Women’s football has recently experienced impressive worldwide growth, and UEFA is committed to continue giving strong impetus to the European women’s game to help support its development even further in the years to come.

The UEFA women’s football development programme (WFDP) was introduced in 2010 to provide each UEFA member association with investment and tools to grow women’s football nationwide. The guidance, expertise, advice and resources provided as part of the programme are intended to give UEFA and its member associations the chance to put ambitious visions into practice, and to enable the associations to advance according to their individual needs.

Since the introduction of the programme, women’s football has expanded at all levels throughout Europe, and, over the last four-year funding cycle, UEFA has continued to invest in the WFDP on behalf of the national associations via UEFA’s HatTrick assistance programme.

UEFA strives to continue developing women’s football at all levels, encouraging its growth on the field and creating dedicated structures. As stated in UEFA’s overarching strategy, Together for the Future of Football: UEFA Strategy 2019-24, UEFA encourages investment and long-term strategies from grassroots to elite level, to secure the long-term growth and sustainability of the women’s game. These aims correlate with the objectives set out in the strategy Time for Action: UEFA Women’s Football Strategy 2019-24.

UEFA has drawn up a list of values to fit its overall vision of the women’s game. It pledges to lead the development of all aspects of girls’ and women’s football as a priority and will endeavour to act as a role model through concrete action and by bringing women into governing positions – a pledge which has already borne fruit.

In addition, UEFA will promote the women’s game across Europe, urge national associations to set major strategic and financial goals for women’s football, recommend the inclusion of women in key positions and ensure that all national associations have a domestic women’s league.

As part of this work, grassroots activities are being intensified, recruitment plans and player pathways are being implemented to help players find their level, and facilities and playing environments are being improved for players, officials and spectators.

The WFDP seeks not only to develop women’s football, but to bring added value to football as a whole. This document showcases how national associations have made this possible by bringing the programme to life. As a result of the outstanding success of the programme, UEFA is very pleased to continue the support provided to its member associations as part of HatTrick V. We hope this document will provide inspiration for those working in women’s football in Europe and beyond.

Aleksander Čeferin
UEFA President
CONTENTS

2 Foreword
4 Introduction
5 Overview of the WFDP
6 Albania
7 Andorra
8 Armenia
9 Austria
10 Azerbaijan
11 Belarus
12 Belgium
13 Bosnia and Herzegovina
14 Bulgaria
15 Croatia
16 Cyprus
17 Czech Republic
18 Denmark
19 England
20 Estonia
21 Faroe Islands
22 Finland
23 France
24 Georgia
25 Germany
26 Gibraltar
27 Greece
28 Hungary
29 Iceland
30 Israel
31 Italy
32 Kazakhstan
33 Kosovo
34 Latvia
35 Liechtenstein
36 Lithuania
37 Luxembourg
38 Malta
39 Moldova
40 Montenegro
41 Netherlands
42 North Macedonia
43 Northern Ireland
44 Norway
45 Poland
46 Portugal
47 Republic of Ireland
48 Romania
49 Russia
50 San Marino
51 Scotland
52 Serbia
53 Slovakia
54 Slovenia
55 Spain
56 Sweden
57 Switzerland
58 Turkey
59 Ukraine
60 Wales
Since the women’s football development programme started, some excellent and varied work has been delivered by UEFA’s national associations. This report picks out one project per association and describes its objectives, impact and highlights. Some associations have spent their funding from the programme on different projects each year, while others have dedicated it to the same project over the four-year funding period, and some projects are 100% funded by the programme, while others have additional funding from partners such as sponsors or governments, or from within their national association.

We hope that this document will enable you to:
- see how the national associations are investing the funding;
- pick up ideas for future projects;
- explore the wider development of women’s and girls’ football across the national associations.

For further information on the WFDP, please email womensfootballdevelopment@uefa.ch
OVERVIEW OF THE WFDP

HatTrick IV WFDP Number of Projects

<table>
<thead>
<tr>
<th>Area</th>
<th>Number of Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grassroots</td>
<td>110</td>
</tr>
<tr>
<td>Club and League Development</td>
<td>67</td>
</tr>
<tr>
<td>Elite Youth Player Development</td>
<td>48</td>
</tr>
<tr>
<td>Coaching</td>
<td>18</td>
</tr>
<tr>
<td>Promotion</td>
<td>16</td>
</tr>
<tr>
<td>National Teams</td>
<td>14</td>
</tr>
<tr>
<td>Human Resources</td>
<td>11</td>
</tr>
<tr>
<td>On-Field Development</td>
<td>7</td>
</tr>
<tr>
<td>Leadership</td>
<td>5</td>
</tr>
<tr>
<td>Refereeing</td>
<td>2</td>
</tr>
<tr>
<td>Equipment</td>
<td>2</td>
</tr>
<tr>
<td>Volunteers</td>
<td>1</td>
</tr>
<tr>
<td>Off-Field Development</td>
<td>1</td>
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</tbody>
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Project
Support for Albanian women’s and girls’ teams, 2017-20

Project summary
Supporting the participation of girls in women’s U9, U11 and U13 football by establishing teams and organising regional championships for the cities of Durrës, Shkodër and Fier, and supporting the top women’s league.

Main objective
• To increase the number of women and girls playing football.

Impact
• Increased the opportunities and pathways for girls to play football by creating more leagues: created women’s U9 and U15 championships.
• Increased the number of youth teams from 8 in 2017 to 36 in 2020.
• Increased the total number of players from 270 in 2017 to 790 in 2020.

Highlight
• The Albanian women’s U16 team won their 2019 UEFA development tournament. Many of the girls who competed in the development tournament also played in the newly created U15 championship, which demonstrates the success of the project.
Project
Women’s football development plan, 2016-19

Project summary
Promotion and development of women’s football in Andorra at all levels, from grassroots to national teams.

Main objectives
• To enhance the youth national teams and the senior national team.
• To increase the number of girls who play football and the number of female coaches, referees and managers, facilitating the integration of women into the world of football.
• To increase participation numbers through a focused marketing campaign.
• To enhance women’s football development at clubs by implementing development projects.

Impact
• Enhanced the women’s U16, U17 and U19 national teams and led to a women’s senior national team being set up for the first time in 2017.
• Increased the number of female registered players by 1% per season.
• Consolidated annual girls’ training.
• Created two women’s youth national leagues in 2018.

Highlight
• Three adverts were produced to support the recruitment campaign at schools and were also published on social media channels, which created more attention and interest in the project.
Project summary
Organising open futsal tournaments for women and girls from different regions of Armenia, a country where outdoor sports are not an option all year round.

Main objectives
• To develop women's futsal in Armenia.
• To increase the number of teams participating in the tournament.
• To raise awareness of the women's game.

Impact
• In the first year, 16 teams competed, and in the second year seven new teams were formed to play in the tournament, and the number of players increased by 65.
• Eight of the teams were for players aged under 15.
• 15 of the teams were for players over 15.

Highlights
• The tournament was so successful that the Armenian FA is planning to run a futsal league next season.
• Photos from the competition can be found here.
• Highlights of the final can be found here.
Project
Women’s football academy, 2016-20

Project summary
Delivering a dual system (combining school and football) to provide players with targeted individual education and support for all areas (football, motor skills, sports psychology and sports medicine).

Main objective
• To develop and prepare the most talented girls aged 14 to 19 for the women’s national teams and national and international competitions.

Impact
• The chance for girls and women to receive elite training made Austrian women’s football internationally competitive and led to an increase in enthusiasm for women’s football in the wider community.
• Players who graduated from the academy are valuable key players at top international clubs. For example, Manuela Zinsberger plays for Arsenal, Nicole Billa plays for Hoffenheim and Barbara Dunst plays for 1. FFC Frankfurt. In addition, they were all part of the team that took part in UEFA Women’s EURO 2017.

Highlights
Since the project began, the increased success of the youth and senior women’s teams has been evident.
• The women’s senior national team made it to the semi-finals at UEFA Women’s EURO 2017.
• The women’s U19 national team qualified for the final round of the 2015/16 UEFA European Women’s Under-17 Championship.
• The women’s U17 national team qualified for the final round of the 2018/19 UEFA European Women’s Under-17 Championship.
Project
Senior women's league, 2016/17

Project summary
Creation of a women's league for players across the country aged over 19.

Main objectives
• To create a competition in Azerbaijan.
• To increase the participation of women over the age of 19.
• To raise the level of women's clubs.
• To urge Premier League clubs to support women's football and to develop it to a professional level.
• To strengthen the base for the future senior national team and to participate in the UEFA Women's EURO.
• To enhance women's football development.

Impact
• Five new clubs were created in the senior women's league.
• The number of girls aged over 19 who were playing football increased by approximately 50%.
• 108 players and 10 coaches (including 5 female coaches) were registered in the senior women's league.

Highlight
• In the past, approximately 90% of female players stopped playing at the age of 19, as there was nothing after the women's U19 league. Through the creation of the senior women's league, the effective maximum age limit was eliminated. This gave players aged over 19 the opportunity to continue their careers in the domestic league. The project helped the federation decide to create the first women's senior national team.
Project
Girls’ Championship of the Republic of Belarus, 2016-19

Project summary
Organising and leading women’s U17 and U19 club competitions, with 10 and 12 teams respectively from all regions of Belarus, focusing on the best players from these age categories.

Main objectives
• To increase the number of women’s players.
• To create the elite youth player pathway.
• To promote football in the Republic of Belarus and increase average attendance at matches.

Impact
• The number of girls playing has significantly increased, from 615 girls in 2017 to 3,530 girls in 2019.
• 75% of senior national team players had taken part in the project’s competitions and 100% of women’s U17, U19 and senior national team players had taken part in other parts of the project.
• Championship matches in 2019 were attended by 4,575 spectators, a 6% increase from 2017.

Highlight
• Elite players who took part in the project have been selected for the best teams in the top league and the women’s U17, U19 and senior national teams.
Project

Development of Women’s Super League, 2019-20

Project summary

Development of the domestic league at all levels.

Main objectives

• To increase the level of the competition.
• To develop the competition into a strong brand with its own identity.
• To help clubs to develop further, including by providing financial support and holding meetings and workshops with them.

Impact

• Better cooperation between clubs and the Belgian FA.
• An increase from six clubs in the league to ten.
• Cooperation between the Belgian FA and the professional men’s league for a TV tender.

Highlights

• New brand identity.
• The competition was included in a TV tender for the next five years: from next season there will be one live televised game every week and highlights from the other games.
Project
Women’s Premier League, 2016-20

Project summary
Creation of a women’s league for clubs from all over Bosnia and Herzegovina.

Main objectives
- To develop the women’s game.
- To increase the number of female players.
- To increase the number of women’s clubs.
- To create sustainable women’s clubs.
- To promote women’s football.
- To increase the number of female officials (referees and delegates).

Impact
- The champions of Bosnia and Herzegovina, WFC SFK 2000 Sarajevo, reached the round of 32 in the 2018/19 UEFA Women’s Champions League.
- The number of female registered players increased from 943 in 2015 to 1,382 in 2020.
- 4 female coaches have a UEFA A licence, 22 have a UEFA B licence and 32 have a national C licence.

Highlights
- The women’s senior national team took third place in their qualifying group for UEFA Women’s EURO 2021: their best-ever result.
- The women’s U19 national team qualified for the elite round of the UEFA European Women’s Under-19 Championship for the first time in ten years.
Project
Mini-tournaments for U13, U15 and U17 girls, 2016-20

Project summary
Organisation of a series of tournaments, festivals and seminars for women’s clubs across Bulgaria.

Main objectives
• To develop clubs.
• To increase the number of clubs participating in the Bulgarian FA’s tournaments and festivals.
• To increase the number of cities where women’s football tournaments are held.
• To raise awareness of women’s football.
• To help women’s football coaches to achieve higher qualifications.

Impact
• The number of women’s clubs participating in the Bulgarian FA’s tournaments and festivals increased from 14 to 18 for U13 clubs, from 14 to 17 for U15 clubs and from 12 to 16 for U17 clubs.
• The number of cities hosting football tournaments and festivals increased from 13 to 18.
• Increased level of coaching qualifications of female coaches.

Highlights
• Developed women’s football in ten regions.
• Raised awareness of women’s football, which also contributed to the great interest in and success of the final round of the 2018/19 UEFA European Women’s Under-17 Championship, which was hosted by in Bulgaria.
Project
Five women's football development centres, 2018-20

Project summary
Engaging five regional women's football instructors in five regions in Croatia to help existing women's football instructors to develop women's football.

Main objective
• To work with primary schools, both men's and women's clubs in their regions and football associations in their counties to plan and run girls' training activities and selection camps, women's football festivals and women's U14, U15 and U17 development camps at county, regional and national level.

Impact
• Developed women’s football.
• Increased the number of female players.
• Recruited players for the women's U15 and U17 national teams.

Highlights
• More female players.
• Better results by the women’s U17 and U19 national teams: they reached the elite round of the UEFA European Women’s Under-17 and Under-19 Championships respectively for the first time.
Project
Increasing participation by young female footballers, 2018-20

Project summary
Organisation of a championship sponsored by the Cyprus FA for girls under 15 years old.

Main objectives
• To increase the number of female registered players.
• To increase the opportunities for girls to play football.

Impact
• In the first year of the project 4 new teams were created and 50 new players were registered.
• In the second year 8 new teams took part in the championship, making a total of 12 teams, and there were more than 180 new player registrations.
• The championship received a large amount of media attention, resulting in a year-on-year increase in interest in playing football among young girls.

Highlights
• Held a girls’ football festival with more than 200 participants.
• Nine out of twelve head coaches in the championship were women.
• Very positive feedback was received from the coaches, players and parents involved in the championship.
Project
Increasing the number of female registered players, 2017-19

Project summary
Establishing new women’s youth teams in sports centres around the Czech Republic by creating incentives for clubs.

Main objectives
• To increase the participation of young female footballers.
• To increase the popularity of women’s football.

Impact
• The number of female players increased by 10%.
• The number of women’s U9 players increased by 40%.

Highlight
• Established a licensing system for clubs at sports centres that states that they must have women’s U6 to U13 teams.
Project
Commercial manager programme in the women's top league, 2016-18

Project summary
Supporting eight clubs by employing a commercial manager for each, to help increase their income, exposure, number of spectators, number of matches live-streamed and number of live-stream viewers.

Main objective
• The overall objective was to help women’s top-league clubs to develop their commercial structure in order to further develop women’s elite football.

Impact
• The work of the commercial managers increased the clubs’ incomes by 15%.
• The average number of spectators at matches increased from 91 in 2015-16 to 159 in 2017-18, an increase of 75%.
• The average number of spectators at play-off matches increased from 142 in 2015 to 254 in 2017-18, an increase of 79%.
• Total plays of video highlights increased from 306,572 in 2016-17 to 643,251 in 2017-18, an increase of 110%.

Highlight
• The project initiated another project that monitors both clubs’ general contribution to the overall 2016-20 plan and their incomes related to the work of the commercial managers.
Project
Wildcats, 2016-20

Project summary
A sustainable football offer for 5 to 11-year-old girls, providing opportunities for them to experience football in a fun and safe environment at centres known as Wildcats Centres.

Main objectives
- To retain the existing network of Wildcats Centres nationwide.
- To grow the network of Wildcats Centres.
- To train the Wildcats workforce.
- To sustain and embed Wildcats Centres.
- To reward and recognise Wildcats Centres, coaches and participants.

Impact
- The number of teams involved in the project increased significantly from 398 in 2016 to 3,252 in 2020.
- The total number of Wildcats Centres used for the project increased from 199 in 2016 to 1,626 in 2020.

Highlights
- Wildcats has become the English FA's flagship girls' football participation programme. UEFA has also used the programme as inspiration for its PlayMakers girls' football programme.
- In 2016, 199 organisations across England received seed funding to test the project's ability to achieve its intended outcomes related to football for fun and friendship. This pilot demonstrated the worth of the programme and the Wildcats brand, with 98% of participants reporting a desire to continue participating in football.
- The success of the pilot sparked a belief that the Wildcats programme could make a meaningful contribution to doubling the number of teams by 2020.
Three Estonian regional teams and the Finnish team Nummela Palloseura (in red in the middle of the front row), who took part in the first Estonian youth league regional tournament, held in Tallinn from 16 to 18 November 2018.

**Project**
Regional and club coaching coordinator for women’s football, 2018-20

**Project summary**
Raising the standard of play within the structure of the Estonian youth league and raising the standard of coaching by appointing club and regional coaching coordinators to organise and implement regional women’s football activities and events.

**Main objectives**
- To boost the first steps in the women’s player pathway with regional activities for girls aged under 14.
- To improve knowledge of potential talent in younger girls’ age groups and to raise awareness of opportunities in women's football in Estonia and abroad.
- To connect regional activities to the women’s U15 and senior national teams.
- To find, support, recruit and further educate women’s and girls' coaches in every region of Estonia.

**Impact**
- Supported clubs, coaches and players: in 2018, 97% of training sessions were filmed, and those videos and other material were shared with clubs and coaches for them to use with their players.
- In 2018 there were 24 coaches participating in or leading training sessions, and in 2019 there were 31.
- In 2018, 12 out of 24 coaches were female, and in 2019, 17 out of 31 were female, an increase of 5%.
- In 2019, 11 new coaches were appointed in the women’s national team system (including youth teams) as a result of the project.

**Highlight**
- In 2018-19 awareness of opportunities in women’s football increased, and highly committed and motivated men and women were recruited to work in women’s football.
Project
Football fitness, 2019-20

Project summary
Starting in January 2018, the Faroe Islands FA and clubs adapted an existing research project to run twice-weekly or weekly football fitness sessions for adults (18+), with a focus on football for health.

Main objective
• To offer and show football as a physically and mentally healthy and fun activity to those currently not active, thereby encouraging new members to join the football community.

Impact
• Although the sessions are open to all, they have proved very popular among women: approximately 95% of participants are female.
• The number of clubs offering football fitness increased from 3 to 14.

Highlight
• Competition is not normally part of the programme, but a football fitness day that included a competition between clubs alongside two presentations about a healthy lifestyle was a huge success.
Project
Youth elite player pathway, 2016-20

Project summary
Develop the regional elite youth player pathway in close cooperation with clubs by establishing academies in order to ensure that systems are in place to help players develop.

Main objectives
• To build a structure for academies.
• To set up two academies for women’s U16 to U19 national team players.

Impact
• Two academies have been set up, in Helsinki and Tampere.
• There are 35 youth national team players attending those academies.

Highlights
• Worked with a women’s national league club and sports academy to set up the second academy.
• Set good examples for other geographical areas, leading to a third academy being set up in the centre of Finland.
Project
Women's refereeing, 2017-18

Project summary
Teenage girls from schools and football clubs attended an elite women's club in their region to help them discover refereeing through activities on the pitch and a quiz about the rules of football.

Main objective
• To raise awareness of refereeing among girls and to help some to discover a special interest in refereeing at an early age.

Impact
• Five events were held, with 20 to 80 girls attending each.
• In total, around 150 girls took part and were introduced to refereeing.
• The project led to the creation of a development plan for women's refereeing.

Highlight
• The launch was held at Olympique Lyonnais with the club's players, the head coach and about 80 participants.
Project
#WePlayStrong Georgia, 2019-20

Project summary
Regular football training sessions at the Georgian FA's facilities for girls of all ages, giving them the opportunity to develop their skills and love for football on a more regular basis.

Main objectives
- To raise awareness of women's football.
- To increase girls' participation in football.

Impact
- The number of girls training regularly went from 0 to 100. Next year the goal is to double this number.

Highlights
- Girls having training sessions three times a week with qualified instructors.
- Some of the instructors are current and former women’s senior national team players.
- Held a one-week summer camp, with daily training sessions and various sporting and educational activities, including a visit by Laura Georges, a former footballer and current general secretary of the French Football Federation.
Project
Leadership programme for women, with one year at national level and two years at regional level, 2018-20

Project summary
Identifying potential female candidates and helping them to get qualifications so they can move into leadership positions on the German FA’s and regional associations’ committees.

Main objectives
• To increase the number of women on football committees.
• To increase the number of women in leadership positions on committees at the German FA and regional associations.
• To increase the number of female volunteers at clubs and regional associations.
• To build a network of female leaders.

Impact
• 7 out of 24 participants in the leadership programme were elected onto committees at the German FA at its last general assembly.
• All participants were trusted with positions on committees or other bodies at regional level.
• All 21 regional associations implemented leadership programmes for women.

Highlight
• Held a workshop on how to increase women’s participation and encourage women to stay in football, which involved participants, their mentors and the presidents of the regional associations.
**Project**

Girls’ development project, 2018-20

**Project summary**

Organisation of girls-only football sessions, leading to the development of new girls’ teams in the youth league.

**Main objective**

- To increase the number of female registered youth players.

**Impact**

- 35 new female players registered in the Gibraltar FA’s youth league.

**Highlight**

- All new teams have held their own in the youth league and will continue next season.
**Project**
It's a Woman's Game, 2018-20

**Project summary**
Spreading football throughout every region of Greece by helping amateur teams from regional football associations to participate in an official women's championship without strong elements of competition.

**Main objectives**
- To introduce girls to football.
- To increase the number of female registered players, especially U18s.
- To give federal coaches the opportunity to watch several matches in order to scout talented players.
- To increase the number of new women's clubs and academies.

**Impact**
- Increase the number of female registered players.
- Increase the number of registered female U18 players.
- Increase the number of women's clubs.
- Increase the number of female coaches.

**Highlight**
- In collaboration with women's clubs, the Greek FA organised a women's football survey to record the players’ and clubs’ needs, so that football in Greece can be developed further.
Project
Creating development centres for the elite youth women’s player pathway, 2016-19

Project summary
Giving 20 selected sports organisations the opportunity to become development centres and gain extra resources to support women’s youth football development.

Main objectives
• To create a more balanced geographical distribution for women’s youth football in Hungary.
• To have at least one strong club with quality training systems in every county.
• To set up stronger women’s youth championships for U16s and U19s.
• To provide a quality competition for 13-year-old girls leaving the Bozsik school football programme, which covers U7s, U9s, U11s and U13s.

Impact
• In 2018 the national U14 championship was launched successfully, with 32 teams from 4 regions taking part.
• There is now potential to retain players after they leave the Bozsik programme.
• Between 2016 and 2019 the number of female players increased significantly, from 7,000 to 11,600.
• The performance of the women’s U17 and U19 national teams also improved thanks to the stronger youth championships.

Highlights
• The organisation of the U14 championship in 2018 opened the door for attendance at the UEFA U14 regional development and competition pilot project the following year.
• By 2019, 6 out of the 20 development centres had become elite centres based on their high-quality work.
Project
Full-time youth national team coaches, 2017-20

Project summary
Implementation of a new youth national team coaching system where both the women’s U17 and the women’s U19 coaches are employed full-time and can therefore organise and structure programmes to foster growth in Icelandic women’s football.

Main objective
- To improve the quality of women’s football in Iceland.

Impact
- The results on the pitch show that this project is taking women’s football to another level. For example, the women’s U17 national team won 11 out of their 13 games in 2018, and the team has trained together for around 35 weekends over the last two years.

Highlights
Many new programmes have come from this project, such as:
- Longer and better-quality training sessions led by the coaches during school hours with the most talented players.
- The Coach our Coaches programme: a selection of elite youth players are taken into clubs to receive extra training sessions at the highest level, and the coaches from the clubs learn from each other.
- The coaches visit the various regions of Iceland, where they coach players and network with other coaches and the parents of the players.
Project
Israeli girls’ football academy, 2016-20

Project summary
The academy is designed to help elite female football players reach their full potential, through training focused on long-term player development and creating a competitive, winning culture from a young age.

Main objectives
• To create a winning women’s senior national team.
• To allow players to reach their full potential.

Impact
• Both the U17s and the U19s reached the elite stage of UEFA youth competitions for the first time ever, and the U19s also reached that stage a second time.
• From a total of 26 graduates, 21 made it to the senior national team roster. Seven of the current starting XI are academy graduates and all are under 23 years old.
• All participants are still active players, apart from two who have retired from football due to injuries.

Highlights
• Improved the image and perception of women’s football in Israel.
• New international playing opportunities for players who graduated from the academy, e.g. signing for the Bayern München women’s youth team and US colleges and attending try-outs for the Chelsea and Atlético Madrid academies.
• The first female assistant coach was appointed by the academy in 2013, and since then she has become the head coach of first the women’s U17 team and then the women’s U19 team.
Project
Youth activity enhancement programme for women’s football, 2016-20

Project summary
A framework grassroots programme for the development of U15 players, focused on coaching everyone involved in their education pathway, i.e. families, technicians and leaders.

Main objectives
• To increase opportunities to empower women in technical and managerial roles.
• To develop training programmes to improve the technical and scientific skills of those working in women’s football.
• To strengthen U15 women’s football.
• To promote girls’ football all around the country and thereby increase the number of female registered players.

Impact
• Increased the number of players in women’s U15 regional teams from 300 to 650 (more than double).
• Increased the number of talented women’s U15 players attending the programme who were selected for youth national teams from 30 per year to 90 per year.
• Increased the number of female registered players from 23,196 to 27,645 (+19%), including women’s U18 players increasing from 13,943 to 18,385 (+32%) and women’s U15 players increasing from 2,402 to 3,098 (+29%).
• Increased the number of women’s youth teams from 108 to 320.
• Increased the number of parents attending educational meetings from 50 to 1,400 (28 times as many).

Highlights
• Developed integrated competition pathways and youth championships from women’s U12s to women’s U17s.
• An increased proportion of players who attended the programme were selected for women’s national teams: the number selected for the U16s went from 68% in 2016 to 70% in 2019, and for U19s the number went from 80% in 2016 to 85% in 2019.
• The senior national team qualified for the FIFA Women’s World Cup for the first time in 20 years, and 55% (18 out of 33) of the players had taken part in the programme.
Project
Kazakhstan women’s student futsal league, 2018/19

Project summary
A futsal league for female students at universities and colleges.

Main objective
• To develop women’s football and make it more popular among students in Kazakhstan.

Impact
• More than 2,500 female students took part, from 193 colleges and 43 universities across the country.
• Two participants have since joined the Kazakhstan women’s national team.

Highlights
• The Kazakh FA worked closely with the ministry of education’s national scientific and practical centre for physical culture to attract as many educational institutions and therefore participants as possible.
• The Kazakh FA and the centre hope to introduce an annual competition in the future.
• The competition attracted coverage by national TV sports channel Qazsport, which broadcast a report on the entire competition.
• Find highlights from the competition here
Project
You Can Do It, 2017-19

Project summary
organisation of football tournaments for girls in high school throughout
the year in all regions of the country.

Main objectives
• To raise awareness of girls’ and women’s football in schools with the aim of recruiting
talented young girls.
• To increase the participation of young girls in football clubs through school
tournaments in middle schools in all seven regions of Kosovo.
• To promote girls’ football through social networks, TV channels
and other media in Kosovo.

Impact
• A total of 13 municipalities, 150 clubs and more than 2,000 players
participated in the project.

Highlight
• After the project, an U16 league was formed. Clubs got the chance to recruit talented
players through tournaments, and out of more than 2,000 participants
more than 200 talented players were identified.
Project
Girls’ football development ambassador visit programme, 2016-20

Project summary
Women’s football ambassadors visiting newly established clubs, performing open training sessions with girls aged 7 to 14 and providing consultancy and equipment to promote women’s football nationwide.

Main objectives
• To promote football as a girls’ sport nationwide.
• To increase the number of girls playing football.
• To support clubs working with girls.

Impact
• The number of women’s U10 teams increased from 5 to 10.
• The number of women’s U12 teams increased from 6 to 13.
• The number of women’s U14 teams increased from 7 to 13.
• The total number of female licensed players increased from 1,129 in 2016 to 2,027 at the beginning of 2020.

Highlights
• High demand for annual development visits: by January 2020 27 visits had been made.
• Produced a video promoting the opportunity for clubs to apply online to benefit from the project.
Project
National championship and women’s football day, 2016-20

Project summary
A women’s football day on which players from all over the country, both women and girls, come together to play football in various forms and to experience other activities.

Main objectives
• To launch an additional nationwide competition specifically for girls.
• To bring together all female players of all ages.
• To raise public awareness of women’s football.

Impact
• An increase in the number of participants from only four teams in 2016 to almost 150 players of all ages from seven different clubs.
• One complete page of reporting in each of the two national newspapers.

Highlight
• Possibly more women and girls at a football facility at the same time than ever before.
**Project**  
*LadyGolas, 2016-20*

**Project summary**  
Secondary school futsal competition for girls from the ages of 11 to 16 who had no football training.

**Main objectives**  
- To encourage girls to play football.  
- To stimulate a 20-50% increase in the number of participants every year.  
- To find undiscovered talent for youth teams.  
- To make sure schools use safe futsal balls.

**Impact**  
- During the five years of the project more than 15,500 girls from all over Lithuania (25% of all girls this age) tried futsal at their school. The initial aim was to have 1,500 girls participate.  
- 357 out of 1,050 schools (34%) participated in the project.

**Highlights**  
- Until the project started there were only mixed (boys’ and girls’) football games in schools. LadyGolas was so successful that the Lithuanian FA used the experience from the project to launch MrGolas, futsal games for boys, in 2018.  
- Around 20% of the girls who participated in LadyGolas joined local clubs. Five girls went on to play for youth national teams and one played for the senior national team.
Project
Fairy Festival, 2018-19

Project summary
A two-day festival for girls under 10 who had never played football before, so they could learn to play football, have fun and integrate into the football system.

Main objective
- To create a new women’s U10 structure.

Impact
- Between 120 and 150 girls participated in the festivals as ‘fairies’, accompanied by parents and friends.
- Players from the senior national team acted as ‘godmothers’ to help the fairies to engage and succeed.

Highlight
- The girls’ names and contact details were forwarded to football clubs in their regions to integrate the girls into the grassroots system and develop their skills. The Luxembourg FA later got in touch to invite them to join one of the girls’ national teams.
Project
Together #WePlayStrong at School, 2017-20

Project summary
The project consists of after-school football sessions conducted by the Malta FA's qualified coaches.

Main objective
• To attract new girls to football and, after conducting a good number of sessions, to introduce them to local academies.

Impact
• 185 girls participated in the initial two-month pilot project in 2017.
• 262 girls were taking part at the end of the 2018/19 season.
• 12% of the girls attending after-school sessions over the three school years joined a club.

Highlights
The sessions are a great opportunity for girls to learn about football in a fun and enjoyable way. Quotes from girls who took part:
• Jennifer Borg Saydon: “These football sessions were fun and gave us an idea of how to play football. It was a great idea to show us girls that we can play football too, not just boys.”
• Janashia Bkisnone: “I enjoyed these sessions. I wanted more sessions but I’m going to join a team so I can learn more about football.”
• Jayley Grillo: “The teachers are very nice and kind. I learned that you need to train a lot to be a good footballer and it was so good because you make friends.”
Project
Club and league development, 2018-20

Project summary
Organisation of and support for the women’s U13 regional league, which started in September 2018 and covers four regions (north, east, south and central).

Main objectives
• To provide competitive football for the U13 age group and to improve standards in football across the country.
• To increase the number of female registered players and to create more teams.

Impact
• Over 300 new registered female players.
• Increased the number of teams by 29, with 29 new women’s football coaches.

Highlights
• Reviewed and restructured the existing competition structure for women’s and girls’ football.
• Empowered young girls to be part of the game, which is the turning point towards inclusive football.
Project
Women's U15 national league, 2017-20

Project summary
Regular national league for girls under the age of 15.

Main objectives
• To retain women's youth players.
• To develop existing players.
• To recruit new players.

Impact
• Very low number of drop-outs in this age group.
• Increased the number of female registered players from 445 in 2017/18 to 538 in 2019/20, an increase of 21%.

Highlights
• There were more teams in the U15 league than in the senior league.
• Clear progress in performance: the women's U17 national team is playing much better and has achieved better results, including taking third place in their group in the qualifying round of the 2018/19 UEFA European Women's Under-17 Championship.
Project
Strong Clubs, 2016-20

Project summary
Building a national community of inspirational grassroots clubs for girls and women.

Main objectives
• To create a strong and integrated infrastructure for clubs in the Netherlands and a clear player pathway.
• To create suitable places at clubs for all girls and women according to their age, ambition, talent and motivation.
• To provide competent trainers for all girls and women at clubs.
• To provide optimal development programmes for all girls and women at clubs.
• To provide challenging competitions for teams (preferably mixed teams, based on level not gender).

Impact
• In total 67 clubs are now part of the network.
• The number of girls at the participating clubs grew faster than the national average. The number of senior players grew by an average of 10%, junior players by 5.5% and girls school players by 5%.
• The number of players leaving these clubs has decreased by 50%.

Highlights
• Launched a digital magazine in 2020, entitled ‘The route to mixed football and equal opportunities’. In February the magazine had 265 unique visitors and 1,700 page views.
• Examples of highlights: click here and here
**Project**

Development of women’s football and women’s football leagues, 2016-20

**Project summary**

Organising and supporting the women’s youth leagues and women’s senior league.

**Main objectives**

- To increase the number of women’s youth players and to increase interest among girls in taking part in football.
- To improve the quality of the women’s youth competition and women’s youth national teams.

**Impact**

- Increased the number of female players by 30%.
- Increased the number of female coaches working at women’s clubs.
- Increased the number of women’s clubs.
- Interest in women’s football is at a good level.

**Highlights**

- Continuation of the organisation of and support for women’s youth leagues.
- There is now a female head coach in the women’s first division.
Project
Shooting Stars, 2017-20

Project summary
A fun introduction to football for four to seven-year-old girls.

Main objectives
• To increase girls’ participation.
• To hold school festival days.
• To set up local centres in every region of Northern Ireland.
• To create links to local clubs for player pathways and sustained participation.

Impact
• 400 girls who had never played football before regularly attended Shooting Stars centres.
• Over 6,000 girls participated in regional festivals.

Highlights
• Shooting Stars centres were set up in every council area of Northern Ireland, giving girls local opportunities to embark on a lifelong love of football.
• Girls-only summer camps were held for the first time.
• New girls’ clubs were established in geographical areas with a particular need.
• Home coaching videos were developed during the COVID-19 crisis.
Project
Female elite coaches, 2018-20

Project summary
Supporting 11 selected women with a tailor-made individual programme, including a personal mentor, so they can become coaches at elite level.

Main objective
• For all participants to be head coaches or assistant coaches of national teams and/or elite clubs, with a target of three head coaches and four assistant coaches for national teams and eight coaches for elite clubs.

Impact
• The number of female coaches with a UEFA A or Pro licence:
  2018: four female coaches with a UEFA A licence and three with a UEFA Pro licence.
  2020: three more female coaches with a UEFA A licence.
  2021: target of one more female coach with a UEFA Pro licence.

Highlights
• The development of a professional curriculum for the project to ensure a standardised output for the mentees and coaches.
• Second female head coach of a youth national team now in place.
Project
Programme developing women's domestic competitions, 2017-19

Project summary
Comprehensive development of competitions consisting of three pillars: the organisation of a central women's U16 league, the development of the women's top division and the introduction of competitions for girls aged 10 to 12.

Main objectives
• To create a uniform and continuous system for developing youth players.
• To provide financial support for domestic clubs.
• To promote girls’ football tournaments and the development of regional competitions.

Impact
• 32 clubs and 996 players were involved in the central women’s U16 league.
• 83 youth teams took part in tournaments for girls aged 10 to 12, with nearly 1,000 girls competing.

Highlights
• The format of competitions in Poland has been significantly enhanced by the establishment of the above-mentioned competitions.
• The project supporting women’s top-division clubs was the foundation for the launch of the club licensing process.
Project

Development of the women’s football league, 2016-20

Project summary

Establishment of a network that connects all stadiums where women’s football is played and enables live streaming to a central platform that then redistributes the content via streaming services, TV channels and other media such as social networks.

Main objectives

• To promote women’s football in order to increase participation.
• To increase the exposure of women’s matches to a wider audience, leading to a potential increase in revenue from different sources such as sponsorship and advertising.
• To use footage of women’s matches for scouting and performance analysis.

Impact

• Doubled the number of female participants from 3,000 in 2016 to over 6,800 in 2020.
• In some cases, the audience was more than seven times that of the most-watched free-to-air sports channel.
• Women’s football has become a very strong product in terms of linear TV audiences.

Highlights

• A partnership between a statistical provider and the federation has allowed all clubs that participate in the women’s Liga BPI to access quality data on matches and players alongside as standard methods of analysis.
• This has also allowed the creation of a Women’s Fantasy League.
• Canal 11 audience figures are testimony to the success of the league and this project, with ratings equivalent to most men’s Portuguese club matches.
Project
Soccer Sisters club programme, 2016-20

Project summary
A six-week ‘introduction to football’ programme for girls, delivered by auxiliary coaches or FAI staff.

Main objective
• To increase the number of girls playing in clubs between the ages of 9 and 12.

Impact
• In this cycle alone, almost 3,000 girls have participated in the programme, leading to the establishment of 24 new girls’ clubs and 145 new teams.

Highlight
• Two clubs who rolled out the Soccer Sisters club programme and have strongly grown their women’s participation have each received the FAI Club of the Year accolade during that time: Ballymackey FC in 2019 and Colemanstown FC in 2020.
Project
Football and Femininity, 2016-20

Project summary
Providing more opportunities for girls to get involved in football by organising grassroots competitions for U11s and U13s.

Main objectives
• To promote women’s football to girls in Romania who are interested in sport.
• To facilitate girls’ access to football.
• To increase the number of female registered football players.
• To improve opportunities for women to get involved in football.

Impact
• Over 10,000 girls, 15 technical coaches from the national teams and 120 licensed grassroots coaches took part in the project.
• 30 women’s clubs and 20 county associations applied to be part of the 2019/20 edition of the project.

Highlights
• Created a link between teams and girls who were not already registered players but took part in the project through a county association.
• Over 50% of the participants who were unregistered players later joined a women’s football club.
• At least 15 new U15 women’s clubs have formed as a result of the project.
• Engaged clubs in the development of women’s football by encouraging them to increase the number of U15 players every year.
Project
Coach and staff education in women’s football, 2016-20

Project summary
Continuous education programmes for professionals in women’s football, including coaches, media officers and club managers.

Main objective
• To increase the professionalism of those working in women’s football.

Impact
• Yearly seminars were held for coaches working in women’s football to lay the foundations for the continuous improvement of coaching in women’s football.
• Increased the number of female coaches, including 16 new female coaches with UEFA B licences in 2017/18.
• Yearly seminars held for all top-division clubs’ media officers and managers helped improve the clubs’ communications and management and enabled the Russian FA to offer more targeted assistance and knowledge-sharing to tackle specific issues.

Highlights
• A film (available here) was produced during the seminar for female coaches studying to obtain the UEFA B licence, with special guest Monika Staab, the German former footballer.
• One female coach who was involved in the seminar programme (Elena Medved, pictured left) subsequently became the head coach of the women’s U16 national team.
• Several female coaches joined other Russian women’s national teams’ coaching squads or became head coaches at top-division clubs.
Project
Project AGATA, 2016-20

Project summary
Promotional activities to boost interest in and awareness of women’s football, in addition to organising events, tournaments, competitions and coaching courses.

Main objectives
• To increase interest in women’s football.
• To increase the number of female registered players in San Marino.
• To strengthen teams’ technical staff and offer opportunities for coaches.
• To increase the number of competitions for girls.

Impact
• The number of female registered players is growing by roughly 10% each season.
• There are now more female coaches with a UEFA licence: currently four coaches hold a B licence and one holds a C licence.

Highlight
• For the first time, one of San Marino’s elite teams is at the top of Italy’s second division, demonstrating the success of this programme.
Project
Soccer centres, 2017-20

Project summary
The Scottish FA launched these dedicated girls’ soccer centres across Scotland in 2017 before the UEFA Women’s EURO, providing a fun environment for young girls to perfect their skills, grow in confidence and fall in love with football. The girls’ soccer centres aim to leverage the success of the Scotland women’s national team to increase participation in football among primary school girls across Scotland.

Main objective
• To increase the participation of girls aged five to ten, creating pathways into local clubs for longer-term participation.

Impact
• Established over 120 soccer centres with over 2,000 girls participating across Scotland.

Highlight
• The use of Scotland women’s national team players as role models and ambassadors has served to inspire and engage the girls. The increased profile of the team has created increased exposure for the project and has resulted in greater reach across the country. It has also created a new generation of supporters for the team, as many of the girls receive free tickets to attend home international matches.
Project

Women’s development tournaments, 2018-20

Project summary

Organisation of three tournaments, one at U13 level and two at U15 level, with the aim of getting girls used to the principles of the game in youth national teams and introducing them to training processes and requirements that players in national teams need to respect, in order to prepare them for joining the first women’s U17 national team.

Main objectives

• To increase the number of female registered players through the promotion of regional development tournaments and leagues.
• To educate players on nutrition, life in sport and anti-doping, with specially designed psychological testing.

Impact

• Increased the number of female coaches from each region.
• Increased the number of female players from each region.
• All referees for the tournaments are women.

Highlights

• Players are looking forward to another tournament and there are plans to recruit female coordinators for each region.
• The U17 and U19 teams both qualified for the elite round of their respective UEFA youth competitions.
• One player at an U15 tournament, Nina Matejić, was noticed outside Serbia and was invited to try out for Bayern München, and will likely soon become a member of Serbia’s U19 and senior national teams.
Project
Indoor youth season, 2016-20

Project summary
Winter indoor tournaments for women’s U13s and U15s across the country.

Main objective
• To involve as many players as possible in tournaments played indoors during the winter season break.

Impact
• In 2016 there were 8 tournaments plus the finals, with 33 teams and 363 players involved.
• In 2019/20 there were 14 tournaments plus the finals, with 44 teams and over 500 players involved.

Highlights
• Tournaments in all four regions of Slovakia.
• In 2019/20 there was a new women’s U13 category with 3 tournaments plus the national finals and 17 teams involved.
• Teams at the tournaments were coached by female national coaches.
Project
I like to play football. And you? 2016-19

Project summary
Up to ten festivals each year are organised for U16 girls, enabling them to make new friends and get to know football through fun football games.

Main objectives
• To break down stereotypes about girls in football.
• To provide a suitable football environment with quality pitches and new equipment.
• To educate volunteers and coaches
• To increase the number of girls playing football in primary schools and youth club teams.
• To run workshops to help parents better understand the value and impact of women’s football.

Impact
• 5-10% increase in player registrations at clubs each year.
• Trained five volunteers, five coaches and several other individuals in management for each festival.

Highlight
• Upgraded the festivals for the most talented girls by offering them extended training in regional centres, where they had the opportunity to train with boys’ teams in those areas too. This was particularly important because some talented girls who were already playing for boys’ teams were found and invited to join the U15 national team.
Project
Women’s grassroots development, 2017-19

Project summary
Regional competitions with national championships for women’s U12, U15 and U17 regional teams.

Main objective
• To enable national coaches to reach and evaluate all female players licensed in Spain with a view to them potentially joining national teams in the future.

Impact
• The number of registered female players increased by 11.83%.
• 15% of the players taking part in these competitions have gone on to play for national teams.

Highlight
• The national coaches maintaining direct and continuous contact with the regional coaches to follow the players’ development.
Project
Player education for female players aged 17 to 21, 2016-18, and GPS and player education in secondary schools for girls aged 13 to 15, 2018-20.

Project summary
Based on their individual needs, players receive specialist support in the areas of physiology, fitness, nutrition, sport psychology, technical and tactical abilities, goalkeeping and GPS.

Main objective
- To develop and educate youth players to help them reach elite level.

Impact
- 300 players received support from around 100 national team coaches, former national elite players acting as mentors, specialists from the Swedish FA, instructors from each district and coaches from the top women's league.

Highlights
- National and regional camps for players.
- Special camps for goalkeepers.
- A mentoring programme involving former women's national team players and other elite players.
- The Min Fotboll (My Football) app was downloaded 258,000 times, helping for children to learn, share and stay active.
- The launch of an app to help girls motivate themselves to train alone during the COVID-19 crisis.
Project
Improved elite player development in a professionalised environment, 2018-20

Project summary
Improving the environment for the women’s senior national team players.

Main objectives
• To professionalise the elite player environment through the use of additional staff and individual support.
• To professionalise staff by making 50% of staff employees as opposed to volunteers.

Impact
• The number of women’s senior national team staff who were employees as opposed to volunteers increased by 200%.
• Dedicated and player-focused support for players’ health and development on and off the pitch.
• The focus on and support for individual and team development led to better players.

Highlight
• Malin Gut, one of the country’s most talented players, who also received support from Footura, a non-profit organisation that promotes sport, was selected for the women’s senior national team.
Project
Club-school collaboration, 2018-19

Project summary
Enhancing football activities in schools for girls aged 6 to 12 and creating opportunities for female coaches.

Main objectives
• To fill the gap in activity in the first four years of primary school, with the support of female coaches.
• To encourage a love of football among girls at an early age.
• To create career opportunities for female coaches.

Impact
• In the first six months, more than 1,000 new girls from nine cities have been introduced to football.
• 25% of those girls have started attending football sessions at grassroots clubs.
• 7 out of the 12 female coaches have taken on permanent roles at clubs.

Highlight
• The project helped to introduce football and basic movement education at an early age and helped female coaches to thrive. It has also widened its reach by initiating meetings with school administrators, teachers and parents.
Project
Cup of Hopes – Future Football Champions tournament, 2017-18

Project summary
The Cup of Hopes was a development tournament for U13 girls that was associated with the UEFA Women's Champions League final in Kyiv in 2018 and aimed to deliver benefits to players, coaches, families and the wider women's football community in Ukraine.

Main objectives
• To increase the number of female registered players.
• To promote and further develop girls’ football by encouraging all 25 regions to participate in the event.
• To encourage girls to play football on a more regular basis by creating more opportunities for them.
• To engage players, parents and families by creating a communication platform around the UEFA Women’s Champions League final in Kyiv.

Impact
• The number of female players registered in 2017 was 2,316 and the number registered at the beginning of 2019 was 6,247.

Highlight
• The girls who took part in the Cup of Hopes were inspired and motivated to continue playing. Girls were rewarded in a medal ceremony which took place after the tournament. You can see their reactions in the link [here](#).
Project
Welsh performance squad, 2017-20

Project summary
An elite player development programme to support amateur international players and to support women’s senior national team success.

Main objectives
• To bridge the gap between amateur and professional women’s senior national team players.
• To support amateur players in progressing to professional clubs.

Impact
• During a 42-week annual programme over the last three years, 30 players annually have accessed elite training facilities and expert coaching, medical, physical and performance analysis support twice a week.

Highlight
• Following the second year of this programme, Wales reached its highest-ever FIFA ranking (29) and was seeded second in a UEFA Women’s EURO qualifying group for the first time.