



## UEFA WOMEN'S FOOTBALL DEVELOPMENT PROGRAMME

National Association Projects

WE CARE ABOUT FOOTBALL

# Contents

---

FOREWORD	3
INTRODUCTION	5
Albania	6
Andorra	7
Armenia	8
Austria	9
Azerbaijan	10
Belarus	11
Belgium	12
Bosnia and Herzegovina	13
Bulgaria	14
Croatia	15
Cyprus	17
Czech Republic	18
Denmark	19
England	20
Estonia	21
Faroe Islands	22
Finland	23
France	24
FYR Macedonia	25
Georgia	26
Germany	27
Gibraltar	29
Greece	30
Hungary	31
Iceland	33
Israel	34
Italy	35
Kazakhstan	36
Latvia	37
Liechtenstein	38
Lithuania	40
Luxembourg	41
Malta	42
Moldova	44
Montenegro	45
Netherlands	46
Northern Ireland	47
Norway	48
Poland	49
Portugal	51
Republic of Ireland	53
Romania	55
Russia	56
San Marino	57
Scotland	58
Serbia	59
Slovakia	60
Slovenia	61
Spain	62
Sweden	63
Switzerland	64
Turkey	65
Ukraine	66
Wales	67
MORE INFORMATION	68

# Foreword

---



**The worldwide growth of women's football as a popular team sport has been highly impressive – and UEFA is determined to give strong impetus to help push the European women's game forward in the years to come. This is the right time to encourage girls and women to get even more involved in football.**

The UEFA Women's Football Development Programme (WFDP) has emerged through key decisions taken by UEFA. At its meeting in Prague in December 2010, the UEFA Executive Committee noted the huge growth in the women's game on this continent, in terms of both registered players and participation. It agreed to support the development programme until 2016 via UEFA's HatTrick assistance programme on behalf of the national associations.

Since the introduction of the WFDP in 2010, the game has seen expansion at all levels throughout Europe. The guidance, expertise, advice and resources accompanying the project have given the national associations the chance to put ambitious visions into practice, as well as allowing the associations to advance in accordance with their respective needs.

The growth of the women's game means that youngsters in particular have an increasing number of top-level women's footballers to look up to as role models. Such players are becoming respected figures in their own right, and are in the public eye. Consequently, UEFA now has a pool of ambassadors, who it works closely with to further cultivate women's football across Europe.



The WFDP has brought added value to football as a whole. UEFA and its member associations continue to have big ideas and hopes – and stimulating work lies ahead, with the overall well-being of European football in mind.

This document showcases how national associations have made this possible by bringing the programme to life. With the outstanding success of the WFDP, we are very pleased to continue the support provided to the national associations as part of the HatTrick IV, which runs from 2016/17 to 2019/20.

We hope this document will provide inspiration for those working in women's football in Europe and beyond.

**Aleksander Čeferin**  
UEFA President

# Introduction

---

Since the WFDP started, some excellent and varied work has been delivered by the national associations. This report picks out one project per association and describes its aims, impact and highlights. Some national associations have spent their funding on different projects each year, while others dedicated the funding to the same project over the four year period. Some projects are 100% funded by the WFDP, while others have obtained additional funding from partners such as sponsors and government or from within their national association.

We hope that this document will allow you to:

- See how the national associations are investing the funding
- Pick up ideas for future projects
- Explore wider development in women's and girls' football across the national associations

Nine projects have been highlighted as using the best practices in their individual areas. These are denoted by the star icon.

Other outstanding projects are Northern Ireland's SCORE, which won the UEFA HatTrick award for the Best Women's Football Development Project in 2013, and Romania's Football and Feminity, which won the same award in 2015.

The report shows areas in which money has been spent, including for on-field development, off-field development, promotion, coaching, leadership and

refereeing. Some projects focus on one of these areas, while others target several. Each area is colour-coded as follows so you can easily pick out the projects by topic:

On-field development

Off-field development

Promotion

Coaching

Leadership

Refereeing



Best practice

We hope you find the report useful. To find out more about the WFDP, please visit [www.uefa.org/football-development/womens-football/programme/index.html](http://www.uefa.org/football-development/womens-football/programme/index.html).

## Growth of women's football

### Aims

- To run grassroots activities for girls in six different cities in Albania on one day in June
- To fund a women's championship in Durres
- To facilitate activities in six different regions during Olympic Week
- To hold seminars to encourage more women to become coaches

### Impact

- Grassroots activities were arranged for 600 girls in six cities in Albania. Girls' teams and mixed teams played matches against each other. Some activities were held in rural areas where women's football was underdeveloped. By speaking to schoolchildren and their parents, solutions were found to help the girls participate. Some parents also volunteered at the events.
- The women's championship in Durres was organised for 20 primary schools. Each school had its own team of 10 to 15 players who participated in seven-a-side matches. There was an elimination system and the final was played on an indoor pitch at the city's sports hall.
- During Olympic Week there was a mini-championship involving six mixed primary-school



teams in six regions across Albania. The children were joined by famous former women's A national team players

- Two new female coaches gained the UEFA B licence

### Highlight

- In total, 9,800 players (including 2,600 women), 360 coaches (including 50 women, mostly teachers) and 150 volunteers benefited from the project. The coverage on Facebook of events at the six regional offices was popular.

## Strategic plan for women's football

### Aims

- To bring women's football closer to society
- To promote women's football at schools and through clubs
- To create national women's youth teams
- To develop a national women's youth league
- To promote the values of sport to girls and women
- To promote women's football through the TV channel FAF
- To encourage women's participation in football through coach and referee committees

### Impact

- The first national league, with seven WU13 teams, was created
- A national WU17 team was set up – three years earlier than expected
- The women's A team was developed and

has participated in friendly matches and the preliminary round of UEFA Women's EURO 2017

- Three teams were registered at competitions in Catalonia, Spain (two of them of 11-a-side), and they gave good performances
- Montserrat Sanchez was appointed as chairwoman of the coach committee and the first woman referee was registered (Marta San Juan, who started in the top division in the 2015/16 season)

### Highlights

- A WU17 national team and the women's A national team entered UEFA competitions during the 2015/16 season, both for the first time
- The first national WU13 league for football and futsal was created





# Armenia

## Developing grassroots football for girls and women

### Aims

- To promote girls' football
- To establish new girls' teams
- To increase the number of registered players

### Impact

- Seasonal tournaments were conducted in autumn, winter, spring and summer and produced new WU17 teams, taking the total number of teams to 13 (325 players), plus one national WU17 team
- A summer football camp was held and included training sessions and drills
- Seminars for youth teams and their coaches were delivered
- Friendly matches were played in Kobuleti in Georgia
- Footballs and other sports equipment were donated to local groups
- Seasonal tournaments were run in autumn, winter and spring during the 2014/15 season



# Austria

## National Centre for Women's Football

### Aims

- To provide continuous football education and talent development for girls
- To provide football and education for girls aged 14 to 19
- To combine school systems and competitive sports to develop not only players but also personalities
- To provide targeted and individual education and support for players in all areas (football, motor skills, sports psychology and sports medicine)
- To prepare national women's teams for international competitions



- The project was jointly funded by the ÖFB, its sponsors and UEFA, with promotion by the ministry of sport, the state of Lower Austria, the Lower Austrian Football Association, all other regional football associations and the Austrian Bundesliga

### Impact

- The funding supported 50 girls and 15 staff
- The centre offers a quality base where top female football players can train
- The syllabus included personalised development plans, professional sports science, professional career planning and career talks, training, performance tests, recovery and activity weeks and video coaching
- Personal development was achieved through close communication with parents and teachers and other educators
- The daily contact with teammates, teachers and coaches was characterised by respect and esteem and values of humility and team spirit
- The new elite training period for girls and women made Austrian women's football internationally competitive and led to an increase in enthusiasm in the wider community

### Highlights

- Funding for the National Centre for Women's Football was made possible through collaboration with multiple stakeholders
- The WU17 national team qualified for the UEFA Women's Under-17 Championship in England in 2013
- Later, the WU19 national team qualified for the UEFA Women's Under-19 Championship in Slovakia in 2016



## 3x3 girls' grassroots tournament and WU13 league

### Aims

- To develop girls' football in Azerbaijan
- To promote women's football
- To increase participation and discover new talents

### Impact

- Two three-a-side girls' grassroots tournaments were run in 2014 and 2015, registering 383 new players and engaging a total of 1,063 participants respectively
- Ten coaches (three of whom were women) and ten organisers participated in each event and ten volunteers supported the first tournament
- To help engage new participants, each three-a-side team consisted of at least one non-registered player. Squads were made up of three to five players.
- One full-size pitch was split into nine mini-pitches to maximise the number of children playing
- The competition was based on a circle system, with teams rotating around the pitch to play each other
- Group matches were ten minutes long, with longer 12-minute matches in the knockout stages
- Penalty shoot-out, shooting accuracy and football tennis competitions were run alongside the matches to add to the fun of the festival
- All players received kit and lunch boxes. The winners received certificates, trophies and special gifts from sponsors.
- A women's U13 league was created in 2013 and covered four regions. It engaged 1,090 players, 354 of whom were newly registered players who helped to form 46 teams.
- There were 62 coaching staff

### Highlights

- A three-a-side girls' grassroots tournament received a UEFA Creativity and Innovation award in the Best Grassroots Marketing Campaign category in 2014
- Discussion sessions with coaches of WU13 teams were organised at the beginning of the season, during the winter break and at end of the season. The women's league kept in direct or secondary contact (through coaches) with parents
- Nine female coaches who gained the UEFA B licence in 2015 started working as WU13 girls' league coaches during the 2015-16 season





# Belarus

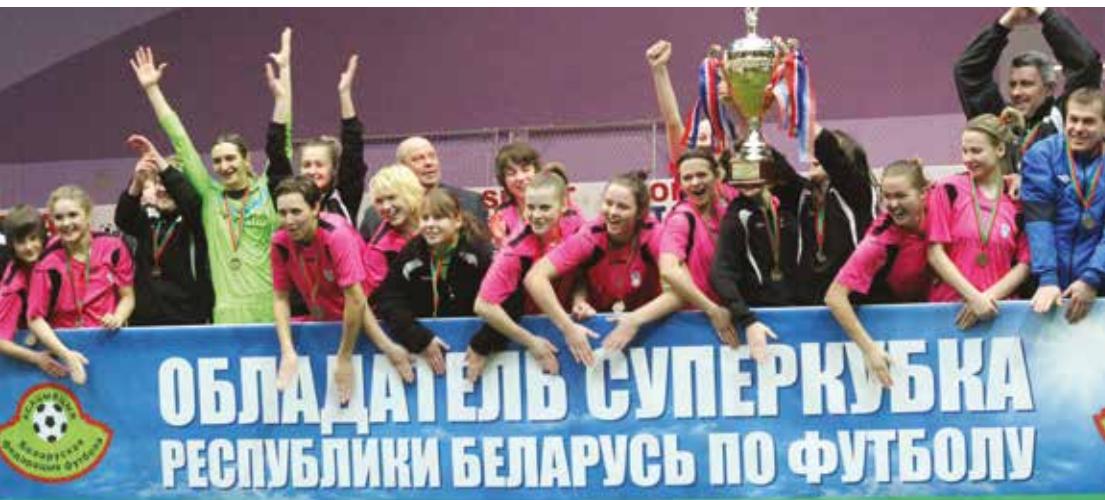
## Women's Youth Championship, 2015

### Aims

- To create an 11-a-side competition for elite WU16 and WU19 teams across the country
- To establish a purposeful and phased process for selecting players to represent Belarus
- To create an elite youth player pathway and help players prepare for and participate in international competitions

### Impact

- A championship was run for 21 teams and more than 200 11-a-side matches were played
- 505 players were involved in two age groups: those born between 1997 and 1999 and those born between 1999 and 2001
- The championship was played in two rounds involving home and away matches
- The fixtures were approved by the Belarusian FA's executive committee



# Belgium

## Belgian Red Flames (BRF) youth academy

### Aims

The project was split into three areas:

- Talent identification for the national youth teams
- The BRF youth academy
- The 'Day of Flame' goalkeeper event

### Impact

- Open days for talent identification included training sessions and matches against boys for U12, U13, U14 and U15 girls. The aim was to help select players for women's A national team training sessions. A total of 258 girls were involved in talent identification across the four age groups.
- In the 2014/15 season, 14 girls were selected for elite schools (in Genk, Wilrijk and Gent) and 25 girls from the women's U15, women's U16, women's U17, women's U19 and women's A team academies were selected for the BRF youth academy, in Leuven. The BRF youth academy programme included 16 hours of football a week, as well as personal action plans on physical, mental and technical aspects, such as heart rate monitoring, match analysis and monitoring of academic results. Monthly and quarterly meetings were held with coaches, teachers, the boarding school manager, the school director and coordinators for other sports (e.g. running, basketball and swimming). An U14 girls' camp was also held for 30 players and 5 goalkeepers. Finally, players were encouraged to cooperate with female referees and training sessions were filmed and discussed to help players better understand referees and the principles of fair play.
- A 'Day of Flame' goalkeeper event was held in December 2015 for 41 promising goalkeepers in the U10 to U12 age groups and 43 in the U13 to U15 age groups to give talented shot-stoppers



the opportunity to train and play together. Red Flame training sessions featuring technical, tactical, medical and mental elements were held. The sessions were run by national women's team coaches and with women's A team players. Information sessions were run on the topics of nutrition, the women's football academy and the women's A national team philosophy.

### Highlight

- Three young players transitioned from the BRF youth academy into the women's A team. Once academy players reach 18 they graduate from the academy, but they are still welcome to attend training sessions.



# Bosnia and Herzegovina



## 2015 United Women's Premier League and women's U17 league

### Aims

- To develop the women's game
- To overcome nationalism in football
- To create sustainable clubs
- To promote women's football
- To increase the number of female players
- To increase the number of women's clubs
- To increase the number of female referees

### Impact

- The United Women's Premier League was accepted by the Bosnia and Herzegovina Football Federation's executive committee and launched in 2014 with eight teams
- Each team played 21 matches during a three-part season
- The new league helped to ensure that clubs were better organised and players' conditions were improved



- Regional federations also organised competitions within new women's clubs, starting with women's U17 regional leagues
- This led to improved women's U19 and women's A teams
- Prior to the league starting there was only one very strong club in the country, but the change led to there being four strong clubs in the United Women's Premier League. As a result, matches became more competitive and more enjoyable to watch.
- The number of female referees in the domestic league and the number of referees on the international list has increased
- Across the league, 964 female players are registered and of the 16 qualified coaches, 5 were female

- It is hoped that the league will continue developing thanks to the creation of a women's U17 division and then a women's U19 division. This will make it more sustainable and support the next generation of players.

### Highlight

- The clubs were very satisfied with the league and the quality of the game improved
- Many parents got involved in organising clubs and matches
- The project helped coaches to develop and motivated players to continue playing and improve their skills





# Bulgaria



## Bulgaria women's football development programme

### Aims

- To increase girls' participation in football
- To increase the number of qualified female coaches

### Impact

- A total of 28 girls' football centres were set up across four regional zones
- A zone coordinator was appointed in each of the four zones and monitored training sessions and matches



- The zone coordinators provided teams with balls, training kits and cones, etc.
- A mini-tournament was held in autumn 2012. The winners went on to participate in a Football Christmas tournament
- A UEFA A licence course was run free of charge for coaches delivering the girls' football centres within the four zones
- When the project started in 2012, the Bulgarian Football Union (BFU) Amateur Football League set up a database system to be used by all the coaches and clubs, by region. Each month these coaches sent feedback reports with their training plans and information about the key players.
- The Amateur Football League helped to organise the events, which were promoted through the BFU's official website and through the BFU's UEFA grassroots programme Facebook page
- A total of 933 players, registered with 30 coaches (12 men and 18 women), were involved across the programmes
- It is hoped that the programme will continue in future years in order to involve as many people as possible and to popularise the game to the maximum

### Highlight

- Of all the players who took part, 18%, or 170, were new to the game
- In 2016 Bulgaria moved from FIFA ranking 75 to 69



# Croatia



## Five regional development centres

The fund was split four ways, for:

- Women's football development centres
- National camps
- Women's football festivals
- Daily camps



### Aims

- To increase the number of girls in football
- To find talented players and help them find women's clubs
- To introduce women's football to new institutions
- To find more quality staff to work in women's football

### Impact

Women's football development centres:

- Five women's football development centres were set up in large cities throughout Croatia (Zagreb, Split, Varazdin, Rijeka and Osijek)
- A county instructor and an assistant coach were employed in each city to help promote and develop the game
- A national instructor was employed to develop and promote women's football in nursery and primary schools
- Over the lifespan of the project, 725 girls aged six to 12 have participated in the training sessions
  - 118 of them have continued playing football in women's clubs

Women's football festivals:

- Regional instructors across the country organised activities for more than 150 girls, teaching them basic football skills
- Since 2013, a total of 4,260 girls have taken part

Daily camps:

- Regional instructors and assistant coaches went into primary schools to promote football to young children
- The sessions took place during PE classes

### Highlight

- A total of 10 coaches and more than 30 volunteers were involved
- The project created competitive opportunities between the centres and is looking to invest in three more coaches to increase the quality of football further

National camps:

- Three-day camps involving boys, girls and minority groups were held in towns and cities all across the country
- To date 1,000 girls have been involved

## Grassroots girls' school championships

### Aims

- To increase participation
- To overcome cultural barriers
- To increase the popularity of the sport

### Impact

- A girls' football championship was organised in collaboration with private schools
- 120 female players aged 9 to 15 participated
- Nine coaches (two of whom were women) helped to run the sessions
- Parents volunteered their time and PE teachers and Cyprus FA women's football development staff were integral to the success of the project
- The championship received a lot of media attention, resulting in an increase in interest among young girls year on year
- An increase in participation was recorded as a result



- The championships are expected to continue in future years
- Interest in women's football has increased tremendously since the first grassroots girls' school championship in 2011
- The increase in participation has had a positive impact on the quality of football at the event, which is testament to the commitment of the Cyprus FA in developing the game through the WFDP over the last four years

### Highlight

- Very positive feedback was given by all involved and a good number of private schools and their teachers were engaged
- The project helped to overcome some of the stigmas in the sport



## Spotlight on women's and girls' football

The grant was used to fund three projects

- Referee development
- A Cup Final day
- A goalkeeper camp

### Aims

- To recruit and train new referees
- To celebrate women's football for those aged eight to any age
- To run a three-day training camp for national team goalkeepers from the WU15, WU17, WU19 and A teams

### Impact

- Four referee recruitment days involving lectures from qualified instructors and experienced referees and fitness tests were run. Referees were filmed during matches using Dartfish, which provided immediate performance feedback. This tool helped Czech referees qualify to work at UEFA and FIFA final tournaments.

- A Cup Final day was run for WU9, WU11, WU13, WU15 and senior teams, as well as girls who turned up on the day. The event included fun competitions with prizes for slaloming with the ball and shooting, among other things. A DJ played music throughout the day, adding to the festival feel. The president and the general secretary of the Czech FA also attended.
- The goalkeeper camp gave tips on how to keep calm and solve problems during game situations. It included practical and technical training as well as a tactical meeting with video analysis.

### Highlight

- A report on the Cup Final day was broadcast on national television
- The girls who attended the goalkeeper camp commented that it was totally different from the training they were used to in their clubs



# Denmark

## Commercial manager programme for the Danish Women's Premier League (part of Vision 2020)

### Aims

- To increase income for clubs
- To raise awareness of the women's game and increase exposure in local media
- To increase the number of spectators at women's matches
- To financially support teams in the Danish Women's Premier League by employing commercial managers in each club

### Impact

- Every Danish Women's Premier League club now has a commercial manager, who is responsible for the club's commercial development
- They have responsibility for their own club but must also work with the other seven Danish Women's Premier League clubs as part of the overall project
- A Danish Football Association (DBU) project manager organised the overall project and was responsible for the most important parts of the commercial development of the Danish Women's Premier League
- Each club developed its own DBU-approved business plan to fulfil the demands of the Danish Women's Premier League licensing system
- The business plan had to be approved by the DBU before the clubs could receive any funding
- All eight Danish Women's Premier League clubs were involved
- Positive feedback from the Danish Women's Premier League clubs shows that they want the project to continue in 2016/17
- One of the challenges was to optimise cooperation between board members of the clubs and the new commercial managers

### Highlight

- The commercial managers have given both the clubs and the league a lot more media interest
- There is now a new league website ([www.kvindeliga.dk](http://www.kvindeliga.dk)) and Facebook page ([www.facebook.com/3FLigaen](http://www.facebook.com/3FLigaen)) and matches from the league are streamed live (on [www.mycujoo.tv](http://www.mycujoo.tv))



# England



## Black, Asian and minority ethnic women's and girls' football



### Aim

- To operate a fund to increase participation in football by women from black, Asian and minority ethnic communities

### Impact

- The funding criteria included value for money, sustainability and working in partnerships
- The funding panel included representation from the English FA's national women's committee and



# Estonia



- staff from both the development and equality departments
- The English FA opened an application process from December 2013 to January 2014 and received 28 requests for projects, with requests totalling more than three times the money available, so competition was fierce
- In total, 11 local projects and one national tournament were run
- A total of 1,024 players were engaged across 250 sessions, involving 93 volunteers
- Twelve new teams were created and 46 coaches obtained qualifications
- In total, 18 different ethnicities were engaged, with a high proportion of Asian women
  - These were spread all over England and included diverse cities such as Newcastle, Sheffield, Birmingham and London
  - The national tournament took place at The FA's national training centre in Burton-upon-Trent

- Projects were delivered from March to September 2014
- Each project worked in partnership with its local county football association, and some also worked with local professional clubs and community groups

## Highlight

- The open application process meant that many new local groups received funding. Most projects are being sustained by other FA programmes.

## Women's coach development

### Aims

- To increase the number of qualified female coaches at all levels (grassroots and above)
- To organise the first-ever all-female UEFA B licence course in Estonia
- To organise a C licence course for 15 current league players
- To organise two grassroots level courses for women primary school PE teachers
- To involve two former women's A national team players in the Estonian national women's team programme as assistant coaches
- To involve national youth team assistant coaches at Estonian Football Association (EFA) school projects as instructors for a girls' football programme
- To involve club coaches at EFA school projects and educate them via school visits by EFA instructor coaches
- To improve cooperation between clubs and the EFA through introduction meetings between

women's A national team coaches, technical directors and club coaches

- To prepare clubs for a high-performing expert league via a licensing process

### Impact

- 1 new woman coach received a UEFA A licence
- 14 women and two men received UEFA B licences
- 15 women received C licences (all current or former players)
- 145 female PE teachers were trained over three courses
- 32 regional grassroots courses were delivered (lasting 16 hours)
- Estonian women's U19 assistant coach Kaidi Jekimova received her UEFA A licence
- Imbi Hoop and Maria Sootak were included as assistant coaches in the EFA national women's teams programme
- Three meetings between club representatives and





women's A national team coaches were held, resulting in better cooperation between clubs and EFA staff

- The expert league licensing process was prepared

#### **Highlight**

- The educational programmes for women's football coaches, PE teachers and parents will be continued by the EFA via the club licensing system, allowing clubs to concentrate more on technical support for women
- A 148-page resource was produced for schools and teachers to support their continued development of children after the coaching course



## Football fitness for women

### **Aims**

- To improve the health of the general population of the Faroe Islands
- To obtain evaluation data on health parameters (tests and measurements), as well as the motivational and social effects of recreational football
- To increase the number of active football players –





# Finland



especially women

- To stimulate football clubs to be socially responsible in the local community

## Impact

- A total of 11 football fitness sessions were run for adults across the Faroe Islands
- Around 700 players aged 18 to 75 participated (1.5% of all Faroe Islanders)
- 90% of players were middle-aged women
- In three weeks, the number of women's football players increased by 384 (almost 10%)
- This was helped by the Football Fitness concept, an innovative exercise concept developed by the



Danish FA and the University of Copenhagen

- Blood pressure and body fat percentage decreased significantly, improving the fitness levels of the women who played
- Participants could be tested along the way, so they could see and feel the progress they were making
- The sessions were organised by two FA coordinators, each working half the time
- Each club has at least one contact person

## Highlight

- After the project ended, 50 women formed their own football team

## Academy programme for women's national team players playing in the domestic league

### Aim

- To develop the most talented players and ensure they have a good work-life balance

### Impact

- The programme selected players and created individual development programmes for them
- Physical tests were set for the players and a performance matrix was created to analyse stability, body balance, weaknesses and flexibility
- One additional training session and one physical training session a week was organised for each player
- This required cooperation with clubs and coaches
- A total of 14 players and 15 coaches were engaged (one of whom was a woman)
- Everyone involved was very enthusiastic about the players' development
- Cooperation between the different experts and league coaches was very fruitful
- As players were in different teams, special attention was paid to each club's training and playing programmes
- Women's A national team players playing outside Finland will be considered in future. The Finnish FA would also like to intensify cooperation with league coaches in order to have more influence on the daily training of talented players.



## Highlight

- The Finnish broadcaster Yle and others reported on the project and internal football association channels were used to raise its profile as well



## Women's football coach development programme

### Aims

The project is part of the French FA's plan to enhance the role of women in football, including coach educators, referees and leaders. It aims to:

- Increase the number of female coach educators in football to 5,000
- Help international players and current coach educators to access positions of responsibility through training

### Impact

- Free training modules for U6 and U8 boys and girls in the French FA's regional associations were implemented
- All 22 regions were involved in the project and the number of qualified female teachers increased evenly, with a 20% increase year on year
- The regions with the most coach educators are Ile-de-France (93), Rhone-Alpes (85), Central West (65) and Alsace (65)

- Free training and individualised support were provided for:
  - 175 players in the seven regional elite talent centres
  - 12 women from 12 of the women's Ligue 1 clubs
  - 10 players from the French women's A national team
- As 832 teachers were under contract in amateur clubs and 40 in professional clubs it seemed only natural to target teachers as potential new girls' football coaches. 4,000 teachers are still to be trained.

### Highlight

- 1,000 teachers have been upskilled since 2011
- This programme is integral to the number of registered players increasing from 53,000 in 2011 to 105,000 in 2015.



## Development of women's youth league

### Aims

- To create a girls' youth league and provide an elite youth platform
- To deliver education programmes for female coaches
- To increase media coverage for women's football
- To motivate women to lead a healthy lifestyle through sport
- To create opportunities for women, both on and off the pitch

### Impact

- Three women were supported through studying for their UEFA B licence and obtained it in 2015
  - This led to greater interest among former players in applying for future coaching courses
- An online system named 'COMET' was used to pre-register players for the youth football league
  - COMET allowed the Macedonian FA to track how many players continued playing football within the league

- A total of 1,500 boys and girls played in mixed teams in the league
- Matches were played every weekend
- The league culminated in a final tournament
- Four new female coaches and ten volunteers attended the final tournament, as well as teachers and relatives of the players
- The project aimed to create a base of new players, and to support those with potential to progress
- It is hoped that the older players who participated in the tournament will go on to play in the senior women's national league
- The league will expand in the future, adding a new age group for girls to play seven-a-side

### Highlight

- The project helped to increase participation, find talented players for the future and support the women's national league



## Developing regional women's football

### Aims

- To increase the promotion of women's football
- To include as many women and girls in the programme as possible
- To encourage children's participation in football activities, both in school and as an extracurricular activity
- To develop grassroots football in Georgia
- To implement the women's football criteria of the UEFA Grassroots Charter
- To develop women's football in all regions of Georgia
- To promote healthy lifestyles

### Impact

- Ran the first-ever national women's league
- Delivered a fun, open football programme for 400 girls aged 7 to 13
- Ran a qualification round for the Copa Coca-Cola School Championship in 12 regions
  - The winners from each region were invited to Kvariati (near Batumi) for the final round



## 35+ Women's Cup

### Aims

- To raise awareness of 'older' age groups and their importance for the German FA
- To create playing opportunities for women aged 35+ all over Germany to keep them engaged in and committed to the football family
- To (re)gain active female players
- To encourage lifelong engagement in and commitment to sport (health improvement)
- To fulfil the German FA's general mission: to provide playing opportunities for people of all ages

### Impact

- The committee for women's and girls' football decided not to select a host for the first five years, but to give all five regional associations the chance to host the Cup once. This was also done to promote the Cup throughout the German FA.
- Regional associations were invited to apply to host the Cup one year before the event (in October and November). The hosts were selected by the German FA committee one year in advance (December to January)
- Site visits and an organisational meeting with



# Gibraltar



the hosts (the local project team, the volunteer manager, the caterer, stadium management and hotel staff) were arranged in March to discuss actions, responsibilities and project plans

- Qualifiers were run by the regional associations from June to August
- The final 35+ Cup tournament took place in September
- Each year, six teams with 14 players each (84 players in total) participated in the Cup

- The participating teams were the champions of the five regional associations' tournaments and a team from the host association/city
- All five regional associations now have a qualification tournament, compared with three out of five in 2013
- Most teams did not have a licensed coach as they organised their matches themselves and coached themselves. In most teams, the coach was a player.
- The Cup included a variety of players aged 35+, the oldest being 55
- The participants came from different backgrounds, including former women's A team players, former women's Bundesliga players, players at district level and beginners
- The tournament was run in a spirit of fun, competition, networking and opportunities to motivate former players to rejoin the women's football family
- Five out of the six teams who participated in 2015 also participated in one of the previous years, so they were eager to make it to the German FA final tournament again

## Highlight

- Positive feedback was received from players, referees and hosts. There were also good reports in local newspapers.
- The teams were eager to qualify again and to meet up with other women's teams from all over Germany
- Word of mouth proved an excellent way of recruiting teams
- There was a request from the subregional German associations to establish another Cup in the 30+ age group, as many subregional associations lose female players between the ages of 30 and 35.

## WU12 development project

### Aims

- To teach football skills to girls aged four to 12
- To organise a weekly girls' football programme for schools
- To work closely with the government's education department and heads of sport within schools to add girls' football onto the sports curriculum

### Impact

- The project was set up by combining information from other national associations regarding their current girls' grassroots programmes, and after attending UEFA Study Group Schemes. Ideas were then adapted to the needs of girls in Gibraltar.
- 131 girls aged three to 12 were registered on the weekly programme (Fun Fridays), which was organised by five female coaches and one male coach

- Additional single-day events were introduced to promote girls' and women's football, such as Mother's Day football, in conjunction with the Fun Fridays programme



## Highlight

- The project is the start of a long-term football plan with the hope that the girls' game will become a major sport in Gibraltar



# Greece



## Maintaining and increasing participation in women's and girls' football

### Aims

- To help sustain the 64 existing women's clubs during the financial troubles
- To help grow the number of WU16 players at the existing clubs
- To raise standards of coaching in the top clubs
- To increase community participation

### Impact

- A grant of €1,250 was distributed to each of the 64 women's clubs operating in Greece (10 from the Super League, 14 from Division B and 40 from Division C) to cover large operational expenses, such as transport, accommodation and equipment
- A grant of €1,000 was distributed to each of the first 20 women's clubs to register more than ten WU16 players. These comprised two clubs from the Super League, 6 from Division B and 12 from Division C. This was a reward for reinforcing their squad and promoting the sport at local level.
- A one-day coaching conference was held in Thessaloniki in November 2014, for coaches from 12 clubs. The event covered a wide range of topics, including coaching and training techniques, balanced nutrition and fitness.
- A Grassroots Day was held in Katerini in June 2015 before the Women's Cup final. The event was attended



# Hungary



## Increase participation at the base of the football pyramid and increase promotion of women's football

### Aims

- To increase the number of teams and players at WU15 level
- To develop a closer relationship with elite men's clubs
- To increase media coverage of women's football

### Impact

- The Hungarian FA made it mandatory for the 28 men's clubs in the top two divisions to have WU15, WU17 and WU18 teams
- Men's clubs in the third division were offered €10,000 to set up a WU15 team
- As a result, 18 centres of excellence were formed in partnership with elite men's clubs
  - Each centre now has at least one four-a-side WU13 team
  - In total, 72 new girls' four-a-side teams were created across the age groups
- Thanks to the close relationships with the men's clubs, the number of seven-a-side and 11-a-side WU15 teams increased from 25 in 2013/14 to 80 in 2016/17
- The number of players increased from 250 to 600
- Half the league coaches are female
- Under the new infrastructure policy, the teams in



the women's first division play in same venues as the men's third division

- Coaching qualifications vary from national association D and C, up to UEFA B, and holders include current and former players
- The women's teams were encouraged to use the same branding, i.e. names, logos, shirts and website etc.

### Media coverage:

- The Hungarian FA women's football committee also signed a contract with leading media outlets in the country to promote women's football. This included a Hungarian sports channel and a daily sports newspaper.

- The highlights of all women's first division games were shown on the national sports channel in a 30-minute weekly programme
- Seven games were fully televised on the national sports channel: four Hungarian women's A team matches (against Albania, Croatia, Russia and Turkey), the Cup final (Ferencváros TC v Budapest Honvéd FC) and the Championship final (Ferencváros TC v MTK Hungária FC)

#### Schools:

- The Hungarian FA now has an exceptional relationship with schools regarding women's football
- More than 20,000 girls are in the Bozsik school programme. They have training twice a week, as well as matches.



- There are now 6,000 club players
- The Hungarian FA organised two special coaching courses for women – a UEFA B licence course and a C course
- Two coaches (Edina Marko, the national women's team coach, and Dorottya Schumi, U17 coach) are also studying for the UEFA Pro licence.

#### Highlights

- As part of the development of the WU15 clubs, all women's clubs now have their own Facebook page
- The project proved to be an excellent way of engaging men's clubs in women's and girls' football development



#### Football friends

##### Aims

- To increase the number of young girls playing football
- To further improve the public image and profile of women's football
- To raise the public profile of the women's A team players as role models
- To assist football clubs in welcoming and retaining new female players
- To increase the number of goalkeepers in women's and girls' football

##### Impact

- Produced promotional TV features on the everyday life of A team players, showcasing them as positive role models in everyday life
- Organised regional football weekends for between five and ten clubs, dependent on the local area
  - The Icelandic FA's head of talent and WU17 national team coach Halldór Björnsson, and Dagný Brynjarsdóttir, a key player for the men's A national team, attended to help raise the profile of the event

- Thora Helgadóttir, former captain and goalkeeper of the Icelandic women's A team, and Halldór Björnsson also attended and gave special attention to the goalkeepers
- 500 girls participated in total
- Organised a technical academy twice during the summer
- Created fan zones and technical drills for girls ahead of the UEFA European Women's U17 final tournament, which provided a great opportunity to promote the game
  - An average of 50 girls attended each
  - The girls were given caps and pins by the Icelandic FA and UEFA

##### Highlight

- The Icelandic FA was assisted in the fan zones by young female players to help inspire potential players.
- It is hoped that the TV commercials reached every girl in Iceland.



# Israel



## Women's Football Academy

### Aim

- To provide an academy for 21 talented girls aged 14 to 19, helping elite female football players reach their full potential
- To provide optimal preparation for hosting and participating in the UEFA Women's Under-19 Championship in 2015

### Impact

- An academy was set up and ran practical and video sessions five days a week, from Saturday to Thursday, for 11 months of the year. It entered a team into the women's first division and arranged matches against boys.
- The academy provided excellent coaching from highly qualified staff, boarding school education, top sport facilities, state-of-the-art gym equipment, check-up and development programmes, access to sport medicine and a research department on campus
- Sport medicine physicians, nutritionists, physiologists, psychologists, rehabilitation treatment for injuries and a social and educational team were constantly available
- The academy had a wider impact than just supporting the players who attended: it supported grassroots activities at local schools, parks and beaches to help raise awareness of girls' football and improve its image
- The academy created WU10 and WU13 teams for the local league
- The academy created role models for the Athena junior talents teams, helping to inspire future generations of players

### Highlight

The academy team finished third at the Sochi tournament in Russia, with just one loss in six games. It continues to set goals i.e.:

- For 85% of the academy players to represent the women's A team
- For 100% of the academy players to continue playing once they have graduated (in the women's national league, elsewhere in Europe or at college)
- For 30% of graduates to gain coaching qualifications
- Hosted the eight team UEFA Women's Under-19 Championship in 2015



# Italy



## Italian women's football development project

### Aims

- To strengthen the presence of women's football structures across Italy and develop technical activities within the women's football development centres
- To create synergies with the existing regional centres used by the National Amateur League
- To organise training courses, events and meetings with regional youth representatives
- To organise a WU15 regional representatives tournament and select the 36 best female players within the competition

### Impact

- All around Italy, youth and school sector regional coordinators delivered promotional programmes to develop women's football in 30 clubs. At local level, regional coordinators and clubs promoted sessions in schools to involve as many girls as possible.
- From 4 to 10 May 2015, each region organised a Women's Football Day involving girls' teams and schools. These were linked to the women's

football development centres and the WU15 regional representatives. The Italian FA youth and school sector organised a tournament for the WU15 regional representatives, which 20 regions participated in. The eight teams that came first and second in each group in the preliminary phase participated in the final tournament.

• During the final stage, the players and technical staff were involved in educational activities on topics including anti-doping, fair play and the Laws of the Game. Players also had the opportunity to meet ambassadors from the game, including the WU17 head coach, Enrico Sbardella, and international referee Carina Vitulano.

• The head coach of the WU17 team and his technical staff selected the 36 best young footballers during the first and the second phases of the tournament. The youth and school sector invited the girls to attend a training course for women's players called 'Calcio+'. The training course involved the WU17 team and the Italian FA's Club Italia coaches. Many of the staff, including coaches, leaders, doctors, psychologists, ambassadors and former players, were women.

### Highlight

- The project involved 2,000 girls, 300 coaches (50 of whom were women) and 250 volunteers (170 men and 80 women), and 3,000 parents supported the programme





# Kazakhstan



## Increasing participation in girls' football

### Aim

- To increase girls' football participation
- To organise more elite girls' football competitions

### Impact

Five competitions were organised, including:

1. The Republic of Kazakhstan Championship for Women's U19 teams. This competition included six teams participating over three rounds
2. The Republic of Kazakhstan Championship for Women's U17 teams. This competition involved 12 teams competing in a regional stage across three zones, from which eight teams progressed to a final.
3. The Republic of Kazakhstan Championship for Women's U16 teams. This competition involved 13 teams competing in a regional stage across three zones, from which seven teams progressed to a final.
4. The Republic of Kazakhstan Championship for Women's U14 teams. This competition involved 14 teams competing in a regional stage across

three zones, from which eight teams progressed to a final.

5. The Republic of Kazakhstan Championship for mixed U13 teams. This nine-a-side competition involved ten teams and had awards for first, second and third place.

Across the five competitions 1,200 players participated, supported by 55 coaches (27 of whom were women), 200 volunteers and 25 additional personnel.

### Highlight

- Players, coaches and parents were satisfied with the organisation of the competitions and the increase in the competitive opportunities for girls
- In addition to these competitions, the Kazakhstan FA's women's football department also organised the UEFA Women's U18 development tournament in June 2015 and the first-ever UEFA Women's U17 European qualification round in Kazakhstan
- All events featured on social media and sports news channels and the Kazakhstan FA's website



# Latvia



## We play football, come and join us!

### Aims

- To recruit more girls into football activities
- To raise awareness of women's football nationwide
- To show the positive image of the women's game, showcase possibilities for personal development and focus on the positive values that football can offer
- To use women's football as a tool for social integration and prosperity

### Impact

- Using the brand characteristics of 'real, active, beautiful, healthy, emotional and stylish', a campaign called 'We play football, come and join us' was created
- The campaign was rolled out across all national association departments, including marketing and promotion, league development and coach education
- Using the slogan at all levels, from the women's A national team down to the grassroots, helped to strengthen ties within the game and created aspirations for new players
- Three women's A national team players, as well as other club players and football managers,

appeared in a promotional video showing the positive values that women's football can offer

- Women's A national team players were selected as ambassadors
  - They led women's football development visits together with the head of the women's football
  - They visited newly established girls' groups, clubs and districts where women's football is less developed, but has the potential to grow
  - The visits were used to inspire girls to greater success and to help clubs take their first steps in women's football

### Highlight

- Women's A national team players attended school and development projects to help raise awareness and increase participation. Visits usually consisted of an introduction to women's football values, equipment donation, a training session with the women's A national team players and a Q&A session with the chance to get autographs.



## Girls On The Ball

The funding was split four ways:

1. A football school
2. A Girls On The Ball camp
3. Girls On The Ball skills
4. WU16 and WU17 teams

### Aims

- To deliver football in primary schools and inspire more girls to take part in football
- To reduce the stigma attached to girls' football and to provide training for teachers
- To attract more girls to play football, with an annual camp attendance of 30 to 40 players



matches against local WU16 clubs. Medical care by doctors and physiotherapists was available, as well as training kit and training materials.

### Impact

- Fun one-hour sessions were delivered by qualified coaches in schools that wanted to participate in the project. To help strengthen the relationship with schools, session content, delivery materials and tips on planning sessions were shared with teachers.
- The project achieved 20% higher numbers than anticipated by engaging 60 girls at six clubs. Of those 60, 12 were already registered and 48 were new to the sport. Seven coaches supported the camp, five of whom were women.
- Weekly training for outfield players and goalkeepers ran from August 2015 to February 2016. Additional training was run in October and November 2015, along with friendly

### Highlights

- The children always looked forward to the lessons and the delivery was very useful for the teachers. It allowed them to observe the coaching and assess the children's behaviour. It is hoped that, by gaining a sponsor, more coaches will be employed to deliver more sessions within schools.
- The camp attracted more players than in previous years, which may have resulted from an increase in newspaper reports, website articles and Facebook features.
- The training dates were set well in advance and girls registered their attendance via a dedicated website. This allowed tests to be completed online and resources to be sent out in advance.

## Women for Football

### Aims

- To popularise women's football in Lithuania
- To ensure that every woman or girl who would like to engage in football-related activities has the opportunity to do so
- To increase the percentage of football players who are women to 25% by 2020 (one of the overall goals of the Lithuanian football development strategy)

### Impact

- The Lithuanian FA started the project by running grassroots events for women in the community
- In 2015 this expanded to five clubs organising events by themselves, and more than 500 people participated across the regions
- The project focused on helping coaches qualify to work with young girls
- The first local coaching course was run in 2015 with 15 participants, eight of them women
- Women's football marketing was identified as an area for improvement and the project has helped

to develop a strong women's football brand, with a new logo

- New women's football groups started in the regions, and more and more football clubs and sport centres invited girls to play football, when previously only boys were catered for
- There has been an increase in media coverage
- The programme was inspired by two UEFA visits: one regarding the development of women's leagues and the Lithuanian women's football strategy, and one regarding preparation for the UEFA European Women's Under-17 Championship final in Lithuania

### Highlight

- All the Women for Football activities were covered by the Lithuanian FA's official TV channel and website. The project also has a dedicated Facebook page with 6,000 followers.



## Women's football

The funding was used for two projects:

1. Women's football for all ages
2. Women's football: a story of passion

### Aims

- To run an inaugural girls' football championship
- To raise the profile of women's football and increase participation among girls aged eight to 13

### Impact

- All clubs with women's teams were asked by the Luxembourg FA to start running a girls' section and enter a team into a youth tournament
- Six teams, comprising 70 players, entered the inaugural competition
- The championship was supported by the women's football committee and all participants were highly satisfied with the competition
- The competition is set to continue in future years and it is hoped that even more teams will enter
- A national day of women's and girls' football was held in May 2014 and attracted 100 new players to the game



- The championship was featured in the local newspaper and, as a result of the project, 12 teams entered the 2014/15 league, which was a huge success

### Highlights

- As well as local press, the event also featured in sports newspapers that were traditionally hard to access
- Feedback from the day was excellent and the Luxembourg FA has decided to run the event in future years



## Sustainable participation growth

### Aims

- To increase participation in grassroots football
- To reinforce acceptance in the sport
- To ensure a bright future for women in football coaching

### Impact

The fund was split six ways:

- Free football sessions were delivered by women's A national team coaches in all local schools. The sessions were split between the classroom (teaching girls basic information about football) and practical football games.
- The fund was used to pay for pitch hire and

pay match officials for all teams in the women's league: senior, WU16 and WU13

- In 2011 the Maltese FA started a new girls' academy for the most promising girls aged 9 to 15 from all the regions of the country. Training sessions were run weekly at the Ta' Qali Technical Centre for 50 of the most promising young players. Regional sessions for 75 promising girls in registered clubs were also started, to aid scouts looking to add new players to the academy. Since the regional sessions began, 12 players have been selected for the academy.
- The association opened applications for a Coaching Young Footballers (CYF) scholarship





# Moldova



for women. The successful participants were informed that the Maltese FA wanted them to be positive role models and actively assist and promote the development of women's football in Malta. The new coaches committed to delivering football to girls in affiliated clubs for two years, and to undertaking the national C licence course within that time. Candidates were subject to a review process and an interview. A total of 17 coaches were awarded a CYF scholarship and demonstrated their motivation, strong work ethic and commitment to developing themselves and to helping to develop girls' football.

- In order to ensure that clubs were organised and developing in the right direction, a part-time technical director for women's football was appointed, with a remit to lead the Maltese FA academy, maintain contact with the clubs and develop the women's game.
- A part-time administrator and a media contributor were also employed to assist with promoting women's football and running the WU13 and WU16 leagues for 14 clubs.

#### Highlight

- Women's football got a new image and brand
- Schools were provided with information booklets, A3 posters, stickers, equipment and a football signed by the women's A national team
- The best newly qualified female coaches were given the opportunity to assist women's A national team coaches in the sessions
- After the scholarships ended, contact was maintained with the coaches through a specially designed assistance programme to gauge their progress and keep them involved in girls' football



## Women's football development programme

### Aim

- The programme covered a variety of areas to develop the women's game, including increasing grassroots participation, improving player pathways from WU11 to WU16 and developing coaches

### Impact

- The programme drew funding from a large list of sources, including FIFA (13.4%), clubs (4.4%), UEFA (54%), the Moldovan FA (4.5%), government (2.5%) and municipalities (4%), and was sponsored by the Swedish embassy (17.2%)
- The number of opportunities for girls increased from there only being provision for WU12 in 2012, to 2,000 players in a new WU11 age group
- Around 600 girls took part in festivals for WU13s
- A new WU14 league was created, with 12 teams and 200 players
- A league for WU16s was also set up, comprising 12 teams and 170 players
- There are now 70 female coaches with the D licence, 20 with the C Licence, 20 with the UEFA B Licence and one with the UEFA A Licence
- A women's football calendar and a plan for women's football were produced at the start of 2014
- For International Women's Day in 2014 the Moldovan

FA ran a friendly match for football veterans and former women's A national team players. The success of this day has led to it becoming an annual event.

### Highlight

- Almost 50% of the funding was drawn from other stakeholders, allowing the programme to have a wider reach
- Regular updates appear on the development programme Facebook page: [www.facebook.com/pages/CCPA-Open-Fun-Football-Schools-Moldova/115855755193020?ref=hl](https://www.facebook.com/pages/CCPA-Open-Fun-Football-Schools-Moldova/115855755193020?ref=hl)





# Montenegro

## Player recruitment and retention

The funding was split three ways, to deliver;

1. Girls' open days
2. A WU15 league
3. A WU12 schools league

### Aims

- To recruit as many girls as possible
- To make football popular and accessible for girls
- To retain girls in football by providing regular competitions for them
- To recruit and retain WU12 teams

### Impact

- Open days were delivered across Montenegro, where attendance ranged from 40 people in Podgorica to more than 200 in Kotor
- All clubs with WU15 teams played in a mini-tournament
  - Girls were encouraged to turn up and play and support teams who had less than 11 players
  - The Montenegrin FA provided venues, referees, water, equipment and sandwiches for all participants
- A WU12 school league was run, split into four competitions:
  - Schools (competition by class)
  - Municipalities (best class from each school in the same city)
  - Regional (three regions, supervised by regional FA offices)
  - National, in June 2015



- Twelve schools were represented at the national competition in the town of Bar
- More and more young female players take part each year
- The 2016 festival promises to be bigger and better and will be called 'We All Love – We All Play'

### Highlight

- The festivals helped to change perceptions when parents saw how much fun the girls were having during the tournament



# Netherlands

## Developing a learning and high-performance environment for girls

### Aim

- To create a challenging and high-performance pathway for players to help them develop
- To provide the best players with opportunities to compete with and against each other, with the best coaches

### Impact

- A pathway was designed for girls aged five and over
- The pathway includes four core aims:
  1. To contribute to the women's A national team result
  2. To improve performance
  3. To lead a healthy life for football
  4. To contribute to the image and identity of girls' and women's football
- Talent development and elite performance centres were spread around the Netherlands with:

- Four development areas in the north, south, east and west for U12s, U13s, U14s, U15s and U16s
- National academies in Amsterdam and Eindhoven for U16s, U17s and U18s
- National youth teams based in the centre of the country in Zeist for U15s, U16s, U17s, U19s and the A team
- The pathway allowed for a learning environment and a challenging performance climate
- Every player got the opportunity to develop to her full potential, according to her individual level, talent, ambition, experience, age and motivation
- The pathway raised the profile of the game, creating a wider impact on women's football
- It is hoped that by 2018, 18% of people will have an interest in supporting women's football, membership will increase to 15,000 players and 5,000 people will attend a women's A national team game



### Highlight

- The pathway shows clear progression from grassroots programmes, talent days and training groups all the way to the women's A team
- For those in the high-performance environment, school sport is interlinked at the U12 to U16 age groups



# Northern Ireland



## Reach for our goals

### Aims

Building on the success of the SCORE project, the Irish Football Association expanded its opportunities for women and girls to play football in five core areas:

- Coach education – to provide 20 women with the opportunity to undertake part one of the UEFA B licence course
- Young female leaders programme – to provide seven young leaders with the experience and skills to take up leadership positions within football
- Player development – to enhance development opportunities for the Northern Ireland women's U15 development squad by providing financial assistance for a residential camp in England
- Club development – to improve the capacity of girls and women's football clubs and to raise the profile of the Northern Ireland Women's Football Association Women's Premier League
- Games development programme – to expand opportunities for girls to play football and to increase the number of girls' teams participating in the programme. In addition, an opportunity arose to establish a master's football programme for women



weekly coverage in the Belfast Telegraph and press releases on [www.niwsfa.org](http://www.niwsfa.org).

- A total of 488 players participated in a six-week programme of small-sided games. The leagues were played in Belfast and Cookstown and involved 54 teams at U9, U11, U13 and U15 level. Three Super Sunday events were run to give U15 girls the opportunity to play 11-a-side football. Five teams and 120 players took part.

### Highlight

- After combining the WFDP and UEFA Grassroots funding, a football master's programme was set up to help finance coach's fees. As a result, a total of 22 players aged 35 to 55 now attend weekly training sessions at the Shankill leisure centre.

### Impact

- Twenty women registered for the UEFA B licence course
- Seven women completed the young leadership programme



## 'It's Fun Being a Goalkeeper' and 'Triple S' (skills, strength and speed)

### Aims

1. The goalkeeper project had five aims:

- To recruit more girls and help them become goalkeepers
- To recruit and educate goalkeeper coaches
- To intensify work with the most talented young female goalkeepers
- To develop the next generation of goalkeepers for the women's A national team
- To better understand the role of the goalkeeper within the team

2. 'Triple S' aimed to improve the players' football skills by increasing and developing their physical and technical capacities



### Impact

1. Goalkeeper achievements:

- All 18 regions in Norway arranged ten seminars throughout the year, with 20 to 25 girls aged 12 to 17 attending each
- National and regional gatherings were also arranged for the most talented girls and their coaches
- A national goalkeeper coaching course was run for 50 women
- The regional and national seminars were highly rated by players and women's A national team coaches

2. Achievements relating to the increased individual follow-up of players (Triple S):

- Players were tested for skills, strength and speed
- On basis of the test results, individual plans were created for them
- A lecture was conducted regarding how to use a training diary and its importance for the development of the players' skills, strength and speed
- Training was provided on how to prevent injury

### Highlights

- New talented players were discovered and many girls realised that 'It's fun being a goalkeeper'
- Players now complete a weekly training log describing their training load, type of training, hours of sleep and how they feel. This gives the coaches a good overview of whether players are achieving their objectives and are able to adapt to training.



## Women's domestic competitions development programme

### Aims

- To develop women's football competitions and leagues at national level
- To increase the number of women's football leagues and players
- To create a national player development pathway from the grassroots to professional level
- To identify coaches who have the potential to become great leaders and help them develop soft skills and qualifications to improve their leadership abilities
- To financially support domestic clubs in the education of coaches
- To encourage clubs to hire female coaching staff
- To increase the importance of women's leagues and competitions



### Impact

- A WU13 six-a-side competition was established, featuring qualifying rounds, semi-finals and a final
- Each of the 16 regional associations entered their two best teams
- The finals were held over a five-day tournament
- In total, 96 youth teams took part, involving nearly 1,200 players
- Since the 2015/16 season these events have been entered into a domestic competitions calendar

- Twelve women are now working as full-time coaches in women's clubs
- Four women's top division matches were broadcast online
- Twelve women's top division clubs received professional marketing equipment and promotional items, including an interview stand and a top women's division centre board
- Cameras were provided for all women's top division clubs to record their matches and training sessions for coaches to analyse
- Records and files of matches and highlights were placed on a dedicated server, launched by the Polish FA. Materials were made available for clubs as well as the Polish FA.

### Highlight

- The fund helped to promote women's football on a larger scale and gain sponsors, and other stakeholders became more interested in women's football.



- The Polish FA provided financial support for female coaches working in women's clubs
- In total 203 female coaches gained the Polish FA licence and 40 women obtained the UEFA B licence
- These results have enabled the Polish FA to significantly expand the number of qualified staff working with clubs and youth sections
- Eight clubs received awards from the Polish women's football committee for best practice in developing female coaches

## Development of the domestic championships and creation of a women's league with teams from the top professional men's clubs

### Aims

- To create better conditions in clubs that compete in the national championships, to help them compete at the highest level
- To increase the number of opportunities for girls to play competitive football at the WU15, WU17, WU19, regional and national levels
- To increase the number of men's clubs with girls' teams

### Impact

- The clubs improved their performances in the national championships and have better training conditions for their players
- In the space of three years the competitiveness of the national women's championship increased unrecognisably, with the winners of the most recent two seasons only being decided in the final
- A new strategic plan for women's football was developed
- A new national women's league will be starting in 2016/17, with 14 clubs. Four of these clubs are from the top men's professional league.
- For the first time women's football at the Portuguese FA has a sponsor (Allianz)



- A Super Cup was created for the national women's championship
- After more than three years in the making, a WU19 seven-a-side competition was piloted
- In the 2015/16 season a nine-a-side women's junior championship was created, with 30 teams participating. It is predicted that the number of entries will increase in future years.
- Although most of the senior teams in the national championship already had a youth team, the number of youth teams belonging to senior teams increased. Some of these teams participated in the women's junior championship.
- A total of 3,032 players registered to play in the national championships over the last four years, creating a total of 125 teams. This was a record for the federation. The biggest growth was in the WU19 age group.
- All women's A national team matches, the final of the Women's Portugal Cup and the Women's Super Cup were broadcast on TVI24
- Women's football in Portugal gained greater attention from the Portuguese media. The social media traffic around the clubs and the national women's championship increased by 70% in three years.
- Ultimately it is hoped that a sustainable national women's junior championship will operate a new WU17 division in the next two years

### Highlights

- The continuation of this project is essential for other national competitions to become stronger and more cohesive. After the Super League becomes stronger and more sustainable, with its own sponsors and broadcasters, focus will return to investing in junior leagues.



# Republic of Ireland

## Women's National League

In setting up the Women's National League, the Football Association of Ireland took on a holistic approach, considering:

- The WU12 inter-league academy competition
- Coaching workshops
- The elite player programme

### Aims

- To provide a competitive national league with well-run clubs, catering for the needs of elite players in order to keep them in the Republic of Ireland and provide a platform for the best female coaches, referees and administrators to test themselves in an elite environment
- To give young elite players the opportunity to play and train with the most talented players in their area on a weekly basis
- To educate coaches to understand the demands made of elite players
- To provide extra training for home-based women's A national team players to strengthen the chances of the team qualifying for the finals of a major tournament

### Impact

- The national league started in 2011 with six teams and has since grown to eight
  - There is a good geographical spread of teams: they are located across six counties and three provinces
  - Each squad has a maximum of 25 players, with ten volunteers and up to six coaching staff
  - 16 leagues entered the nine-a-side inter-league academy competition
  - The winners played each other in a grand final before the Women's Football Association of Ireland Senior Cup at Aviva Stadium
  - 320 players participated
  - Over 40 coaches were involved, 40% of whom were women



- A total of 40 volunteers were involved, 60% of whom were women
- All ten referees were women
- Two workshops were delivered
  - The workshop consisted of presentations and practical sessions to help coaches understand the level expected of elite players
  - 115 coaches attended the workshops in total (49 of whom were women)
- Players had weekly practical and fitness training sessions observed by national team coaches
  - Initial testing (functional movement screening) took place to ascertain fitness levels, then players were given a personal strength and conditioning programme based on their results
  - Weekly strength and conditioning sessions were supervised by Football Association of Ireland conditioning coaches and football sessions were delivered by women's A national team coaches

### Highlight

- Playing the WU12 final before the Senior Cup final allowed young elite players to see top-level women's football and brought young players closer to national role models
- The coaching workshops encouraged ex-players back into the coaching environment
- The weekly football and strength and conditioning programme resulted in home-based national team players being both fitter and technically better



# Romania

## Football and femininity

### Aim

- To increase the number of female players and technical staff

### Impact

- From February to April 2015 the 41 county FAs registered girls' football activity on a central website – <https://www.facebook.com/FotbalFeminin.ro/>
- Schools, groups and individual girls were then encouraged to register their interest in football on the site in either a grassroots or elite capacity
- In May and June 2015, county FAs organised competitions for neighbourhoods and cities to select a representative team
- In July, 100 girls from across the counties were split into three preparation centres
- In September, WU12 and WU14 competitions were run with a total of 36 teams and 220 players
- The winners of the competition were crowned national champions in their respective age groups
- 80% of county FAs were involved in the programme



# Russia



## Women's Football Development Programme

### Aims

The grant was split three ways:

- To run regional football camps for talented prospective female players aged 12 to 15 with instructional work with school sport coaches
- To run an education programme for coaches and staff working with women's teams to update their qualifications
- To set up a web portal for women's football to help change its public perception and to ensure that everyone can get information on the game from a well-known source

### Impact

- Training camps were organised by the Russian FA and regional units in four regions of Russia
  - The camps involved 30 players aged 11 to 14, five coaches and a doctor
  - Girls were given a unique experience and an opportunity to express themselves and coaches had an opportunity to identify promising players
- A workshop on effective management for executives at leading women's clubs was held
  - A total of 70 coaches attended, including eight women's first team coaches and eight women's second team coaches

### Highlight

- The website will allow teams to register online for women's competitions and, following testing at the Kuban Spring international tournament, mobile versions will also be available



# San Marino



## Women's Football Development Programme – Agata

### Aim

- To provide football opportunities for U8, U10 and U15 girls

### Impact

- A girls' summer football camp and Women's Football Day events were organised
- Training sessions were arranged for U8, U10 and U15 girls
  - The U8s had three training sessions every week, including on a Saturday morning, and two matches
  - They have two blocks of training: in the autumn and spring
  - The U10s played against boys' teams in the national championship
  - The U15s played 14 matches against boys' teams in the Italian provincial championship and 6 matches in the Italian women's provincial championship



- The U15s fed into the senior women's football team, who play in Series C
- One general coach and one goalkeeper coach were provided per age group, plus a fitness coach for the U15s
- Training took place three times a week, on Tuesday, Wednesday and Friday evenings at Faetano stadium
- To raise the profile of women's football, features were run on Sport TV and the TV programme PassioneCalcio

### Highlights

- A women's football mascot named Mia was created to increase children's enthusiasm for women's football
- Promotional posters, bookmarks and key rings were distributed in schools and to families at football festivals



# Scotland



## The women's elite club licence, 2012–16

### Aim

- To support the continued development of the league infrastructure and the development of the 12 elite women's Premier League clubs

### Impact

- The introduction of a club licence programme has helped all 12 clubs in a variety of ways:
  - Some clubs have moved to better venues to play matches
  - All clubs have increased the number of training sessions to a minimum of three a week
  - Medical staff have been appointed throughout the league
  - Clubs are using social media more effectively and some clubs now have their own YouTube channels
  - The coaching standard has increased throughout the league, with the majority of coaches holding at least the UEFA B licence
  - The majority of clubs have a complete player pathway, from nine years old to adult

- Thanks to the improvement in the clubs' organisation and increased professionalism, more volunteers have offered their support
- Clubs saw the WFDP as crucial to the financial well-being of the top division and an essential element in ensuring players got the best possible conditions in which to develop
- Players recognised the benefits to themselves as individuals of the increased training regime, which was essential in improving the playing standards
- The increase in the professionalism of the league is such that some of the more developed clubs are now closer to being able to pay their players
- It is hoped that investment into the clubs achieving the elite licence criteria will continue to support the development of players both on and off the pitch
- As a result of the WFDP investment, standards have been raised, and there is a better environment in the clubs for players
- The Scottish FA, the Women's Premier League and clubs made a decision together to reduce the number of clubs from 12 to 8 for the 2016/17 season, to provide much higher competition intensity for players
- Support for the elite licence in Scotland has been a contributing factor in increasing the number of clubs playing in the UEFA Women's Champions League

### Highlights

- There is now greater trust between the elite clubs and the Scottish FA as a result of the club licence programme being delivered two years ahead of schedule
- The Scotland women's A national team have enjoyed a rise in FIFA World ranking from 30 in 2003 to 21 in 2016



# Serbia

## The beauty of the game

### Aims

- To establish girls' football clubs in schools
- To establish girls' football competitions, tournaments and festivals in 30 districts, with an emphasis on girls aged U7 to U14

### Impact

- Footballs, bibs and cones were distributed to clubs and schools
- Other sports equipment was distributed to coaches and teachers
- School competitions, festivals and tournaments were arranged
- Free registration was offered to players and clubs to help reduce their running costs
- Two mini-competitions were run: a girls' cup and a league for mixed teams
- The project developed a league for girls aged U12 to U15 and supported the development of a grassroots network



# Slovakia

## Development of women's football in regions

The funding was split three ways, going to:

- Grassroots tournaments
- Reorganisation of competitions
- The creation of a scouting system for the WU15 national team



### Aims

Grassroots tournaments:

- To motivate young players to play football
- To increase the number of players at the base of the football pyramid
- To establish a model of competition for schools

Reorganisation of competitions:

- To increase the number of players at the base of the football pyramid
- To reduce the dropout rate of players once they reach the age of 15

Scouting system:

- To motivate young girls to continue playing football after the age of 15
- To motivate the most talented players to train more regularly and work harder

- As a result of the re-structure, the second division was divided into four regional groups of five teams, after eight new women's teams and eight new girls' teams were added

- A new women's U19 national league was established

- The number of registered players increased from 1,400 to 2,000, and the number of women's youth teams also increased

Scouting system for the women's U15 national team:

- There are now four regional coordinators for women's football in each region of Slovakia
- Twice a year they organise four regional training camps across Slovakia for most talented women's U14 players
- The best players from each camp were selected for a final regional tournament
  - 72 players participated, with the aim of being selected for the women's U15 national team
- The tournament featured two matches against the Czech Republic

### Impact

Grassroots tournaments:

- An indoor championship was held every winter, with 400 girls taking part
- The number of training sessions at clubs increased, and schools entered more tournaments, e.g. 512 schools entered the Slovak FA's School Cup
- Football festivals were run for WU11 teams throughout the year

Reorganisation of competitions:

- The women's national league system was restructured
  - Originally it had one division of ten women's teams and ten girls' teams, and a second division with 12 women's teams

### Highlights

- The league restructure allowed new teams from more rural areas to play competitive football affordably
- Establishing the women's U19 junior leagues helped to reduce the dropout rate of players from the age of 15



## Festival Days: I Play Football, And You?

### Aims

The project had five aims:

- To increase the number of female players and the quality of the football played
- To promote girls' and women's football
- For women's national teams to perform well internationally
- To optimise the position of girls and women in football clubs
- To educate specialist staff working in girls' and women's football

### Impact

- The Slovenian FA held three festival days throughout the year, in Koper, Kranj and Lendava
- The cities were strategically chosen as being very important for the development of women's football
- Each event involved skills, drills, small-sided games and lots of fun



## Coaches and referees



### Aim

- To encourage the inclusion of women in the world of refereeing and coaching through preparatory training programmes

### Impact

- Courses were run in territories and at national level in partnership with regional federations, the referees committee and the Spanish FA
- 338 coaches and 265 referees were involved in the programme
- Participants were generally satisfied, resulting in the programme being extended for delivery in future years

- The programme featured on social media and regional federation websites and in institutional magazines
- It is hoped that this coverage will inspire more women to become coaches and referees
- Current women's A national team players will join the programme to qualify as coaches, so they can remain in the game and help develop future talent
- The project has been integrated into other areas of women's football development, such as large city events. These last all day and girls are encouraged to turn up and play.
- The profile of the women's game is also being increased thanks to the TV broadcast of the women's first division each Saturday

### Highlight

- The funding is very important for the development of women in coaching and refereeing – traditionally two very difficult fields to encourage women to participate in



# Sweden

## Player education for female players aged 17 to 20

### Aims

- To help young and talented players reach elite levels nationally and internationally
- To develop and increase collaboration between coaches in elite clubs and talent instructors in each district, and create opportunities to develop them
- To recruit former women's A national team players and former elite players as mentors for younger elite players

### Impact

- Regional camps were run for 200 players and 40 instructors, coaches and specialists (including 15 women)
- National camps were run for 45 players and 16 instructors, coaches and specialists (including 10 women)
- A total of 26 talent instructors were employed in the districts, of which 7 were women
- Out of the 12 clubs in the Damallsvenskan, the first league, 4 have female coaches who have been supported by the programme
- Out of the 14 clubs in the Elitettan, the second league, 4 have female coaches who have been supported by the programme
- Out of the 21 clubs in the Svenska Spel F19, the women's U19 national league, 6 have female coaches who have been supported by the programme
- Female goalkeeper coaches



in the first and second leagues have also been supported by the programme

- A mentor programme called '24-Karat' was established to support young elite players aged 17 to 20
  - Former women's A national team players in the 24-Karat programme are also coach educators and are actively involved in elite clubs locally

### Highlights

- Two former players from the 24-Karat programme are now coaches for the WU15 and WU17 national teams
- Two youth national team coaches are going on to study for the UEFA Pro licence
- Sweden won the UEFA European Women's Under-19 Championship in Israel in 2015 – a sign that the programme is working well



# Switzerland

## Club and development label (soft licensing programme)

### Aims

- To review the content of the club and development label (club licence) and ensure that the progress of women's elite football in Switzerland is kept at a high level
- To support clubs financially to develop young players and support the infrastructure for women's football

### Impact

- The existing label was evaluated and successfully adapted to the needs of the clubs
- Changes made included the introduction of a requirement for clubs to participate in competitions
- There was an increase in minimum standards and a financial bonus system was introduced to reward clubs with a strong commitment to women's football and whose work is of superior quality

- The label has an impact on 400 players from all clubs in Nationalliga A, including those in the WU19 and WU17 teams, and 20 coaches
- Twice a year the progress in the planned development of the clubs was discussed at a meeting between the Swiss FA's head of women's football and the clubs' technical staff
- Clubs were very satisfied with the change in the system, and requested additional investment in order for growth to continue

### Highlight

- The label will be monitored and evaluated continually to ensure clubs keep raising their standards both on and off the field, which is vital for the development of the league





## Football training centres for girls

### Aim

- To set up girls' football centres for WU13 and WU15 across Turkey

### Impact

- 40 centres were established in cooperation with top division women's clubs and professional and amateur men's clubs
- Girls were recruited via a promotional campaign in schools
- 32 girls attend each centre
- Training sessions were held twice a week and the programme lasted for eight months of the year
- A total of 10,240 players have taken part in the programme since it began in 2012
- There is a pathway for talented girls to be linked with youth teams in women's clubs

- The centres led to a youth championship being established for WU13s
- The Turkish FA provided kit and equipment for each centre, including footballs, bibs, cones, field markers, T-shirts and ball nets
- The Turkish FA also covered the cost of the coaches' salaries
- Coach education meetings were also organised for staff

### Highlights

- UEFA A and B licence coaches delivered the sessions, ensuring the training was fun and appropriate for the girls' levels. Sessions included educational games, coordination, basic football techniques, dribbling, tackling, passing, shooting and eight-a-side games.



## All Ukrainian Girls' Football League, 2016

### Aims

- To increase the number of women's teams
- To increase the number of young female players
- To increase the amount of football competitions available to young players
- To identify and select the best players

### Impact

- A competition calendar was created for the All Ukrainian Girls' Football League
- Four age group competitions were created, for WU14, WU15, WU16 and WU17 teams
- A total of 70 teams participated in the league and the Cup of Hopes. Each team was composed of 18 players (making a total of 1,260 participants) and 2 coaches.
- The league was run by 140 coaches, 9 of whom were women
- Four volunteers, from The All Ukrainian TV channel, created a webpage called 'Football Space' for women's football in Ukraine. It can be viewed at [www.wfpl.com.ua](http://www.wfpl.com.ua).
- Photos can be uploaded and it acts as an aid for organisational matters
- Additional investment was provided by Empire of Yachts, which sponsored the project. It funded transport for the teams to get to the competition venue, the organisation of the opening and closing ceremonies and souvenir gifts.



### Highlight

- Feedback on the league from teams has been nothing but positive
- The increase in the number of teams has created a much more competitive environment



## Women's top football

### Aims

- To raise the standards, professionalism and awareness of domestic and international women's football in Wales
- To create links between the women's national teams and the Welsh Premier Women's League clubs by involving women's football specialists in coaching
- To recruit and involve women in different areas of the international women's football environment, i.e. by helping them to become physiotherapists, sport scientists, performance analysts, club secretaries, referees and media officers
- To build pathways for women to be involved in top women's football roles and to share best practices throughout Wales, particularly in the Welsh Premier Women's League

### Impact

- Two further education establishments partnered with the Welsh FA to provide an elite educational programme allowing 14 players aged 16 to 18 to combine studying with playing football daily. Ten of the students were international youth players and were coached by a former Wales international player.
- The University of South Wales provided opportunities for students to study sport-related degree courses alongside playing football daily. Ten women's A national team players enrolled in the programme and had access to a strength and conditioning coach.
- Three weekly training sessions were held to allow players aged U14 and upwards more contact time with national team and Welsh Football Trust coaching staff. A total of 105 players attended on-field and fitness sessions, including four goalkeepers, who received specific training.
- Four women's A national team players obtained the UEFA B licence, one obtained the Goalkeeper

- B licence, and two women's A national team coaches coached on a domestic level
- Two female referees were added onto the FIFA list, one of whom was a former international with 63 caps
  - A women-only referee course was established by the South Wales FA, as part of a strategy to remove barriers faced by women in Wales in football

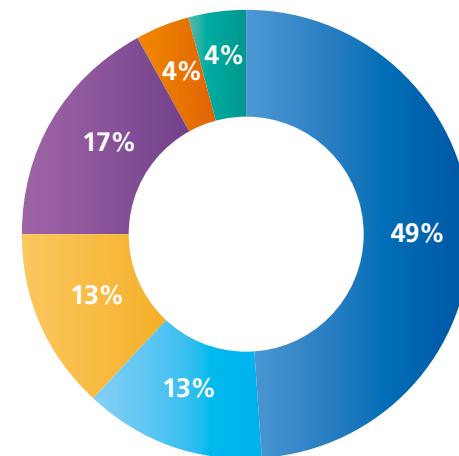
### Highlights

- Anecdotal evidence and a high turnout suggest that the players really enjoyed the weekly elite player pathway training sessions
- The mixed-age sessions allowed younger players to seek advice from more experienced players, contributing to a good learning environment
- Players also reported a higher tempo than in other training sessions



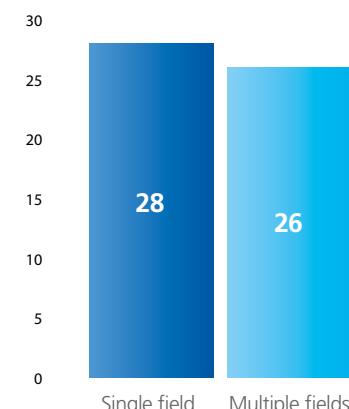
# Statistical overview

### Fields in which the WDFP funding has been spent by national associations 2012 - 2016

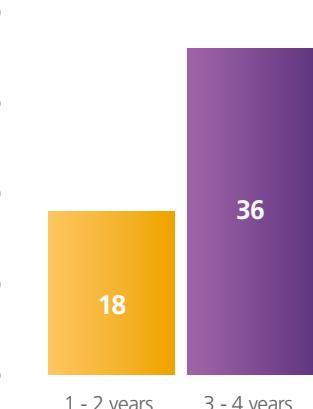


- On-field development
- Off-field development
- Promotion
- Coaching
- Leadership
- Refereeing

### The number of projects that spend their funding in one field, or multiple



### The number of years in which individual projects typically last



# More information

To find out more about the WFDP please visit [www.uefa.org/football-development/womens-football/programme/index.html](http://www.uefa.org/football-development/womens-football/programme/index.html).

An online version of this report is available at [uefa-womens-football-development.uefapublications.com](http://uefa-womens-football-development.uefapublications.com), where you will be able to see more pictures and videos of the national associations' projects and look further into their work on women's and girls' football by visiting their dedicated websites.

We would like to thank the national associations for providing the information and images in this document and for their continued support in developing women's and girls' football.



# Notes

# Notes

---



UEFA  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland  
Telephone: +41 848 00 27 27  
Telefax: +41 848 01 27 27  
[UEFA.com](http://UEFA.com) [UEFA.org](http://UEFA.org)

---