FINDINGS FROM ANALYSIS AND CONSULTATION

INTERVIEWS TO PRODUCE OVERVIEW OF FINDINGS, INCLUDING SWOT ANALYSIS

INPUT

To complete a SWOT analysis, you will need:

1. Quantitative data from UEFA and national sources
2. Qualitative data collected through consultation process

The strategy framework and assessment questions give an overview of the data needed for a comprehensive SWOT analysis

(See page 51-95)

S

STRENGTHS

- Identify previous successes, existing resources and assets available to leverage

EXAMPLE

National team victories

W

WEAKNESSES

- Identify areas of deficiency, resource limitations, lack of funding and/or skills

EXAMPLE

Lack of qualified match officials

O

OPPORTUNITIES

- Identify areas with growth potential, clear demand or motivation indicating opportunity

EXAMPLE

Increased demand for after-school programmes

T

THREATS

- Identify potential barriers to success, and things that may restrict ability to deliver change

EXAMPLE

Changes in senior management



OVERVIEW OF ACTIONS NECESSARY TO DELIVER STRATEGY DEVELOPMENT WORKSHOPS

4a Set workshop objectives and expected outputs (See page 28)

4b Draw up workshop agendas (See page 29)

4c Invite and confirm attendees

4d Develop workshop materials (See pages 30-32)

4e Distribute materials to all attendees in advance

4f Deliver workshops

(Details about running strategy development workshops are included in a separate supporting document)

4a SET WORKSHOP OBJECTIVES AND EXPECTED OUTPUTS

EXAMPLE OBJECTIVES

1 Develop draft strategic objectives and actions for each pillar

2 Align on ownership, priority and timelines for strategic actions

EXAMPLE OUTPUTS

- ★ A clear set of strategic objectives addressing the priority themes highlighted in the strategy framework
- ★ A clear set of actions for each strategic objective
- ★ Clear ownership and high-level timelines for each action

4b / DRAW UP WORKSHOP AGENDAS

TOPIC SPECIFIC STRATEGY DEVELOPMENT WORKSHOPS



- It is recommended to organise a **series of workshops**, each focused on a different aspect of the strategy framework
 - There should be at least one **workshop per pillar**, each with the relevant team, e.g. commercial workshop with the commercial team)
 - One other strategy workshop for **enablers** should be run with the leadership team or the relevant team, e.g. data & analytics team
- More than one strategic workshop could be organised for each pillar, e.g. a series of workshops all on participation

PILLAR X – EXAMPLE STRATEGY

WORKSHOP AGENDA

08:45 – 09:00	Introduction
09:00 – 09:30	Summarise strengths and weaknesses
09:30 – 10:30	Identify objectives
10:30 – 11:00	Prioritise objectives
	Break
11:15 – 12:15	Develop strategic actions
12:15 – 12:45	Develop high-level delivery plan
12:45 – 13:00	Agree on next steps

4d

A TAILORED APPROACH TO THE FORMAT AND DELIVERY OF WORKSHOPS

KEY FACTORS TO CONSIDER IN WORKSHOP DESIGN

WHO SHOULD ATTEND?

- Strategy development workshops should have sufficient attendees to achieve the 'tipping point' of change, which will vary from one association to another.

Leaders of the change

Roles significantly impacted by the change

Blockers of the change

Enablers of the change

- Attendees are likely to represent senior positions, including key directors, managers and external stakeholders where relevant, e.g. board members, delivery partners.
- All attendees should have roles relevant to the pillar being discussed.

WHAT FORMAT TO USE?

- Workshop formats will depend on the size of the association, the number of attendees expected, and the availability of the different contributors.
- **One-off or a series?** Can the content be covered in a single day or are a series of workshops needed?
 - If multiple workshops are organised under the same pillar, should they be on consecutive days or more spaced out?
- **Duration?** Larger associations may need multiple days to ensure the full breadth of opinions and options can be considered; smaller associations with fewer stakeholders per pillar may require significantly less time.
- **Additional attendees?** Should any members of other departments attend? Why? What would be their role? Should they attend the full workshop or one specific part?

4d

OUTPUTS PER PILLAR: ACTION, TIMELINE, OWNERSHIP AND BUDGET

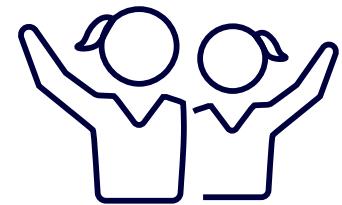
OBJECTIVE	DESCRIPTION			
Grow participation	The national association is committed to doubling female participation in football over the next 5 years across all age groups and formats, with an emphasis on youth			
ACTION	SMART OBJECTIVE	TIMELINE	OWNERSHIP	BUDGET
Work with the ministry of education to increase participation through schools	Increase the number of active school teams from 120 to 250 over the next 2 years	2020–21	Football development manager	€200,000
Develop localised inclusive women's football strategies
Appoint grassroots manager

See Annex III (pages 101-112) for example goals and actions from sample football organisations.

THIS OUTPUT CAN BE DOCUMENTED AFTER THE MEETING
USING THE **INTERNAL STRATEGY TEMPLATE** SHARED
AS A SUPPORTING DOCUMENT

4d COLLECTIVE OUTPUTS: CLEAR STRATEGIC OBJECTIVES FOR THE NATIONAL ASSOCIATION

Example of expected outputs from the full series of strategy development workshops



Participation

STRATEGIC OBJECTIVES

- Double female participation within 5 years, with a focus on U18s

ACTION

Quick win:

- Appoint grassroots manager

OWNERSHIP

CEO

TIMING

< 3 months



National Teams

- Increase number and diversity of coaches and match officials
- Enhance profile of the national team

Medium to long-term:

- Develop localised inclusive women's football strategies

Grassroots manager

2021 kick-off



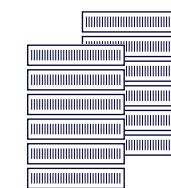
Visibility

- Grow league 1 matchday attendances by X%
- Increase viewing figures and social media following by X%

- Make targeted investments in clubs setting up new female teams

Grassroots manager

2021-2025



Commercial

- Attract new commercial partners

ASSOCIATIONS SHOULD TYPICALLY SET NO MORE THAN EIGHT STRATEGIC OBJECTIVES



ACTIONS NECESSARY FOLLOWING THE STRATEGY DEVELOPMENT WORKSHOPS

5a Ensure all action points are realistic

- Are any specific permissions required?
- Is budget approval required?

5b Where necessary, conduct follow-up meetings with workshop attendees to refine outputs

5c Conduct interviews with association senior management and relevant specialist teams (e.g. data and analytics) to identify enablers required to support the emerging strategy (See pages 87-95)

5d Prioritise actions, i.e. identified tasks with an owner, budget and timeline that contribute to achieving a strategic objective. See 4b for examples (See page 35)

5e Develop SMART targets for all strategic objectives (See page 36)

5f Plan the process of reviewing the draft strategy developed in the workshops

- Who are the relevant experts to review it with?
- What is the best way to consult them, e.g. 1-to-1 or workshop?

5g Write up draft strategy using internal strategy template provided as a supporting document

5d

PRIORITISE ACTIONS, I.E. IDENTIFIED TASKS WITH AN OWNER, BUDGET AND TIMELINE THAT CONTRIBUTE TO ACHIEVING A STRATEGIC OBJECTIVE. SEE 4B FOR EXAMPLES

1

Make a **list** of all your actions

2

Rate each action on a scale of low to high value and effort (use quantitative ratings where possible). Examples of criteria include:

Value

- Alignment to vision
- Number of people impacted (participants/reach)
- Revenue generated

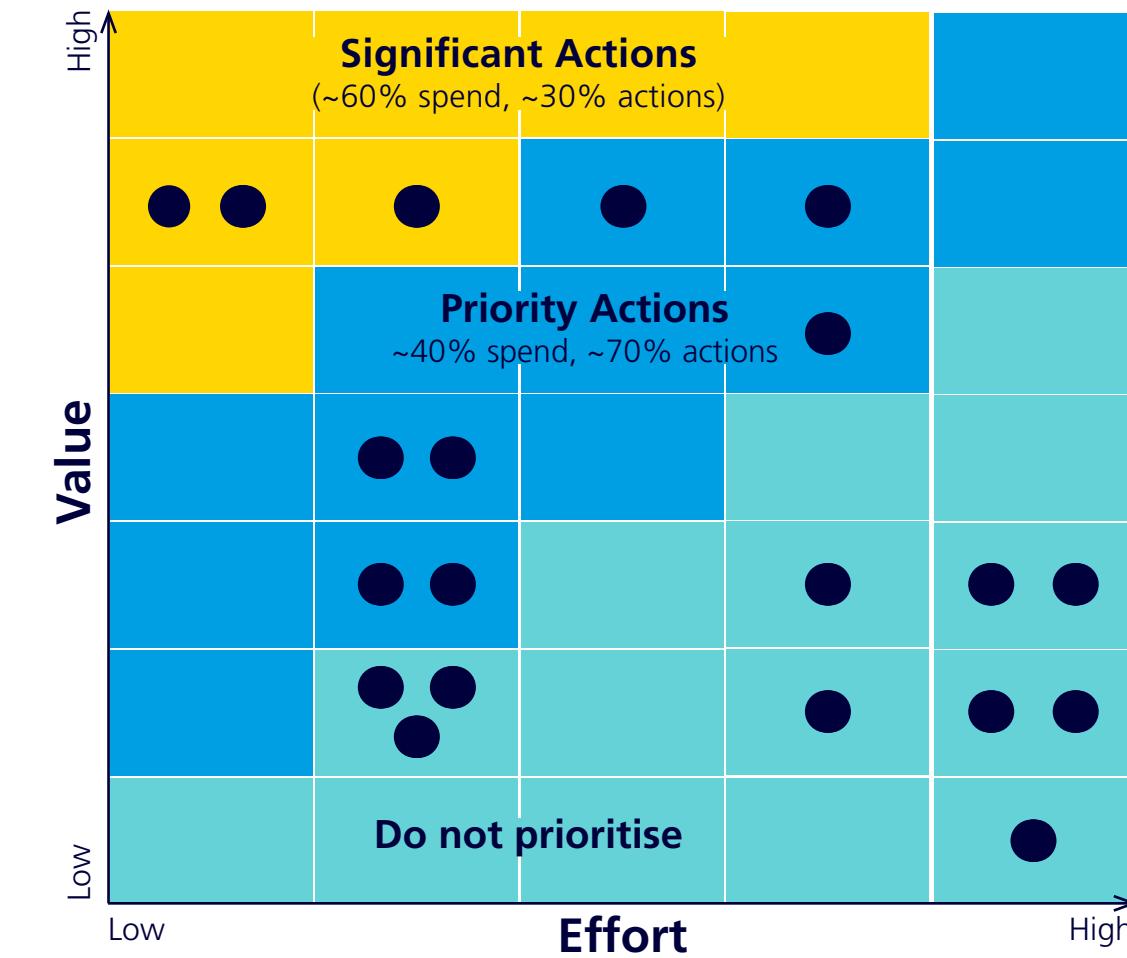
Effort

- Complexity
- Time to implement
- Cost
- Staff required
- Risk

3

Identify your significant actions, priority actions and actions you will not focus on

Illustrative prioritisation framework



5e / SET WORKSHOP OBJECTIVES AND EXPECTED OUTPUTS

HOW TO DEFINE SMART OBJECTIVES

STRATEGIC TARGETS MUST BE...

S SPECIFIC

- Tailored and meaningful to the association
- Clear in outlining what is required

M MEASURABLE

- Quantifiable to enable the association to monitor progress and stay focused and motivated

A ACHIEVABLE

- Realistic and attainable to not build failure into objectives and to secure commitment

R RELEVANT

- Aligned with the association's overall strategic objectives, goals and women's football budget

T TIMEBOUND

- Designed to be achieved by a target date to ensure prioritisation and accountability

ILLUSTRATIVE EXAMPLE

S "Register" and "in Italy"

M "40,000 female players"

A There are currently 25,000 registered female players (baseline)

R National association vision = football for all

T "by 2025"

Register 40,000 female players in Italy by 2025



ACTIONS NECESSARY TO REVIEW AND REFINE THE DRAFT STRATEGY

6a Plan meeting(s) to review and refine strategy

6b Consult internal stakeholders on draft strategy

- Senior management team
- Board members
- Wider team (See page 39)

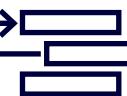
6c Consult external stakeholders on draft strategy

- Players, clubs and leagues
- FIFA and UEFA
- Partners, e.g. sponsors, broadcasters
- Government

6d Adjust and refine strategy based on feedback

6a CONSULT INTERNAL STAKEHOLDERS ON DRAFT STRATEGY

INTERNAL CONSULTATION SHOULD...

-  Ensure **feasibility** of actions
-  Gain internal **expert input**
-  Help **communicate** the strategy
-  **Align** the strategy and actions with existing operations
-  Help **prioritise** actions
-  Gain **buy-in** from stakeholders

SUCCESSFUL CONSULTATION PRACTICES

1. Use existing channels and meetings that are already scheduled, such as committee structures and board meetings
2. Vary the format to suit your audience, i.e. presentation, problem-solving exercises, 1-to-1s and workshop sessions



ACTIONS NECESSARY TO DELIVER THE FINALISATION WORKSHOP

- 7a** Set workshop objectives and expected outputs (See page 42)
- 7b** Draw up workshop agenda (See page 42)
- 7c** Invite and confirm attendees
- 7d** Develop workshop materials
- 7e** Distribute materials to all attendees in advance
- 7f** Deliver workshop
(Details about running finalisation workshops are included as a separate supporting document)

7a SET CLEAR OBJECTIVES AND EXPECTED OUTPUTS FOR THE FINALISATION WORKSHOP

EXAMPLE OBJECTIVES

- 1 Finalise strategic objectives and actions for each pillar
- 2 Finalise delivery plan, assign ownership, prioritise and establish timeline for each strategic action

EXAMPLE OUTPUTS

- ★ A clear set of strategic objectives addressing the priority themes highlighted in the strategy framework
- ★ A clear set of actions for each strategic objective
- ★ Clear ownership and high-level timelines for each action

7b DRAW UP WORKSHOP AGENDA

EXAMPLE AGENDA

09:00 – 09:10	Introductions
09:10 – 09:30	Review and finalise vision
09:30 – 10:30	Review and finalise objectives and actions for all strategic pillars
Break	
10:45 – 11:30	Review and finalise actions for enablers
11:30 – 12:30	Review and finalise delivery plan for each action
12:30 – 12:45	Agree on next steps



ACTIONS NECESSARY TO PLAN FOR IMPLEMENTATION

8a Define a clear implementation plan and budget

- Define actions, create timeline, assign budget
- Identify and manage risks

8b Develop plan for organisational change

- Identify change requirements, e.g. recruitment training and skills building

8c Develop strategy launch communication plan

- Plan internal and external strategy launch [\(See pages 45-46\)](#)

8d Assign clear accountability and protocol for implementation

- Assign staff responsibility for each action
- Clarify the role of the board

8e Define how the strategy will be monitored and evaluated, including reporting processes, using recommended performance management systems [\(See page 47\)](#)

8f Draft women's and girls' strategy [\(See page 48\)](#)

8g Integrate the strategy, its vision, strategic objectives, targets and plans into association's overarching strategy and operations [\(See page 49\)](#)

8C DEVELOP STRATEGY LAUNCH COMMUNICATION PLAN

Effective communication is a key driver of change in mindsets and behaviours and is critical when delivering a new women's and girls' strategy.

LAUNCH PLAN STAGES

- Decide your communications objectives
- Develop launch plan (see launch plan structure)
- Launch the strategy
- Monitor and react to post-launch communications
- Send follow-up communications

EXAMPLE LAUNCH PLAN STRUCTURE



8c DEVELOP STRATEGY LAUNCH COMMUNICATION PLAN

EXAMPLE LAUNCH FORMATS



Presentation at existing town hall/strategy day



Stand-alone meeting



Printed or digital strategy booklet



Large external conference



Traditional media campaign (print, TV, etc.)



Social media campaign



Video



Visits to school/clubs

- A launch may comprise one channel or a **combination of multiple channels**
- External contacts are effective spokespersons/presenters for the strategy launch: government representatives, national team players, partners, etc.

UEFA's Women's Football Strategic Communications Guide contains additional support and ideas

8e DEFINE HOW THE STRATEGY WILL BE MONITORED AND EVALUATED, INCLUDING REPORTING PROCESSES, USING RECOMMENDED PERFORMANCE MANAGEMENT SYSTEMS



TRANSPARENT



PRAGMATIC



ROBUST



COLLABORATIVE

1. **Put in place a clear and consistent system** to identify progress of each activity
 - Clear reporting process, e.g. monthly and/or quarterly reporting processes outlined from the outset
2. **Clear KPI targets** communicated at the outset
 - Clearly communicated KPIs and measures of success
3. **Clear individual accountability** from NAs on ownership for each activity – board and/or executive oversight of each action
4. **Co-owned** system with NAs accountable for input and/or internal monitoring and UEFA for oversight
5. **Defined procedures** to ensure risks are identified early and issues escalated where needed
 - Clear protocol for intervention (from NA leadership and/or UEFA) in the case of under-performance
 - Intervention procedures should be clarified in policy from the outset
6. **Features to track progress** to reward and recognise success in a suitable way

8f DRAFT WOMEN'S AND GIRLS' STRATEGY

STRATEGY TEMPLATES

Internal document

National Women's and Girls' Football Strategy – INTERNAL TEMPLATE

Contents:

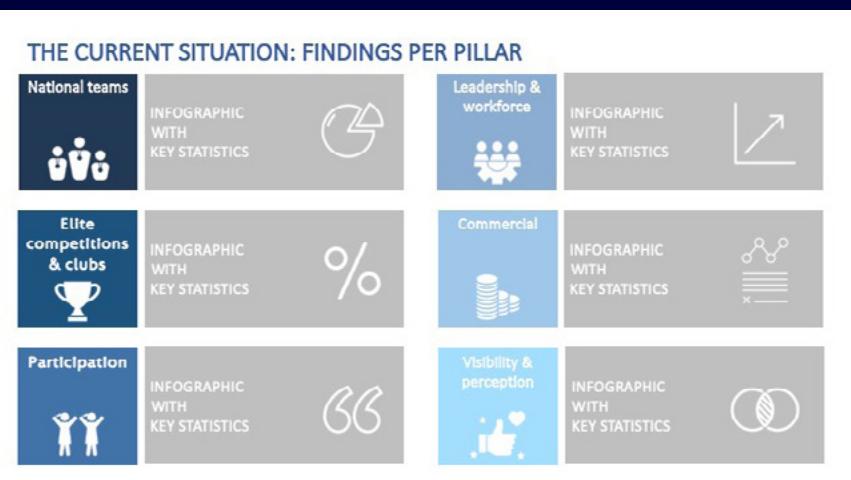
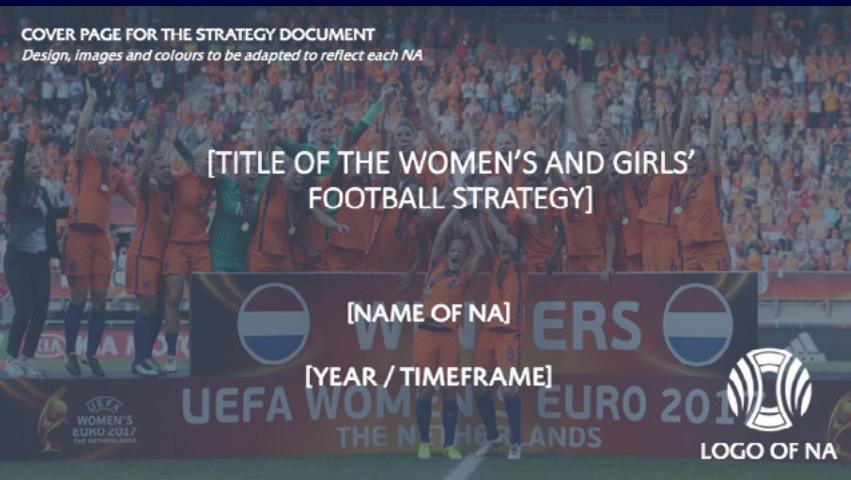
- 1) Introduction
- 2) Background
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1) Introduction
How to use this template?

Insert your vision statement and strategic objectives for each pillar. Delete pillars as appropriate below e.g. your NA may only focus on 4 pillars rather than 6.

Vision statement for women's and girls' football	
National Teams strategic objective(s)	▪
Elite Competitions & Clubs strategic objective(s)	▪
Participation strategic objective(s)	▪
Leadership & Workforce strategic objective(s)	▪
Commercial strategic objective(s)	▪

External document



DOCUMENTATION OF THE STRATEGY

- Different **templates** are recommended for internal and external use:
 - The internal template should be used to:
 - formalise the strategy in development and communicate it internally
 - establish the timelines, budget and owners of all elements of the strategy
 - The external template should be used to:
 - communicate the strategy externally, e.g. for public strategy launch, on website

8g INTEGRATE THE STRATEGY, ITS VISION, STRATEGIC OBJECTIVES, TARGETS AND PLANS INTO ASSOCIATION'S OVERARCHING STRATEGY AND OPERATIONS

How can the women's and girls' football strategy be merged into the national association's overarching strategy in order to make change happen?

- What processes and systems are in place to support the change?
- What journey do you need to bring people on to champion the strategy?
- What behaviours need to change?
- What skills need to be developed?
- Do you have a dedicated team for women's and girls' football?
- What else could prevent successful delivery of the change?

Practical measures to help integrate change

- Integrate the women's and girls' strategy into the association's overarching strategy document
- Integrate specifics of the women's and girls' strategy into formal processes and systems:
 - Integrate SMART objectives and KPIs into **association's overarching KPIs and targets**
 - Edit future **job descriptions and adverts** to target skills and capabilities in women's football
 - Integrate delivery against W&G strategy into **employee performance management** processes
- Set-up meetings with key role models (leaders, ambassadors, etc.) and align on the behaviours they should demonstrate
- Identify 3 or 4 immediate opportunities to define and reinforce expected behaviours, e.g. budgeting, communications

OVERALL PROCESS CHECKLIST



- Outline a clear strategy development plan
- Identify and engage 'champions' of the strategy development

- Conduct interviews with a range of stakeholders
- Complete SWOT analysis using data from UEFA and national sources

- Discuss all strategic pillars of women's and girls' football
- Identify clear objectives and actions

- Review strategy with most important external and internal stakeholders
- Update strategy document

- Develop action plan with clear next steps and SMART objectives
- Communicate strategy to internal and external stakeholders
- Document the strategy

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3. ANNEXES

VISION



Strategic Pillars



National Teams



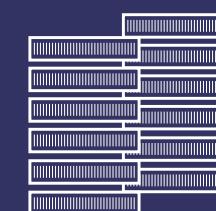
Elite Competitions & Clubs



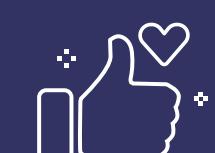
Participation



Leadership & Workforce



Commercial



Visibility & Perception



Enablers

Data & Analysis

Performance Tracking

Organisation & Governance

Funding

A VISION...

...is a clear ambition for what the strategy will achieve in a set timeframe



KEY COMPONENTS TO CONSIDER



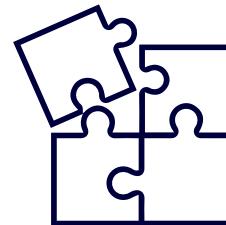
What is the mandate and role of the national association?



What is the association's ambition for women's football?

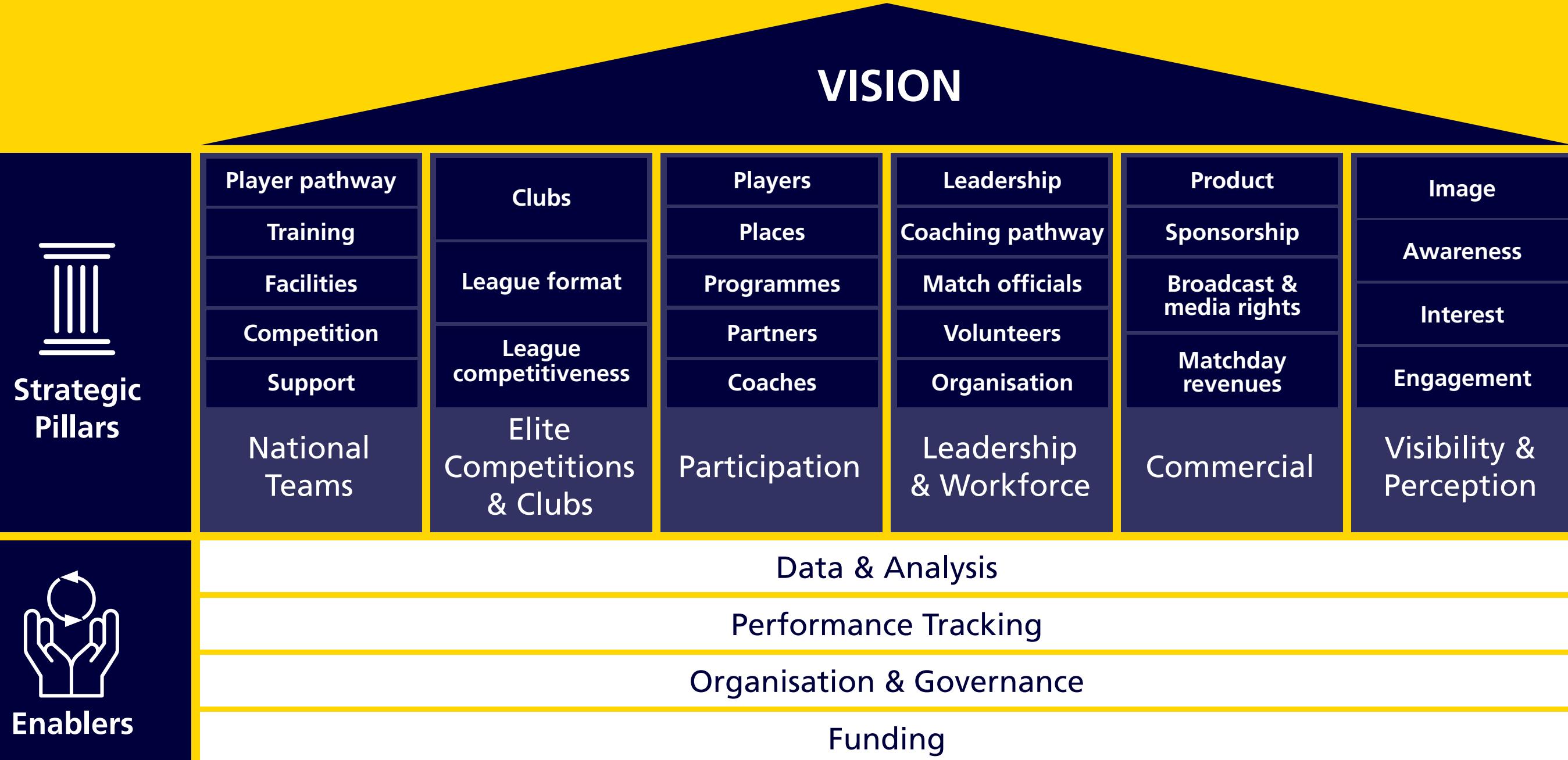


What will excite and inspire key stakeholders to take action?



How can the women's and girls' vision be aligned with the association's overarching vision?

EACH STRATEGIC PILLAR CONSISTS OF A NUMBER OF 'BUILDING BLOCKS'



IMPROVE THE NATIONAL TEAMS

...by developing talent



Starter question: What national teams does the association currently have, e.g. senior team, U19s, U17s?

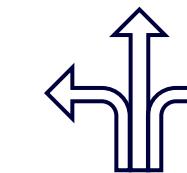
Example measures of success

1. Achievement targets for national teams
2. Creation of new national teams

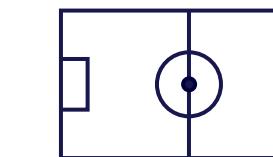
Illustrative targets

1. Qualify for UEFA Women's EURO 2021
2. Establish an U17 national team

KEY COMPONENTS TO CONSIDER



PLAYER PATHWAY: What system is in place to identify and develop elite players?



TRAINING & COACHING: What training and coaching is provided for elite players?



FACILITIES: How can the quality and supply of facilities for elite players be improved?



COMPETITION: What opportunities do elite players have to compete and develop?



SUPPORT: What financial and non-financial support is provided for elite players during and after their football careers?



What system is in place to identify and develop elite players?

Where are elite girls playing?

- How are players recruited to elite environments?
- Are there any particularly successful areas? Could they be replicated?

Where does talent scouting take place?

- Does it reach all regions, participants and coaches?
- Is the process fair to players of all backgrounds?

Is there a talent development framework highlighting what is required at each age and stage of development?

- Is there clear awareness and understanding of the pathway for amateur to elite?
- When do players typically drop out?

Do you have an elite women's and girls' programme?

- How many players are currently involved?
- How many dedicated coaches and support staff does it have?
- Is it successful at developing female football players?
- How are players selected for the programme?

What programmes are there to develop elite female players?

- Are they of the right quality? And consistently so?
- Are they age-group and ability specific?
- Are they available and accessible across the country?



TRAINING & COACHING

What training and coaching is provided for elite players?

Are there staff, coaches and scouts in every region to identify elite girls and provide them with access to high-quality programmes?

- Is high-quality coaching available to elite female players?
- From male and female coaches?
- At all age groups? In all regions?

Is it equal to the level of coaching provided for elite male players?

- Are male coaches supporting the women's game and female player development?

Where are elite female coaches training?

Have they followed an established development pathway?

- How are elite female coaches helped to develop?
- Are there mentorship programmes available?

What coach education programmes specific to women's football and female coaches are there?

- What is their quality and consistency?
- How effective are you at retaining coaches?

FACILITIES



How can the quality and supply of facilities for elite players be improved?

What dedicated facilities are there for female talent development, e.g. performance and development centres, youth academies, national facilities?

- Are there regional performance and development centres?
- Are there youth academies?
- Are they being well-used? Are more needed?

Do you have a national elite performance training centre?

- What facilities does it have? Are they female-friendly?
- What is the condition of the facilities and the equipment?
- Is the centre being well-used by elite female players?
- Is it financially sustainable?
- How can it be improved?



COMPETITION

What opportunities do elite players have to compete and develop?

Do you have a women's national team? Do you have women's national teams for different ages groups? Which ones?

- What competitions and matches do they play?
- How is their performance?
- What are the barriers to better playing opportunities?

How often do the national teams get together for training?

- Senior team? Age-group teams?
- Do the current training programmes support female players so that they can develop their skills and reach their potential?
- How do you monitor and evaluate players' performance?

Is the women's football calendar well balanced and optimised?

- Does it include competitive and friendly matches?
- How can it be improved?

Where are elite players playing when not with the national teams?

- Are your best players competing in foreign leagues? Is this the best thing for their development?
- How can the domestic offer be improved to persuade them to stay?



What financial and non-financial support is provided for elite players during and after their football careers?

What financial rewards do elite female football players receive?

- Are they fair? Are they sustainable?
- How do they compare with the men's equivalent?

Are female elite players supported with media training, financial training, etc. to ensure they are able to navigate their environment successfully?

Do elite female football players receive support if...

- ...they are in high-school or university and want to finish their studies?
- ...they have a dual career or another full-time job?
- ...they want to have children and start a family alongside their career?

Are elite players supported financially?

- How do you retain ex-elite players and incorporate them in the women's football workforce and leadership, e.g. through coach education?

How is the well-being of elite female footballers supported?

- Is psychological, nutritional and medical support provided?

Do you have partnerships with universities, companies and NGOs to continuously innovate and improve the programmes and services available for elite women's football?

- Do you have agreements enabling female players to transition into partner organisations?

DEVELOP ELITE COMPETITIONS AND CLUBS...

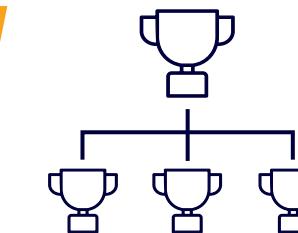
...to grow and improve top division football



KEY COMPONENTS TO CONSIDER



LEAGUE FORMAT: What is the league format and how can it be enhanced?



LEAGUE COMPETITIVENESS: How can the competitive balance and quality of league football be improved?

Starter question: Which are the elite competitions and clubs? What is the purpose of the elite league(s)?

Example measures of success

1. Number of licensed clubs
2. Elite league match attendance
3. Competitiveness of top division football

Illustrative targets

1. 20 licensed women's football clubs
2. 1,000 spectators per game
3. Tight points distribution across clubs



CLUBS

How can clubs be licensed and professionalised to benefit the league(s), national team(s) and players?

Are there minimum requirements for clubs to play in your elite competition(s)?

Is there a formal club licensing system?

- How many women's clubs are currently registered?
- Is there transparency and clarity in the way clubs operate?
- How focused on women's football is the club licensing process?

Are clubs' operational capabilities aligned to the licensing requirements?

- Are there development programmes for clubs wanting to professionalise?

Does the national association support clubs financially through the licensing programmes?

How are clubs supporting player development?

How are men's and women's clubs working together?

What main challenges do women's clubs face and how can they be addressed?

How do league(s) and the national association work with women's clubs to support them?

- How is this different from support given to men's clubs?
- What more could be done to support women's and girls' clubs?

How can women's clubs grow revenues to ensure sustainability? How can the national association support them?

- What is the status of the clubs? Are they professional, semi-professional or amateur?



What is the league format and how can it be enhanced?

What elite women's competition(s) exist?

- Is there a pyramid structure featuring a variety of leagues for different abilities and age groups?
- How many clubs are in each league?

What is the format of the league(s)?

- Match dates, times and frequency? Alignment with men's league(s)? League format or knockout system?
- Is the format fit for purpose?
- How could it be improved?

How high is awareness of the national league(s)?

What is the level of engagement with the national league(s)?

- What are the levels of attendance and spectatorship?

How can the competition(s) become financially sustainable?

- How are the competition(s) and players leveraged as products?

What support is given to the league(s) to help them increase their impact?

- Are you running any communications campaigns in place?
- What legacy programmes are in place to ensure the competition(s) are used to support women's football?



How can the competitive balance and quality of league football be improved?

Are the elite women's competition(s) interesting and of high quality?

- How competitive are the women's leagues? Is lack of competitiveness an issue?
- How easy is it for clubs to move between leagues?
- What is the points spread at the end of the season?
- How can the league(s) be made more competitive?

Are the majority of players from home or abroad?

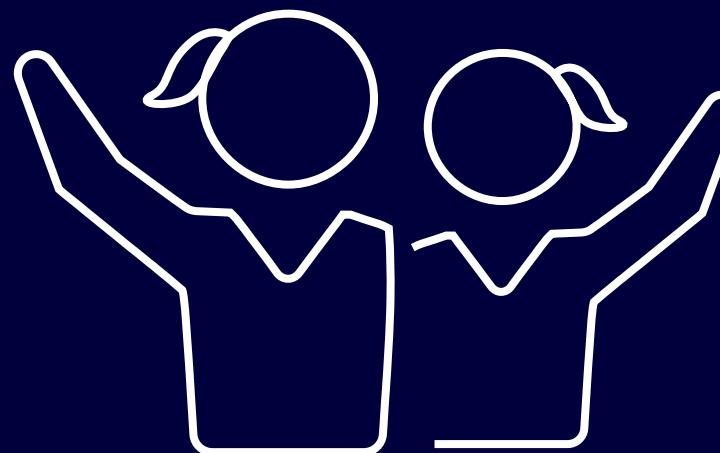
- How can the national association help clubs recruit and develop national talent?
- Should clubs be looking to sign international players?
- Do the competition(s) meet players' needs, e.g. in terms of exposure or financial rewards?
- Are they successful at retaining players?

Are any rules and regulations used to improve the quality of football?

LEAGUE COMPETITIVENESS

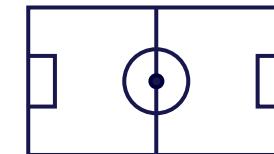
INCREASE PARTICIPATION...

...in women's and girls'
football across all age groups



KEY COMPONENTS TO CONSIDER

PLAYERS: What are the opportunities to increase the number of registered players (recruitment and retention)?



PLACES: How can infrastructure and facilities support the growth of the women's game?



PROGRAMMES: What programmes can help increase participation?



PARTNERS: What partners can stimulate growth in participation?



COACHES: Are there enough coaches to support growing grassroots participation?



Starter question: What is the role of the national association in increasing participation, e.g. facilitator or deliverer?

Example measures of success

1. Number of registered female football players

Illustrative targets

1. 20,000 registered female players by 2025



What are the opportunities to increase the number of registered players?

How many registered female players do you have?

- How many female players are unregistered?
- How can you register unregistered players?

What are the targets for increasing the number of registered players, by age, programme, region, etc.?

What is the current demographic make-up of registered players, e.g. in terms of age, ethnicity, level of deprivation, etc.?

Which demographic represents the biggest opportunity for growth?

When do you see drop-offs in participation?

- What is the root cause?
- How can you increase retention?

What are the barriers to participation and how can they be overcome?

What motivates, motivated or would motivate current, former and non-players, e.g. fun, performance, development?

Is it suitable to encourage more men's clubs to embrace women's football, i.e. set up new teams and open their academies to girls?



PLACES

How can infrastructure and facilities support the growth of the women's game?

Where do women and girls currently play football, e.g. at school, universities, clubs, commercial venues?

- What types of facility are currently the most successful, in terms of use, commercial sustainability and accessibility?
- What makes them successful, female-friendly facilities?

Is access to facilities a barrier to female participation?

- Time constraints? Cost? Safety and security?

What is the current supply of high-quality facilities? Does it meet demand?

What changes are necessary to ensure facilities can meet existing and future demand?

Are existing women's and girls' clubs and teams integrated into the men's set-up, or separate entities?

Are the needs of women and girls considered when pitches and changing rooms are built or renovated?

Who are the key delivery partners and operators of football facilities?



PROGRAMMES

What programmes can help increase participation?

What football formats do women and girls currently play, e.g. 11v11, small-sided, futsal, disability, walking football?

- What are the participation rates in each format?

How successful or unsuccessful have existing and past programmes and interventions been? Who did they target?

- How can successful programmes be scaled up?

What are the key things women and girls look for in programmes, e.g. friends, community, exercise, safety, competition?

- Are different programmes available for different pathways?

What programmes can be used to register unregistered players?

How can programmes be targeted at the groups with highest potential for growth?

- Are there programmes that target first-time players and encourage girls to try the game before committing?

Can programmes be subsidised to reduce barriers to participation?

Is the national association making the most of UEFA-funded programmes, such as Football for Schools and PlayMakers?



What partners can stimulate growth in participation?

Who are the key partners in delivering programmes? How can their roles be optimised?

- Who are the key delivery partners and operators of football facilities? How can their roles be optimised?

How do professional clubs support grassroots participation?

Do you work with the education sector to support women's football?

- Are clubs and schools creating the right environment to increase female participation?
- Do you collaborate with schools and universities to develop female-friendly football programmes? How successful are they?
- Do you have a league for girls in school or university?

How do you collaborate with the private sector (e.g. sponsors and other businesses) to grow women's football?

- What roles can the private sector play?
- How can you get buy-in from businesses to invest, partner or support?
- How can partners help the NA to increase participation in women's and girls' football?

PARTNERS



COACHES

Are there enough coaches to support growing grassroots participation?

How many female coaches are there working in the grassroots game?

- Is this meeting demand? Will it be able to meet future demand?
- Is this consistent across age groups and regions?
- How can the number of female coaches be increased?

Who are your female coaches?

- Mums, teachers, ex-players?
- Where can new coaches be recruited from?

Are male coaches supporting the women's and girls' grassroots game?

- Are there any barriers to increasing the number of men coaching women's and girls' football? How can we overcome these barriers?

How do you attract coaches at grassroots level?

- Are there paid positions?
- Do players take up coaching?

Is coach retention an issue? How can this be addressed?

Do coaches have the right skills to teach grassroots football?

Are schools teaching football? Do teachers have the right skills?

DIVERSIFY AND DEVELOP THE FOOTBALL WORKFORCE...

...to empower women
in football and represent
the women's game



Starter question: What is the current level of representation of women and women's football in the national association?

Example measures of success

1. Increased female leadership
2. Increased female representation

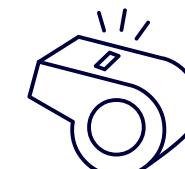
Illustrative targets

1. 1/3 of board members are female
2. 40% of national association workforce is female

KEY COMPONENTS TO CONSIDER



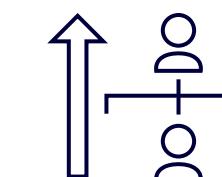
LEADERSHIP: How can the representation of women in football leadership be increased?



COACHING PATHWAY: How can female coaches improve and develop?



MATCH OFFICIALS: How can the number of female match officials be increased?



VOLUNTEERS: How can the number of female volunteers be increased?



ORGANISATION: How can the number of women in the national association be increased?



How can the representation of women in football leadership be increased?

What is the current level of female representation in leadership positions within football in your country and at your national association?

Are there any regulations or requirements that encourage or enforce female representation in leadership positions?

**How many women are there on the board of the national association?
What proportion of the board is this?**

- How many women are CEOs of women's clubs or leagues?
- How many women are in the leadership teams of regional organisations?

What is the decision-making process and culture? Is it female-friendly?

How is women's football represented in decision-making processes?

- Who are the key representatives of women's football at leadership level?

What is the most common pathway to leadership for women in football?

What support do women in football receive to develop and further their careers?

- Are there any opportunities for women to develop their leadership skills internally or through partner organisations?
- Are there programmes targeting 'the leaders of tomorrow' tailored towards female participants?
- Is there a 'women working in football' network to support regional leaders and help them to share knowledge?

How can female coaches improve and develop?

Does the quality and quantity of female coaches meet demand in elite football?

Is the standard of coaching among the female workforce high?

- How can the standard of coaching be improved?
- Are there any women-only courses organised?
- Are international qualifications subsidised?
- Is there a formalised registration and accreditation system?
- How can coaches share successful practices?
- What are the opportunities for development? Are there any mentorship schemes?

Is it possible to have a professional career coaching women's football?

Are female coaches visible in the elite game?

Are there any drop-off points in the coaching development pathway?

Is support provided for male coaches in the women's and girls' game?

How can we increase understanding of the women's game among both male and female coaches?

COACHING PATHWAY



MATCH OFFICIALS

How can the number of the female match officials be increased?

Does the quality and quantity of female match officials meet demand at grassroots and elite levels?

How many female match officials are there?

– How can the number of female match officials be increased?

Is the standard of match officiating among the female workforce high?

- How can the standard of match officiating be improved?
- Is the pathway for female match officials fit for purpose?
- Can female match officials access men's professional football?

To what level are education programmes for match officials delivered?

- Are international qualifications subsidised?
- Is there a formalised registration and accreditation system?
- Is there a process for match officials to share knowledge?
- What are the opportunities for development? Are there any mentorship schemes?

Is it possible to have a professional career as a female match official?

Are female match officials visible in the elite game?

Is support provided for male match officials in the women's and girls' game? Is help provided to better understand the women's and girls' game?



How can the number of female volunteers be increased?

Do you have a culture of volunteering?

- If not, how do coaches, club staff and match officials currently get involved in women's and girls' football?
- How can you encourage a culture of volunteering?

Is the balance of paid and volunteer positions sustainable and optimised for the delivery of the women's game?

- Is it possible for a woman to have a career as a coach, match official, etc.?
- Are there opportunities to get involved in and support women's football?
Are they well advertised?

What roles in the game do volunteers have?

- Event organisation, match officiating, coaching, administration?

Can opportunities for volunteering in women's football be increased?

What motivates women to become volunteers in football?

- How can these motivations be leveraged to attract more volunteers?

Do you have any women's football ambassadors or role models?

- How can you leverage ex-players to develop the wider workforce?

How can the national association support clubs, event and programme organisers to increase the number of volunteers?

How can you encourage the parents and guardians of female players to volunteer?



ORGANISATION

How can the number of women in the national association be increased?

Does the organisation have a diversity and inclusion plan?

- Is it successful? What could be improved?

Is your current recruitment model successful at attracting and retaining female talent?

- Do job adverts attract interest from female applicants?
- Are female applicants equally successful in the recruitment funnel?

Does the workplace provide equal opportunities for men and women?

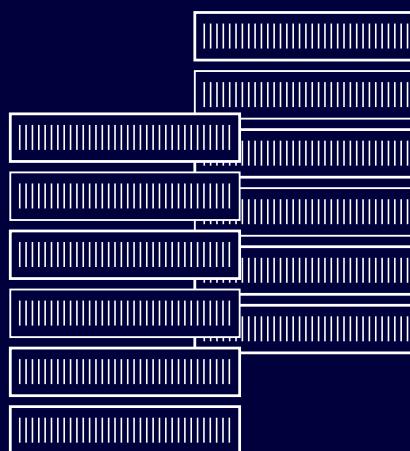
Are male employees advocates of women's football and women in football?

Is there a programme to help parts of the men's football workforce and leaders transition into the women's game?

- How successful is it? How could it be improved?
- How can we use the male workforce to meet increased demand for women's and girls' football? How do we attract them to the women's game?

DRIVE COMMERCIAL INITIATIVES...

...to monetise the women's game



Starter question: What is the current financial model for women's football?

Example measures of success

1. Commercialise the women's game

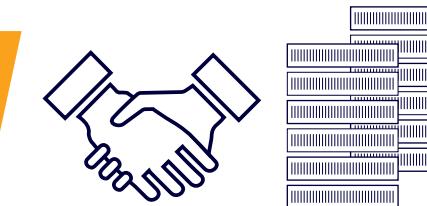
Illustrative targets

1. Secure 3 sponsors for women's football

KEY COMPONENTS TO CONSIDER



PRODUCT: How can you build commercial value across women's and girls' football and how can you best package your rights?



SPONSORSHIP: How can more sponsors be secured?



BROADCAST AND MEDIA RIGHTS: How can media rights be monetised?



MATCHDAY REVENUES: How can matchday income be maximised?



How can you build commercial value across women's and girls' football and how can you best package your rights?

What is the commercial structure for the women's game, i.e. bundled, unbundled or mixed?

What assets are available for sale in the grassroots or elite game?

- How can these assets be further monetised to increase financial sustainability?

How does the profile of women's football compare with that of men's football and other women's sports?

How are you demonstrating the business case and value of women's football (e.g. social return on investment, return on objectives) to strategic partners?

Is the image of women's football appealing and attractive to potential participants, fans and different society groups?

- What is limiting the attractiveness and appeal of the women's game?
- What campaigns do you run that promote a positive image of women's and girls' football, e.g. online, partnerships?
- How can the game develop stories that attract and retain audiences?

What are other sports or countries doing to enhance the image of their game?



SPONSORSHIP

How can more sponsors be secured?

What sponsorship deals exist?

- Do they represent fair value?
- Are they relevant to the audience?

What is your current sponsorship structure?

- Is a tiered sponsorship model appropriate? Should assets be grouped or sponsored individually? Do you have a title sponsor? Is a thematic sponsorship model possible?

What assets can be sponsored?

Do you have any value-in-kind or cash sponsorships?

How do you value sponsorship rights?

- Are you getting a fair value?

What assets could be developed as sponsorship assets in the future?

Which potential sponsors should you approach?

Are your current sponsorships adding value for the consumer?

- How can sponsorships be made more relevant?

How are sponsorships being activated?

- Are sponsors investing in activation?

Is the value for sponsors measured and tracked to demonstrate return on investment?

How can the national association help clubs attract sponsors, e.g. through staff training, knowledge-sharing, organising events, etc.?

BROADCAST & MEDIA RIGHTS



How can media rights be monetised?

How do you monetise women's football media rights?

- Are media rights generating significant revenues?
- Do you need to update the terms of the deals?

Is it appropriate or beneficial to combine commercial rights with the men's game?

Do you have a strong women's football calendar with regular fixtures?

- How can you update competition timings and formats to maximise media value?

How do you monetise media rights using non-traditional sources, such as social media channels and bite-size content?

How do you work with broadcasters to monitor spectatorship and develop innovative formats that appeal to a larger audience?



How can matchday income be maximised?

What revenue streams do you currently leverage on matchday, e.g. ticketing, food and drinks, merchandising?

- What commercial campaigns do you run for each?
- What is the revenue split among them?
- Are they contributing to the sustainability of the game?
- How can revenue be increased?

How can technology be used to increase matchday revenue?

What is the average match attendance in women's football?

- Are there match attendance targets?
- What is the ratio of regular to infrequent attendees?
- How can this ratio be improved?

How satisfied are fans with the matchday experience?

- What are the preferences of matchday attendees? What is their budget?
- Are their demands being met by the products available?
- What are their preferred communication and buying channels, e.g. digital, in-store, email, social media?

CHANGE PERCEPTIONS AND INCREASE VISIBILITY...

...to get more girls playing
and more people following
the women's game



Example measures of success

1. Increased fan awareness and interest
2. Shift in cultural perceptions

Illustrative targets

1. Reach 20,000 social media followers
2. Improved 'image research' score

KEY COMPONENTS TO CONSIDER

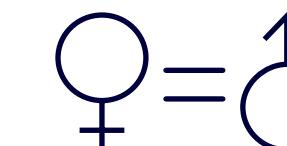
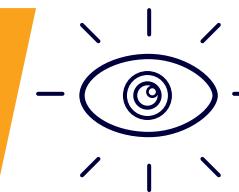


IMAGE: How can the image of women's football in the country be improved to drive cultural and social acceptance of the sport?



AWARENESS: How can we increase the visibility of the women's game to raise awareness?



INTEREST: How can we 'sell' women's football to increase interest in playing or following?



ENGAGEMENT: How can FRM, digital engagement (e.g. social media) and other forms of fan engagement be improved?



IMAGE

How can the image of women's football in the country be improved to drive cultural and social acceptance of the sport?

What is the current perception of women's football in your country?

- Is women's football accepted and embraced in your country?
- What negative pre-conceptions exist? Are there derogatory attitudes towards women in football? Are negative stereotypes affecting the women's game?
- Are there cultural or religious barriers to women's and girls' football? How can these be addressed?
- How have perceptions changed over the past 5 years?

How can we improve the cultural and social acceptance of women's football?

How can we change mindsets and behaviour within the football workforce to enhance the women's game?

How can we change mindsets and behaviour among different populations (e.g. parents, participants) to cultivate a culture in which the women's game can thrive?

- Who are the target groups? What are their biggest concerns?

How can you leverage female empowerment in other sectors (e.g. in business) to promote women's football?



How can we increase visibility of the women's game to raise awareness?

What is the current level of awareness of the women's game and women in the game?

Is there a clear and effective women's football marketing & communications strategy?

- How effective is it at making the general public aware of women's football teams and games?
- Is the message targeted, specific and relevant?
- How are successful women, in particular players, being leveraged?
- How is the women's game incorporated into marketing and communications related to the men's game?
- What communication platforms are being leveraged to promote the women's game?

How do you share women's football success stories?

How do you capture success in major international competitions?

Do you work with other national associations, UEFA and FIFA to share best practice?



How can we increase visibility of the women's game to raise awareness?

Is the population interested in major national and international women's football events?

- Is the interest limited? How could it be increased?

What communication and marketing campaigns are run to promote interest in women's football events?

- What demographic are they targeting? Are they connecting with the target audience?
- How can they be more successful?

Have you hosted major international women's and girls' football events?

- How have you built grassroots and participation programmes around such events? Are they successful?
- How have you leveraged events to spark interest in women's football?
- What legacy planning is in place to further leverage such events, e.g. investment programmes or development of facilities?

Do you partner with public and private entities to deliver women's football initiatives and programmes?



How can fan engagement, digital engagement (e.g. social media) and wider fan engagement be improved?

What are the current levels of engagement with women's football fans?

- How do engagement levels differ across interaction channels and platforms, e.g. social media?
- What content generates the most noise?

How does engagement differ depending on the demographic, e.g. by age, ethnicity, gender, etc.

What systems and processes do you have for fan engagement?

What demographic are they targeting? Are they connecting with the target audience?

- Are your fan relationship management (FRM) capabilities sufficient?
- Is your FRM effective at driving engagement around women's football, its competitions and its players?
- How can FRM be further leveraged to increase the number of women's football fans?
- What FRM systems and tools do you have? Are they sufficient?

How can the women's game build stories and connect with what the public really cares about?

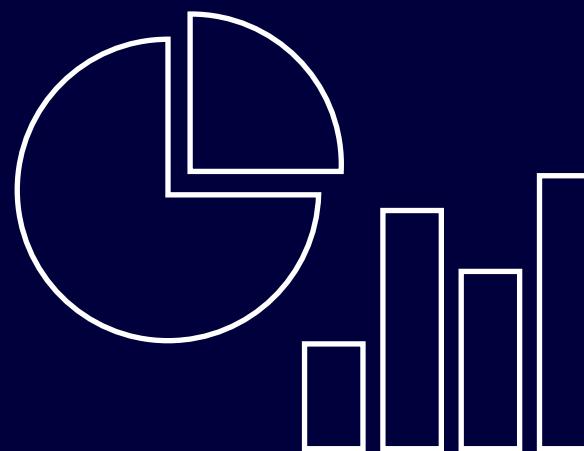
How can we increase interest in the women's game among women and girls?

VISION



DATA & ANALYTICS

...to make
strategic decisions
and set targets



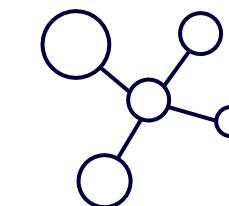
Example measures of success

1. Increased use of data & analytics

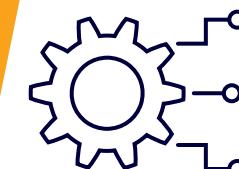
Illustrative targets

1. One full-time employee dedicated to data & analysis

KEY COMPONENTS TO CONSIDER



COLLECTION: What data is collected?

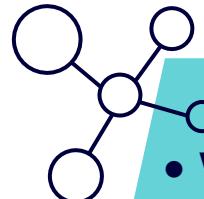


TOOLS: How is data accessed,
collected and stored?



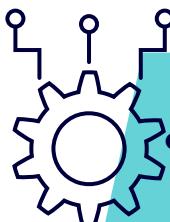
INSIGHTS: How is data used to generate insight
and drive strategic decision making?

DATA & ANALYTICS: HOW ARE DATA AND ANALYTICS USED TO MAKE STRATEGIC DECISIONS AND SET TARGETS?



COLLECTION

- What data is collected and how is it collected?
 - Internally?
 - From external stakeholders?
- Who is responsible for collecting, storing and managing data?
- Are modern systems and processes used for data collection to leverage technology?



TOOLS

- What tools do you use to collect data?
- Are the tools effective at collecting and analysing the required data?
- Are modern systems and processes used to process and analyse data, to leverage technology?

INSIGHTS

- Is there alignment across all stakeholders on the value of data and insights for women's football?
- Is data used to inform key strategic decisions?
 - How can data-driven insights be improved and further applied across the organisation?
- What challenges do you currently face in data and analytics?
 - Is access to accurate, reliable data a challenge?
 - Is data collected, stored and managed effectively?
 - Is there sufficient capacity and capability within the organisation to optimise the use of data and analytics?
 - How can the situation be improved, e.g. through data collection, recruitment or workshops?
- How are data and analytics currently used across each of the 6 strategic pillars?
 - How can data & analytics better support the strategy?
- Do you use data to support direct consumer engagement, e.g. to optimise communications, increase fan engagement and drive revenue?
- How can data be used to predict future trends and behaviour, e.g. identify future demand early to ensure it can be met?

PERFORMANCE MANAGEMENT

...through regular monitoring and evaluation against objectives



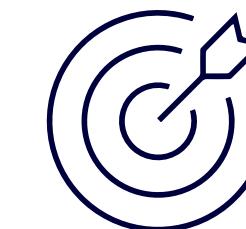
Example measures of success

1. Effective use of performance tracking

Illustrative targets

1. Quarterly reporting on progress towards all strategic goals

KEY COMPONENTS TO CONSIDER

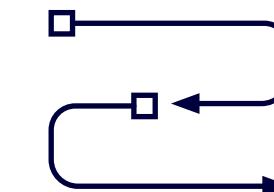


TARGETS: How are key objectives and KPIs established?

TRACKING: How are targets measured and tracked?



ACCOUNTABILITY: How is accountability enforced?



PERFORMANCE MANAGEMENT: HOW DO YOU TRACK PERFORMANCE AGAINST STRATEGIC GOALS?

TARGETS



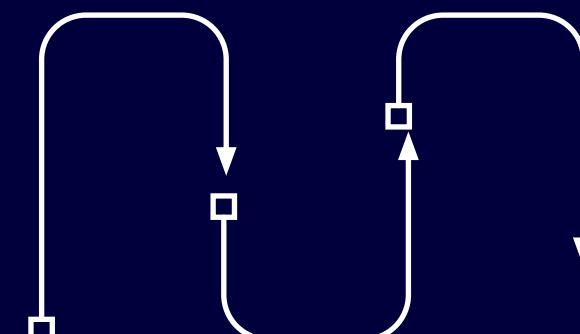
- How do you set targets against strategic objectives?
- Do you use data to decide on your targets?
 - What type of targets are heavily dependent on data?
 - How can data be leveraged in relation to other targets?

TRACKING

- How often do you monitor performance against targets and KPIs?
- How do you monitor feedback to update the strategy and actions?

ACCOUNTABILITY

- How are the 'action owners' held accountable for achieving their targets?
- How often do you report on your progress?
- What mechanisms are in place to flag potential risks or delays?



ORGANISATION & GOVERNANCE

...to have the right
organisational
structure, HR, skills, and
governance structures
for women's football



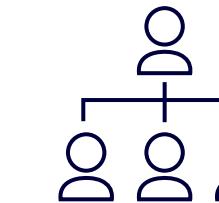
Example measures of success

1. Effective organisational structure to deliver women's strategy

Illustrative targets

1. Team dedicated to women's football in place

KEY COMPONENTS TO CONSIDER



STRUCTURE: Is the internal structure fit for purpose?



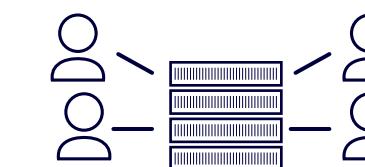
HUMAN RESOURCES: Does the organisation have the capacity to deliver the strategy?



SKILLS: Does the organisation have the right expertise and experience to deliver the strategy?



GOVERNANCE: Are there corporate governance processes to ensure accountability?



STAKEHOLDERS: How does the association collaborate with external stakeholders?

ORGANISATION & GOVERNANCE: HOW CAN ORGANISATION AND GOVERNANCE OPTIMISE THE DELIVERY OF THE STRATEGY?

STRUCTURE

- Is your current structure suited to delivering the women's football strategy?
 - What is the optimal structure to best support women's football?
 - What changes are required to the current structure to best support the new women's strategy?

HUMAN RESOURCES

- Is there a leader responsible for women's football?
- Are there specific resources (i.e. staff, recruitment, marketing comms) dedicated to women's football across the organisation?
- Do you have the capacity to deliver the women's football strategy?
- Do you need to recruit new staff members? How can you attract the best talent?

GOVERNANCE

- How is the organisation held accountable for its delivery of the women's football strategy?
 - What targets and KPIs are there to track and manage performance?
- What role does the board play in ensuring the organisation performs and delivers?

SKILLS

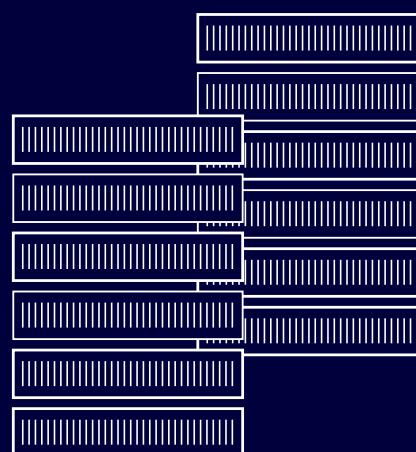
- Does the organisation have the skills and capabilities needed to deliver the women's football strategy?
- How can you upskill your current workforce?

STAKEHOLDERS

- What working methods are required to deliver the women's football strategy in your country?
 - Does your organisation have the right collaborative culture to deliver the women's strategy?
 - How should the different teams work together to deliver the strategy?

FUNDING

...of the strategy
and women's
football as a whole



Example measures of success

1. Clear understanding of the financial state of women's football

Illustrative targets

1. €500,000 ring-fenced funding for women's football over the next 3 years

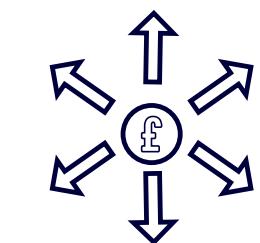
KEY COMPONENTS TO CONSIDER



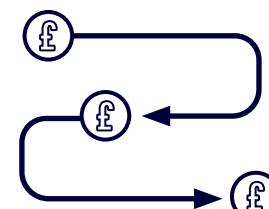
EXTERNAL FUNDING: How is the women's strategy funded by external partners?



INTERNAL BUDGET: How is the women's strategy funded by the national association?



DISTRIBUTION: What funding flows and allocation processes are needed to deliver the strategy?



EFFECTIVENESS: How is return on investment tracked?

FUNDING: HOW IS THE STRATEGY AND WOMEN'S FOOTBALL GOING TO BE FUNDED?

EXTERNAL FUNDING

- Do you receive funding from external stakeholders, e.g. businesses, individuals or NGOs?
- Are the inflows consistent?
- How can you secure more external funding?
- How do you demonstrate the value of investment in women's football, e.g. SROI?
- How can you leverage external men's football funding to benefit women's football?

INTERNAL BUDGET

- How is the budget for women's football accessed and assigned?
 - Is any external funding ring-fenced for the women's game, e.g. UEFA or government funding?
- How does the national association assign internal funding to the women's game?
 - How can this be increased?
- How do you demonstrate the value of investment in women's football, e.g. SROI?

ALLOCATION

- How will you allocate your budget to finance different parts of the strategy?
- What is the most effective financial distribution model in order to deliver against the KPIs?
- What are your investment priorities in order to sustainably deliver on the women's strategy?

EFFECTIVENESS

- What is the best way to measure the impact of investments against KPIs?
- How can systems and processes be improved to increase effectiveness and productivity?
- How can current funding be leveraged to secure more funding?

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2. STRATEGY FRAMEWORK /

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3. ANNEXES

ANNEX I: UEFA DATA SOURCES

DATA AVAILABLE FROM UEFA	DESCRIPTION	EMAIL CONTACT
1. Cultural profile for country*	A report containing expert analysis and cultural insights into doing better business	uefagrow@uefa.ch
2. UEFA GROW Index*	A tool recording the strength of football in all national associations, based on participation, image, engagement, revenues and sport. Strength is measured on a scale from 1 to 10 for each pillar. Each pillar comprises 4 KPIs, giving a score for 20 KPIs in total	uefagrow@uefa.ch
3. National Association Image research*	Independent research into the current state of football in the various markets	uefagrow@uefa.ch
4. UEFA HatTrick projects	Annual incentive payments to national associations for activities and initiatives to develop football nationally	UEFAHattrick@uefa.ch
a) Women's Football Development Programme	A programme that provides national associations with investments and tools to grow women's football nationally through dedicated projects and programmes. Best practice examples can be provided	Dan.Whymark@uefa.ch
b) Elite Youth Development*	A programme that provides national associations with investments and tools for implementing activities for U14 and U15 footballers within existing elite academy structures. Best practice examples can be provided	Gabrielle.ChassotAthekame@uefa.ch
5. GRASS	Data on participation, women's football marketing, exposure, media and revenues, administration and governance and disability football	uefagrow@uefa.ch
6. Grassroots Charter	A quality mark for grassroots football	Ulf-Rauno.Marquard@uefa.ch

*Data may not be available for all 55 NAs

ANNEX I: UEFA DATA SOURCES

7.	UEFA PlayMakers project*	A grassroots programme that provides a safe, fun introduction to football for 5–8-year-old girls, through movement, play and the magic of Disney storytelling	Dan.Whymark@uefa.ch
8.	WF regional structures project*	A project to improve the development of elite players at regional level. Best practice examples can be provided	Emma.Sykes@uefa.ch
9.	UEFA Women's Coach Development Programme*	Scholarships, mentoring and workshops to increase the number of qualified female coaches	Andrew.Sam@uefa.ch
10.	IT Maturity Matrix report*	An assessment of national associations' IT capabilities	uefagrow@uefa.ch
11.	Engagement report*	A two-yearly report on digital performance across national association platforms including demographics by gender and recommendations for growth	uefagrow@uefa.ch
12.	List of competition hosts	A compilation of the national associations and cities hosting all UEFA competitions	Womensfootball@uefa.ch uwcl@uefa.ch womensa_nationalteams@uefa.ch
13.	UEFA co-efficient ranking	The list of the 55 national associations' co-efficient competition ranking for all competitions	Womensfootball@uefa.ch uwcl@uefa.ch womensa_nationalteams@uefa.ch
14.	Women's Football Marketing research*	Industry outlook and fan investigation executive summary reports	Lyndsey.Clarke@uefa.ch
15.	Women's football organisation models	An overview of the various ways women's football can be organised within a national association	Dan.Whymark@uefa.ch

*Data may not be available for all 55 NAs

ANNEX II: LIST OF EXAMPLE STRATEGIES

WOMEN'S FOOTBALL	ORGANISATION	DESCRIPTION
1. FIFA Women's Football Strategy	FIFA	Realising the objectives of FIFA 2.0
2. UEFA Time for Action	UEFA	Women's Football Strategy, 2019–24
3. Gender Equality Plan 2019	Football Federation Australia	Closing the gap and transforming men's and women's football into footBALL
4. Women's Football Strategic Plan	CONCACAF	Strategic plan overview and key actions, 2019
5. The Gameplan for Growth	The Football Association	England's strategy for women's and girls' football, 2017–20
6. The World At Our Feet	Royal Belgian Football Association	Belgium's strategy for women's football, 2019–24
7. Time To Fly Higher	Football Association of Moldova	Moldova's strategy for women's and girls' football, 2018–22
8. Football in the Heart of Latvia	Latvian Football Federation	Strategy development guide
OVERARCHING FOOTBALL STRATEGIES	ORGANISATION	DESCRIPTION
9. Together We Are Football	Romanian Football Federation	Romania's strategic plan, 2017–20
10. Scotland United a 2020 Vision	Scottish Football Association	Scotland's strategic plan, 2015–20
11. Promoting, Fostering and Developing Football For All	Irish Football Association	Northern Ireland's strategic plan 2017–22
12. We Are Football – Whole of Football Plan	Football Federation Australia	Australia's strategic plan, 2017–22
13. National Facilities Strategy Update	New Zealand Football	New Zealand's strategy update, June 2016

ANNEX II: LIST OF EXAMPLE STRATEGIES CONTINUED

OTHER SPORTS	ORGANISATION	DESCRIPTION
14. Volleyball BC Strategic Plan	Volleyball British Columbia (Canada)	Volleyball British Columbia's strategic plan, 2016–19
15. Raising the Game	Volleyball Ireland	Northern Ireland's strategic plan 2019–22
16. Laying the Foundations for Success	Irish Olympic Handball Association	Handball Ireland's strategic plan, 2011–14
17. Inspiring Generations	England and Wales Cricket Board	The ECB's strategic plan, 2020–24
18. Transforming Women's and Girls' Cricket	England and Wales Cricket Board	The ECB's action plan, 2019
19. Female Football Club Guide	Australian Football League	The AFL's guide to help clubs provide an inclusive environment
20. Women and Girls in Sport and Active Recreation	Sport New Zealand	Government strategy, 2018
21. National Female Cricket Strategy	Cricket Australia	Australia's strategy for game and market development, 2014–18

ANNEX III: EXAMPLE INITIATIVES

NATIONAL TEAMS



ACTION

- Establish a comprehensive competition structure to support player development
- Create 10 FA women's high-performance centres to support player and coach development
- Enforce continuous quality assurance to provide clear player profiles

GOAL

Build a strong talent pathways programme to allow diverse and talented players to be developed and nurtured every step of the way



ACTION

- Create elite women's football academies at member associations to provide girls with structured and regular training opportunities
- Provide financial and operational support to players
- Develop and implement high-performance programmes

GOAL

Develop elite youth pathways programmes to prepare girls for regional, confederation and FIFA competitions

NATIONAL TEAMS



ACTION

- Create professional pathways for players and coaches
- Develop regional women's clubs competitions
- Establish a clear long-term Concacaf W calendar in collaboration with FIFA and the confederations

GOAL

Create pathways to develop and empower women



ACTION

- Issued a Six Characteristics Framework to formalise talent scouting for players aged 13+
- Conduct free school holiday coaching clinics for girl players to perfection their skills and build confidence

GOAL

Successfully scout young talented players to incorporate them in elite performance programmes to further develop their talent

ELITE COMPETITIONS & CLUBS



ACTION

- Review the competition pyramid and define the role and purpose of each level
- Appoint a head of performance and establish a high-performance technical group
- Develop strong partnerships with FA WSL1 and FA WSL2 clubs

GOAL

Create a world-leading, high-performance system for women's game



ACTION

- Raise the profile of the FIFA Women's World Cup
- Work with confederations to optimize the regional qualifying pathway for FIFA women's competitions
- Further develop FIFA youth tournaments to build elite female participation

GOAL

Ensure that women players have an effective means to develop their talent and showcase the game

ELITE COMPETITIONS & CLUBS



ACTION

- Establish a new Under-17 league with a minimum of 8 teams
- Establish a new national league with minimum criteria, weekend matches and secured sponsorship

GOAL

Foster a balanced, flourishing & healthy domestic game



ACTION

- Extend and adequately resource the National Women's League to increase number of clubs and rounds
- Introduce a Women's Youth League
- Establish feasibility and introduce as appropriate a New Zealand women's team in the Australian W-league

GOAL

Extend and strengthen competitions for women's football

PARTICIPATION



ACTION

- Launch a new curriculum-based football programme to be embedded in PE lessons
- Create an incentive-fund to encourage the development of sustainable new clubs in areas of deprivation

GOAL

Create a national network of programmes for girls to take up and continue to play football



ACTION

- Double the number of member associations that organise youth leagues to address the dropout rate and sustain girls' participation in football
- Develop and implement a football-in-schools programme to incorporate football in the school curriculum

GOAL

Promote football in areas where it is not currently played by women and further develop the game in areas where women already play

PARTICIPATION



ACTION

- Dad, Mom, Me – family football!
 - Initiative of family sport festivals to engage with people who are not involved in football as professionals

GOAL

Develop the country's grassroots football activities and increase participation



ACTION

- Run free Come and Try clinics to create awareness of women's soccer and give girls an opportunity to try it
- AIA Vitality MiniRoos Club Football offers girls the opportunity to play for a whole season with a structured team in a female-only or mixed competition

GOAL

Ensure women's football grows its female participation base

LEADERSHIP & WORKFORCE



ACTION

- Appoint a head of women's coach development to lead recruitment, retention and deployment of more women coaches
- Appoint a women's refereeing manager to develop a supportive pathway to recruit, train, deploy and mentor more women and men to referee at every level of the women's game

GOAL

Create a world-leading, high-performance system for women's game



ACTION

- 100% of FIFA member associations to have at least one woman present on their executive committee
- Reach a target of having at least one third FIFA committee members as women in the next three years
- Develop targeted programme to strengthen and expand the female leadership and development programme (FLDP)

GOAL

Broaden female representation at highest levels

LEADERSHIP & WORKFORCE



ACTION

- Delivery of FIFA referee education programme for women
- Minimum of eight women to undertake the female football leaders programme

GOAL

Build a culture of lifelong participation by increasing and sustaining the number of coaches, administrators, referees & volunteers within girls' & women's football

ACTION

- Create coaching mentorship programmes
- Implement women-friendly coaching programmes
- Create professional development pathways

GOAL

Create pathways to develop and empower women



COMMERCIAL



ACTION

- Work with broadcasters to introduce new and innovative formats to view the women's game, e.g. using social media influencers and short-form content to reach younger audience and deliver commercial value for sponsors

GOAL

Improve the commercial prospects in women's football



ACTION

- Develop broadcasting, digital and media rights strategy
- Revamp the ticketing strategy and design a model that integrates the 'family' aspect of the women's game
- Showcase the commercial power of the women's game, not only through the World Cup, but also on role models and powerful examples of social change

GOAL

Develop and implement a successful women's football commercial programme

COMMERCIAL



ACTION

- Create women's football ambassadors programme
- Develop a women's football day
- Generate commercial opportunities around competitions
- Launch a commercial platform for Concacaf W

GOAL

Build a self-sustainable growth model with relevant brand equity and dedicated commercial model



ACTION

- Invest in consistent engagement with potential investors on basis of establishing relationships (as opposed to focusing on pitching sponsorship)
- Clarify the benefits, value propositions and return for investors

GOAL

Increase and broaden base of funding including government investment

VISIBILITY & PERCEPTION



ACTION

- Build a diverse team of girls' football advocates and influencers
- Positioning women's matches as friendly and sociable with good player accessibility
- Coordinate messaging and promotions with existing and new partners and stakeholders

GOAL

Change perceptions and social barriers to participation and following



ACTION

- Improve awareness of top female athletes and role models through greater coverage and exposure
- Identify ambassadors to raise the profile of women's football and advocate for access, equal opportunities, health benefits and positive societal change through football

GOAL

Highlight football's positive social impact on women and girls

VISIBILITY & PERCEPTION



ACTION

- Showcase success stories by leveraging big events such as FIFA WWC and Concacaf W events
- Establish dedicated communication channels and cadence
- Create a dedicated women's football community and digital programmes to inspire fans and new audiences

GOAL

Communicate the importance of women's football and advocate on key issues affecting women

ACTION



- Deliver FIFA Live Your Goals campaign
- Devise a new brand for launch of new National League
- Use filming of women's senior international matches on social media outlets

GOAL

Raise the profile of girls' & women's football

In collaboration with



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