

# WOMEN'S & GIRLS FOOTBALL STRATEGY

Georgian Football Federation

2021-2024



# Georgian Football Federation



During the last 5 years, women's football in Georgia has experienced unprecedented growth. This is an achievement for women's football, and Georgian football in general. We can be immensely proud of what we have accomplished so far.

Development of women's football has been one of the top priorities for the Georgian Football Federation since 2016, and we have been actively working towards this goal. We created a regular domestic league championship and implemented numerous projects across the whole country to support the development of girls' football. Step by step, our targeted activities and projects have produced results. In 2016, we had no more than 120 girls playing football in Georgia. Today, the number exceeds 1600.

However, this is only the beginning. There is still much more work to be done in order to develop the full potential of the game. The launch of women's football strategy is a historical moment for women's football in Georgia, and it is in line with our commitment towards developing women's football at all levels across the country. We have established a strategy and drawn a road map of specific actions that we believe will further enhance the game.

I would like to thank the UEFA experts who took part in putting together this strategic document with the GFF team. This is the beginning of a new level of women's football development. I am confident that our new path will enable further sustainable development and create more playing opportunities for women players. The game is evolving and we need to keep up!

**#YourTimeIsNow**

**YOUR  
YOUR  
TIME IS  
NOW  
NOW**



**Levan Kobiashvili**  
GFF President

Over the last five years, the Georgian Football Federation have embarked on a long and exciting journey of Women's football development, providing a great foundation for this next strategic period with the holistic approach it has taken to date. Looking back to the start of this journey, the qualifying stages of international competitions were the only platform where our female football players could have hoped to experience playing in a competitive fixture, as there was no women's league established or any form of 11-a-side competition. The 300 females playing football at this point were spread across the nation with no connected opportunities apart from school football festivals, out of season tournaments and a handful of small-sided fixtures.

Through the work of the flagship GFF's Grassroots football development programme in 2016, we are happy to say that this landscape has now changed. Since 2016, women's football in Georgia has seen the introduction of a Women's National League competition, along with several other age group opportunities across the football season, which facilitated the phenomenal growth of the Women's game over the past 4 seasons, with 4 times more women and girls now playing football.

Despite this achievement, this is not the only benefit this programme has helped facilitate. Sporting success on a club and international level, especially in the last two seasons, has raised the awareness and visibility of women's football across the nation. It is fantastic to currently recognise more and more people speaking out about the women's game, cheering, supporting and most importantly getting involved from all parts of our society. Securing the privilege of hosting the UEFA Women's Euro U17 tournament in 2020 could have further propelled this engagement, but unfortunately the cancellation of the tournament due to the world pandemic has meant we will have to eagerly wait for this moment to hopefully come again in the near future.

With these strong foundations for the women's game now in place, GFF must continue its role of governing women's football and provide consistent opportunities for women and girls to participate and compete, to ultimately capitalise on this momentum in engagement that has been created. There is no time to standstill and reflect what has been achieved. We need to continue our efforts and take women's football to the next level. We will do this by committing more resources, having a clearer vision, working harder with our stakeholders, and capturing the best practices from across the UEFA network to adopt for our own projects, research and analysis.

In addition to this and setting all the sporting gains aside, GFF understands the huge role of female empowerment in the overall development of our society and culture, and we strongly believe that football can contribute to this higher purpose for a stronger and unified nation. It is for this very reason that GFF have been committed to producing a strategy specifically for the development of Women's football in Georgia, and we are excited to share our plans with you through this document to inspire more and more girls to embrace, engage and enjoy our sport.



**Nikoloz Jgarkava**  
Vice President

**INTRODUCTION**

**OUR CURRENT CONTEXT**

**OUR STRATEGIC VISION - MISSION - VALUES**

**OUR STRATEGIC FRAMEWORK**

**IMAGE AND ENGAGEMENT** | Generating excitement

**PARTICIPATION** | Building our game

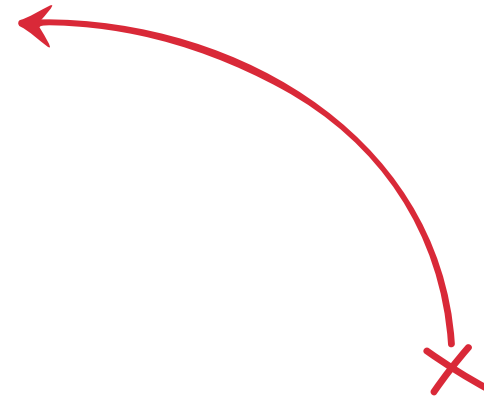
**ELITE DEVELOPMENT** | Nurturing our talent

**INFRASTRUCTURE** | Establishing our environments

**WORKFORCE DEVELOPMENT** | Supporting our communities

**ELITE CLUBS AND NATIONAL TEAM** | Achieving today and tomorrow

**REVENUES** | Sustaining football for all



# INTRODUCTION

Prior to the first Women's World Cup Football Final hosted in China in 1991, very few women would have imagined scoring the winning goal or lifting this famous trophy above their head. Similarly, very few women would have considered making football a career or even an enjoyable and fulfilling activity within their lives.

Three decades later this is most certainly no longer the case. Many millions of young girls across the world passionately believe that they can significantly enhance their lives through an involvement in football. For some, this dream might focus on playing with friends in their local community, whilst for others their dreams might be more expansive with an aspiration to represent their country on an international stage or to coach a prestigious club team to a champion's league victory. Whatever the aspiration, there is no doubt that Women's football has truly established itself as a global phenomenon.

Within the Georgian Football Federation, we are determined to play our part in developing the women's game and to ensuring that every young girl living in Georgia, irrespective of their social, cultural, or geographic background has the opportunity to experience this wonderful game and to achieve their own individual dreams.

Through the delivery of our 2021 - 2024 Women and Girls Football Strategy 'YOUR TIME IS NOW' we are committed to providing women's and girls' football opportunities throughout our country. Having achieved this, we will ensure that all women and girls have the opportunity to progress and develop either as a player, coach, referee or footballing volunteer. Underpinning this we will develop strong and sustainable environments where footballing activity can develop organically and over the long term. Whilst our ambitions are great, we are also realistic in our approach. Given this, our initial priority will be to build strong foundations for the future. Once in place, we will be able to give greater emphasis to the development of our national team and to the creation of national pride and team unity.

Through the development of this strategy, we aim to create a sense of excitement, ambition, and belief amongst our current and future players.



# OUR CURRENT CONTEXT

The development of women's and girls' football in Georgia is in its infancy. Since the initial delivery of activity in 2015, the Georgian Football Federation has created positive momentum and established a strong platform for future growth. Our early work has focused on the development of exciting participation

and competitive opportunities across our country. We are now committed to building on these foundations and through our work to establishing a progress pathway from first experience to national team representation.



**TBILISI - 175 GIRLS**

- I Infrastructure - Vake pitch
- I Infrastructure - Varketili pitch
- I Infrastructure - Plato pitch
- I Infrastructure - Didi Digomi pitch (upcoming)
- C Club Nike - 25 girls
- C Club Kvartali - 30 girls
- C Club Norchi Dinamo - 25 girls
- C Club Dinamo Sokhumi - 30 girls
- WPS WPS Varketili center - 15 girls
- WPS WPS Ponichala point - 20 girls
- WPS WPS Vake center - 30 girls
- WPS WPS Gldani - 10 girls

**SHIDA KARTLI - 118 GIRLS**

- C Gori - Club Gori United - 25 girls
- C Khashuri - club Iveria - 25 girls
- WPS Gori - WPS center - 40 girls
- S Khashuri sport center - 28 girls

**MTSKETA-MTIANETI - 25 GIRLS**

- C Club Mtskheta - 25 girls

**KAKHETI - 85 GIRLS**

- I Infrastructure - Lagodekhi pitch
- C Akhmeta - Club Tusheti - 25 girls
- WPS Lagodekhi WPS point - 30 girls
- I Bakhtrioni Akhmeta WPS point - 30 girls

**SAMEGRELO - 80 GIRLS**

- I Infrastructure - Poti pitch
- I Infrastructure - Martvili pitch
- I Infrastructure - Rukhi academy
- WPS Martvili WPS center - 30 girls
- C Club Khobis Kolkheti - 25 girls
- C Chkorotskhu - Club Samegrelo - 25 girls
- C Club - Pheniksi Zugdidi

**GURIA - 60 GIRLS**

- I Infrastructure - Gvimbalaauri academy
- C Club Lanchkhuti - 30 girls
- WPS Lanchkhuti WPS center - 30 girls

**ADJARA - 55 GIRLS**

- C Club Dinamo Batumi - 25 girls
- WPS WPS center - 30 girls

**IMERETI - 45 GIRLS**

- I Infrastructure - Kutaisi pitch - upcoming
- C Club Kutaisi Martve - 25 girls
- C Club Karishkhala Sachkhere - 25 girls
- WPS Terjola - WPS point 20 girls

**RACHA-LECHKHUMI - 30 GIRLS**

- I Infrastructure - Ambrolauri pitch
- C Club - Racha
- WPS WPS - 30 girls

**SAMTSKHE-JAVAKHETI - 25 GIRLS**

- C Club Zarzma Adigeni - 25 girls

**KVEMO KARTLI - 20 GIRLS**

- I Infrastructure - Rustavi Pitch
- WPS WPS point Rustavi - 20 girls

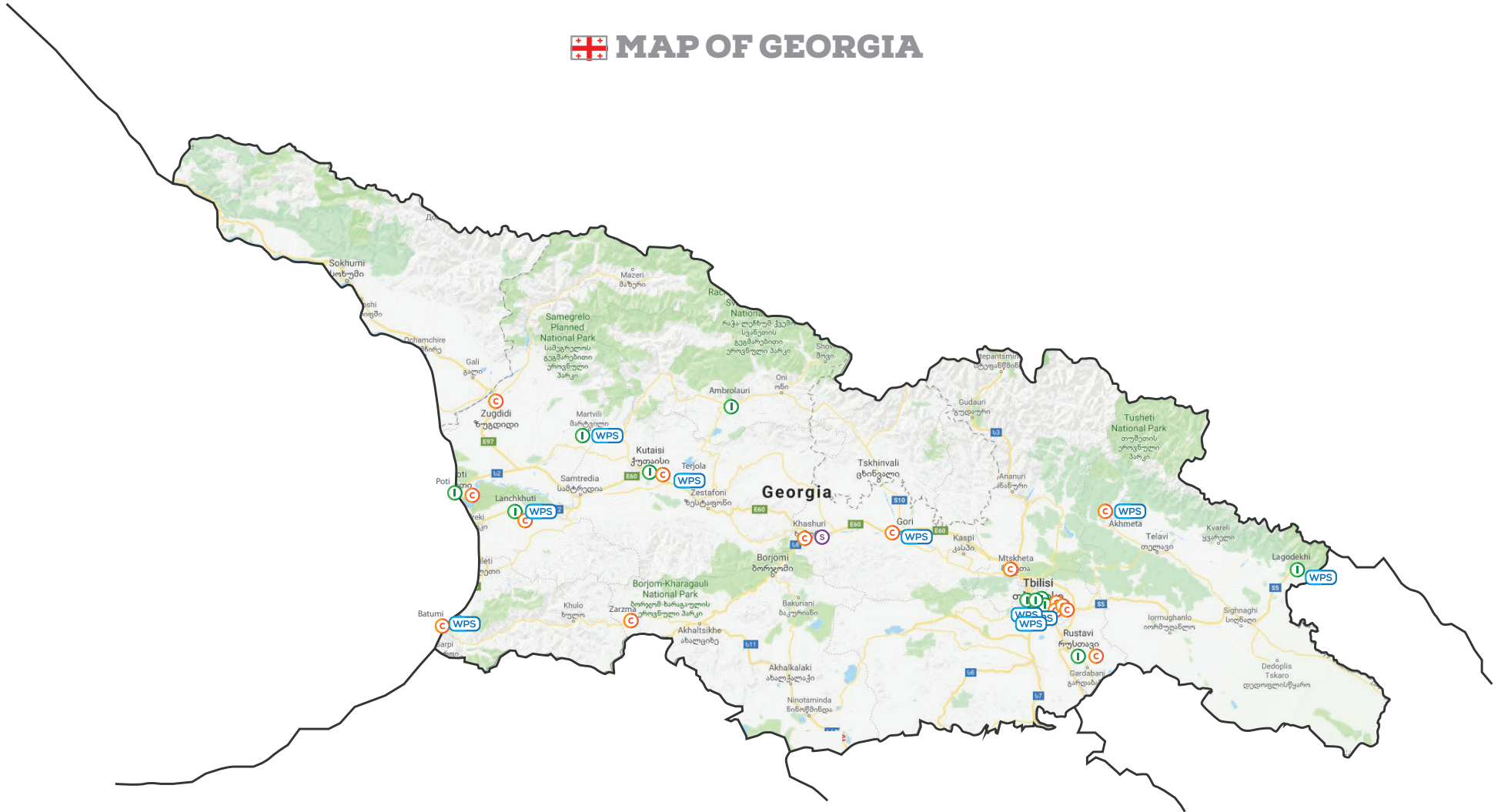
718

girls  
in total

I Infrastructure    C Club    WPS We Play Strong    S Sport Center



 **MAP OF GEORGIA**



-  Infrastructure
-  Club
-  We Play Strong
-  Sport Center

OUR

## VISION

We will deliver inspiration and opportunity – enabling all Georgian women and girls to achieve their football dreams

## MISSION

We will establish recreational and professional football environments that are safe, accessible, and inspirational for all women and girls in Georgia

## VALUES

### Fair Play

We believe football should be fun, safe and accessible for every girl and woman, embracing our multifaceted society with its range of cultures, faiths and abilities.

That is regardless if they wish to participate, compete, coach, referee or play their part on boards at club, county and national levels, whether in a voluntary or paid capacity.

### Teamwork

We want to build on the success of the many people across the country working hard together for the development of women's football. In doing so, we will harness their experience, listen to their views and provide solutions to drive the game forward.

### Professionalism

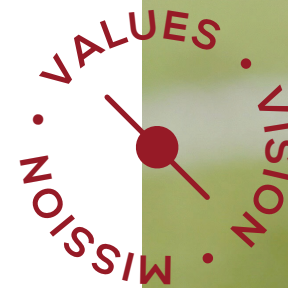
We will work together to ensure all players have an enjoyable experience with the help of professional coaches and staff working in football. We will support those who aspire to achieve their potential and realise their dreams, represent their country and compete successfully.

### Development

We believe it is time for women's football in Georgia to realise its full potential. By developing qualified staff and infrastructure, we will support this process to move forward.

### Inspiration

We believe that with the right vision and strong determination we can overcome all challenges and drive women's football forward.

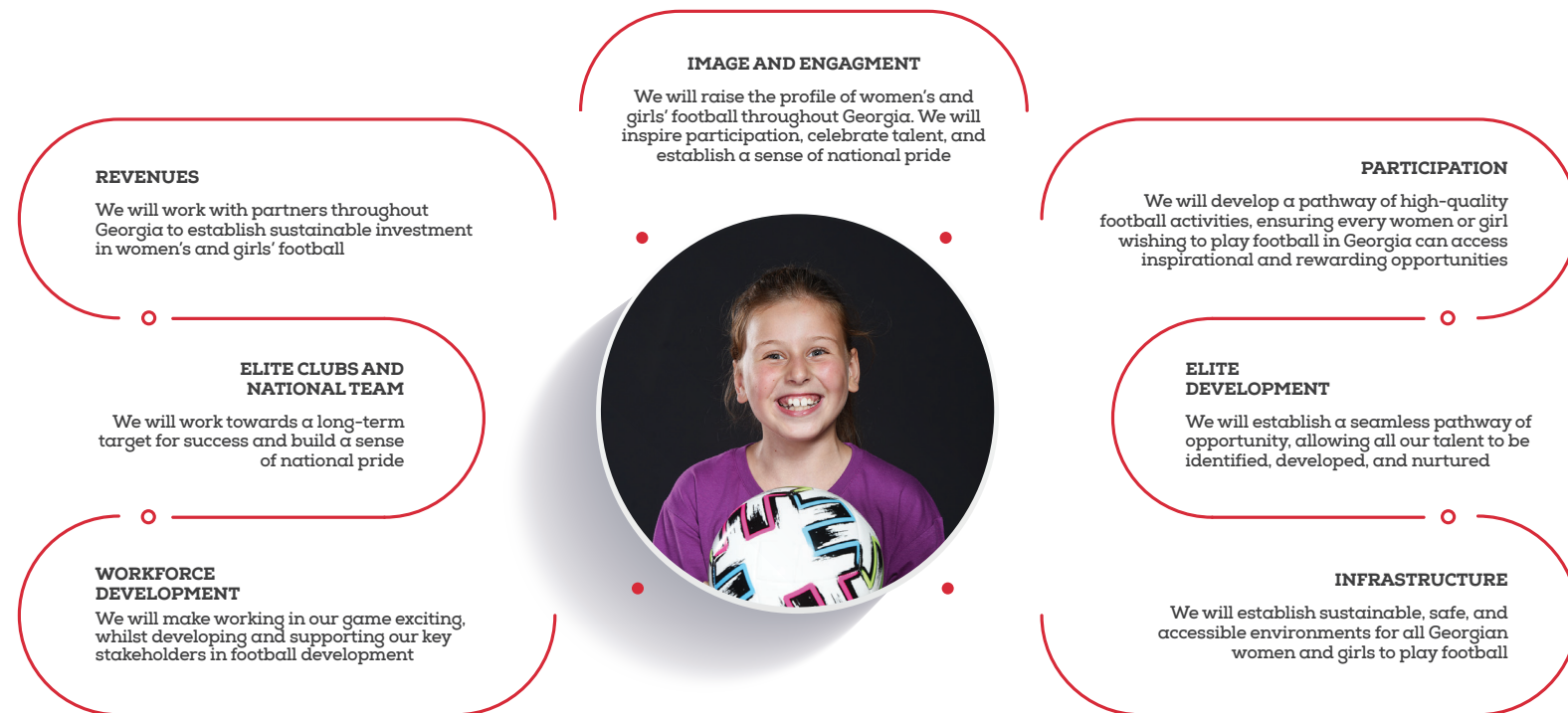


# OUR STRATEGIC FRAMEWORK

Our strategy is built around 7 interlinked strategic pillars. Through the delivery of these pillars, we will provide an easily accessible and developmental pathway of opportunities for our current and future players. To support this, we will create a strong and supportive structure within community locations and our clubs, allowing our coaches, referees, and volunteers to develop and grow. To ensure long term success, we will work with our partners to build a positive and inspirational

perception of women's football and to deliver safe, sustainable, and welcoming environments for all girls and women who wish to play.

In our role as the guardians of Georgian football, we have placed our players, coaches, and referees at the heart of our future planning. Through this approach we will use their needs and aspirations as the catalyst for future action.



# IMAGE AND ENGAGEMENT

Despite the increasing awareness and support for women's football in Georgia, its overall profile and potential remains at a relatively low level. However, recent achievements such as WFC Lanchkhuti's involvement in the UEFA Women's Champions League clearly demonstrates how the global power of women's football can ignite interest and excitement. Harnessing this curiosity, it is time to capture the imagination and dreams of every young girl living in Georgia.

## WE MUST CREATE EXCITEMENT AND BELIEF THROUGHOUT OUR NATION

OUR

### COMMITMENT

We will raise the profile of women's and girls' football throughout Georgia. We will inspire participation, celebrate talent, and establish a sense of national pride.

### CHALLENGE

Through the delivery of our strategy we will establish women and girls' football as core parts of our sporting culture. We will celebrate our future international heroes and make sure that any girl wishing to get involved can access the necessary information. Through our work we must:

- Breakdown any barriers and traditional misconceptions ensuring girls from all communities feel confident to get involved
- Convert positive curiosity into positive engagement
- Promote the game in an inspirational way making it easy to get involved
- Expand the profile of women's and girls' football across social and broadcast channels
- Support our best players to become inspirational role models and ambassadors



## Goal - What we will do

## Objective - How we will do it

## KPI'S - How we will measure our impact

### Breakdown traditional and cultural barriers to women and girl's participation in sport

- Identify and promote international research which demonstrates the positive physical and social impact of female sports participation
- Work through GFF communication channels and with media partners to portray the positive social and physical impact of female sport
- Monitor and report on the social impact of women's and girl's football
- Work with an academic institute to build insight into female football participation within Georgia

- Incorporate research and gender awareness training into all GFF coach and official education programmes
- Showcase the positive attributes of female participation through annual internal and external campaigns
- Produce and promote an annual women and girls football impact report
- Conduct an annual research programme, using We Play Strong environments as a hub for data development

### Bring women and girls football to the heart of our communities

- Develop and promote compelling collateral and information showcasing women and girls' football through our girl's participation programmes

- Make women's participation opportunities visible and inspiring within all schools, sports centres, and football environments
- Stage parent workshops within all girl's football programmes to include
  - Open Fan Football Schools
  - We Play Strong Camps

### Ensure women and girls football is digitally accessible

- Create and develop a GFF digital presence for women and girl's football

- Establish a dedicated web presence for women and girls' football within Georgia
- Promote women and girls' football through dedicated social media channels
- Deliver an annual increase in our women and girl's digital platforms

### Inspire future generations through the support and celebration of our female role models

- Encourage and support our elite clubs in the use of female playing imagery in their club promotion
- Increase the use of female playing, coaching, and referee imagery within all GFF promotional activity
- Use female role models and ambassadors to break down barriers and to stimulate future engagement

- All elite clubs with women's teams to use female playing imagery in promotional collateral by 2024
- All GFF communications and marketing to include female imagery by 2024
- Establish a national network of female role models and ambassadors by 2022 and involve them in supporting our participation and talent development programmes

We will

# PARTICIPATION

Since the launch of our women's and girl's football programmes in 2015, significant momentum has been generated. Women and girls of all ages and from all sectors of our society have been inspired by the opportunities that football can bring and are curious to explore how they can get involved. Some will see football as a positive contributor to their health or social lives, whilst others will want to embark on a lifelong playing career.

## WE MUST MAKE FOOTBALL FUN, DEVELOPMENTAL AND REWARDING

OWR

### COMMITMENT

We will develop a pathway of high-quality football activities, ensuring every women or girl wishing to play football in Georgia can access inspirational and rewarding opportunities.

### CHALLENGE

Whilst initial interest is positive and there is a desire to find out more, women's football is far from established in Georgian society. Consequently, potential players may miss the opportunity to get involved, and even more individuals might not be able to progress as there are gaps in the opportunities provided. Through our work we must:

- Deliver high quality and enjoyable opportunities within the heart of our communities.
- Ensure all our playing environments are welcoming, safe and accessible.
- Ensure our coaches and referees deliver activities that are tailored to the needs of women and girls.
- Build on existing strengths and create strong and sustainable environments throughout our country allowing all our players to progress and develop within their local communities.



We will

**Goal - What we will do**

**Objective - How we will do it**

**KPI'S - How we will measure our impact**

**Give every girl in Georgia the opportunity to enjoy a football experience**

- Provide structured participation opportunities for all girls within school and community settings throughout Georgia

- At least double women and girl's participation by 2024

**Breakdown barriers to involvement and inspire new communities to embrace women and girls football**

- Launch a targeted campaign entitled 'If we can play together, we can live together'
- Through this campaign, introduce young girls from rural communities and conflict zones to football activity through the development of 'Open Fan Football Schools'
- Provide ongoing support to sustain initial engagement, such as providing insurance for training sessions and matches

- Deliver a minimum of 90 Open Fan Football Schools each year and provide at least 1550 girls with their first football experience
- Provide education and training for 200 Open Fan Football leaders in targeted communities

**Provide a structured pathway of girl's football activity from primary school to our We Play Strong environments**

- Deliver a comprehensive girl's football programme from 1st grade to 12th grade in all schools surrounding our 'We Play Strong' environments
- Introduce mixed girls and boys football participation and competition up to 3rd grade
- Establish links between our school's programme and our 'We Play Strong' environments making it easy for all girls to progress into a longer-term football involvement
- Introduce the UEFA Playmakers programme for 5-8-year-old girls to engage in football, using Disney as an inspiration

- Introduce and deliver structured football activities with a minimum of 500 schools by 2024
- 30% of all participants in mixed activity to be girls by 2024
- Ensure all We Play Strong links are established and promoted by 2022
- Embed the UEFA Playmakers programme by 2022 across 30 training centres, with 1 coach per 10 girls

**Strengthen and expand our participation programmes to provide high performing and sustainable girls football environments throughout Georgia**

- Increase participation across all programmes, including our current and new We Play Strong environments
- Increase the number of We Play Strong centres ensuring all major communities can access our girl's participation pathway
- Allowing all girls, particularly between the ages 5-20 , to develop their footballing careers
- Work with regional partners to encourage localised investment into our participation programmes

- Increase girl's participation across all participation programmes to 4000 by 2024
- Establish and sustain a minimum of 20 We Play Strong environments by 2024
- Ensure all We Play Strong environments have a strong foundation and sustainable structure by 2024

# ELITE DEVELOPMENT

During the next five years, our work in building the foundations will stimulate the emergence of many talented players, all of whom will want to progress to their full potential. Delivering against these growing levels of expectation will create very welcome levels of pressure.

## HAVING INSPIRED INDIVIDUALS, WE MUST NOW DELIVER MEMORABLE PERFORMANCES

OUR

### COMMITMENT

We will establish a seamless pathway of opportunity, allowing all our talent to be identified, developed, and nurtured.

### CHALLENGE

Talent will not wait. As the levels of participation increase, so will the requirements and demands of our most talented players. It is therefore key that we develop an elite development focus in parallel with the strengthening of our foundations. Through our work we must:

- Embed and support a performance culture throughout our network.
- Identify and support our emerging talent at an early stage.
- Establish a seamless pathway of talent development.
- Provide elite opportunities at the appropriate stages to allow our talent to develop at the correct pace.





We will

Goal - <i>What we will do</i>	Objective - <i>How we will do it</i>	KPI'S - <i>How we will measure our impact</i>
<p><b>Ensure all women and girls have equal access to talent development opportunities</b></p>	<ul style="list-style-type: none"> <li>○ Establish a programme of player support to overcome issues of:               <ul style="list-style-type: none"> <li>● Access to facilities</li> <li>● Affordability of equipment and training</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ Launch GFF player support programme by 2022</li> </ul>
<p><b>Ensure any player with talent has a clear and accessible path to follow</b></p>	<ul style="list-style-type: none"> <li>○ Ensure all We Play Strong environments have programmes and girls' teams for U12 and U15</li> <li>○ Make it easy for all women and girls to transition from We Play Strong environments to elite clubs</li> <li>○ Adapt club licencing to ensure all elite clubs have an effective woman and girl's pathway</li> </ul>	<ul style="list-style-type: none"> <li>○ All WPS environments to provide two age groups by 2022</li> <li>○ 50% of all WPS environments to have an elite partner club in place by 2022, either as part of a men's club or a women's only club</li> <li>○ Introduce new mandatory licencing requirements by 2023</li> </ul>
<p><b>Provide progressive and developmental competition throughout the women and girl's game</b></p>	<ul style="list-style-type: none"> <li>○ Enhance the WPS league - increasing the frequency of games and quality for U12 and U15 teams</li> <li>○ Reshape the women and girls elite league structure to have:               <ul style="list-style-type: none"> <li>● One top League, implementing gradual limits for U16 players throughout the strategy period</li> <li>● One 2nd League for players aged 16-20 years old, implementing gradual limits for players over the age of 21 throughout the strategy period</li> </ul> </li> <li>○ Develop and introduce a new regional Women and girl's competition format for U15 - U17 - U19</li> </ul>	<ul style="list-style-type: none"> <li>○ Implement the WPS league improvement by 2022</li> <li>○ Split the elite league to provide two divisions by 2022               <ul style="list-style-type: none"> <li>● 8 U16 players maximum per club in the top league from 2021, with this being reviewed the following season</li> <li>● 10 players over the age of 21 maximum per club in the 2nd league from 2021, with this being reviewed the following season</li> </ul> </li> <li>○ Pilot a new regional competition format in 2022 and formalise this by 2023</li> </ul>
<p><b>Ensure all women and girls with talent are identified and supported in the development of their football journey</b></p>	<ul style="list-style-type: none"> <li>○ Research international best practice in relation to talent identification</li> <li>○ Deliver consistency, transparency and fairness in our nationwide talent scouting system</li> </ul>	<ul style="list-style-type: none"> <li>○ Complete a programme of research by 2021</li> <li>○ Launch a nationwide women and girls talent scouting system by 2022</li> <li>○ Fulfil a women and girls talent monitoring and evaluation system by 2023</li> </ul>
<p><b>Provide international development opportunities for younger girls</b></p>	<ul style="list-style-type: none"> <li>○ Launch a new (non-competitive) U15 girls' national squad</li> </ul>	<ul style="list-style-type: none"> <li>○ Establish U15 girls' national squad by 2023</li> </ul>

# INFRASTRUCTURE

For decades, our country's football infrastructure has provided an environment for the development of the men's game, and it will now need to adjust in order to serve the increasing demands of the women's game. In addition to requiring flexibility and cooperation, our footballing environments will need to adapt to meet the different needs of female players.

## HAVING UNLOCKED THE DOOR, WE MUST ENSURE A WARM WELCOME

OWR

### COMMITMENT

We will establish sustainable, safe, and accessible environments for all Georgian women and girls to play football.

### CHALLENGE

Our football environments have often been built around the needs and expectations of men. Our facility providers need to identify how they can adapt to become equally appealing, relevant, and accessible to women and girls. Through our work we must:

- Unlock facility time to cater for the growing demands of the women's game – ensure all women and girls can gain access to.
- Adapt facilities to cater for the specific requirements of women and girls.
- Develop new or renovate existing facilities to cater for growing levels of participation.



We will

Goal - What we will do	Objective - How we will do it	KPI'S - How we will measure our impact
<b>Unlock football passion and opportunities within our rural communities</b>	<ul style="list-style-type: none"><li>Extend our Village Arena programme to support local communities with the refurbishment of community pitches</li><li>Work with local partners to ensure a sustainable programme of maintenance</li></ul>	<ul style="list-style-type: none"><li>Support between 2 and 5 communities per year with the refurbishment of their pitch facilities</li></ul>
<b>Ensure consistent access to high quality and well-maintained playing facilities for women and girls in every region</b>	<ul style="list-style-type: none"><li>Develop and promote advice and guidance regarding the specific infrastructure requirements for the women's game</li><li>Work in partnership with our regions and municipalities to ensure playing facilities are reflective of women's needs and are consistently maintained</li></ul>	<ul style="list-style-type: none"><li>Develop and promote infrastructure guidance by 2022</li><li>Work with partners on an ongoing basis</li></ul>
<b>Provide access to high quality training and competition facilities for women and girls within every region</b>	<ul style="list-style-type: none"><li>Identify, designate and where relevant enhance existing infrastructure to provide a specific women and girls academy within every region</li></ul>	<ul style="list-style-type: none"><li>Deliver WPS league improvement programme by 2022</li><li>Split elite leagues providing two age related divisions by 2022</li><li>Pilot new inter regional competition format in 2022 and formalise by 2023</li></ul>
<b>Develop new elite training facilities to supplement existing infrastructure</b>	<ul style="list-style-type: none"><li>Build a new academy and stadium in Imereti</li><li>Undertake a feasibility study for new infrastructure in Shida Kartli</li><li>Undertake a feasibility study to renovate an existing football centre in Tbilisi to become a hub for women's football in Georgia</li></ul>	<ul style="list-style-type: none"><li>Complete the development of the Imereti stadium by 2023</li><li>Complete a feasibility study for new developments in Shida Kartli by 2023</li><li>Complete a feasibility study to renovate an existing football centre in Tbilisi to become a hub for women's football in Georgia by 2022</li></ul>

# WORKFORCE DEVELOPMENT

Football development will always be most effective when it is supported by great coaches, referees, and volunteers. The development of our workforce will be at the heart of our future work. In addition to continually raising standards, we will establish and support our evolving female coaching and referee workforce.

## WE MUST INSPIRE AND SUPPORT THE PEOPLE WHO BREATHE LIFE INTO OUR FOOTBALL COMMUNITIES

OWF

### COMMITMENT

We will make working in our game exciting, whilst developing and supporting our key stakeholders in football development.

### CHALLENGE

Many women and girls in football want to be supported by women. Additionally, girls who finish their playing careers want other options to extend their involvement in the game. Through our work we must:

- Support teachers with the delivery of our women and girl's school's programme.
- Support all men working in the women's game to adapt and develop their skills for female needs.
- Create a pathway of coaching, refereeing, and volunteering opportunities for women and girls.
- Increase the number and improve the standards of our women's coaches, referees and volunteers.
- Provide high quality mentoring throughout the women's game
- Improve the gender balance working within our federation.



*Goal - What we will do*

*Objective - How we will do it*

*KPI'S - How we will measure our impact*

<p><b>Enhance the teaching of girl's football within our primary and secondary schools</b></p>	<ul style="list-style-type: none"> <li>○ Develop and deliver an e-learning football leadership course for primary and secondary teachers</li> <li>○ Invite teachers to work alongside GFF coaching staff within school programmes and at We Play Strong environments</li> </ul>	<ul style="list-style-type: none"> <li>○ Launch e-learning programme for primary and secondary school teachers by 2022</li> <li>○ Provide structured work shadowing opportunities for teachers on an ongoing basis</li> </ul>
<p><b>Build skilled and sustainable coaching infrastructures within all WPS environments</b></p>	<ul style="list-style-type: none"> <li>○ Undertake an audit of coaches within all WPS environments to identify gaps in quality and quantity of female coaches</li> <li>○ Provide a comprehensive programme of free of charge education and training for all women to address gaps in provision</li> </ul>	<ul style="list-style-type: none"> <li>○ Complete an annual audit and use this to develop a proactive coach development plan</li> <li>○ Ensure all WPS environments have the appropriate coaching team in place by 2024</li> </ul>
<p><b>Provide an aspirational career pathway for our elite players</b></p>	<ul style="list-style-type: none"> <li>○ Work with all National Team players to identify their ambitions for coaching, refereeing, administrative support or professional development within the game</li> <li>○ Support our elite players with the development of their individual footballing career plans</li> </ul>	<ul style="list-style-type: none"> <li>○ Assist in the development of personalised career plans for retiring players national team players on an ongoing basis</li> </ul>
<p><b>Increase the quantity and quality of our female coaches, referees and administrators</b></p>	<ul style="list-style-type: none"> <li>○ Systematically increase the number and quality of our female coaches</li> <li>○ Systematically increase the numbers of female referees working within the game</li> <li>○ Improve the gender balance of staff working within GFF and within the GFF ExCo and its committee structure</li> </ul>	<ul style="list-style-type: none"> <li>○ Develop the following number and level of female coaches by 2024: 1 Pro licence    3 B Licence 3 A Licence    13 C Licence</li> <li>○ Increase the number of female referees by 50% by 2024</li> <li>○ Improve the ratio of male: female staff across GFF</li> </ul>
<p><b>Enable all female coaches to access ongoing support from individuals and networks across the game</b></p>	<ul style="list-style-type: none"> <li>○ Establish a structured programme of mentoring for all female coaches and establish a peer-to-peer learning and development network within the women's game</li> </ul>	<ul style="list-style-type: none"> <li>○ Pilot the new mentoring structure in 2021 and fully embedded it by 2024</li> <li>○ Launch our female peer to peer learning and development network by 2022</li> </ul>
<p><b>Embed greater female involvement into our elite club structure</b></p>	<ul style="list-style-type: none"> <li>○ Enhance the presence of female coaches within elite club development</li> <li>○ Provide a voice in promoting mixed gender representation in referee roles</li> </ul>	<ul style="list-style-type: none"> <li>○ At least 25% of elite clubs to have a female coach for the women's team</li> <li>○ Female coaches to represent at least 25% of the workforce within all elite club structures</li> </ul>
<p><b>Use the new club licencing scheme to improve safeguarding at all levels of the game</b></p>	<ul style="list-style-type: none"> <li>○ Implement and share the GFF safeguarding policy with the clubs and academies, to encourage them to also implement it or develop their own policy</li> <li>○ Assign a GFF lead for child safeguarding in the women and girls' game</li> <li>○ Develop and implement a whistle-blowing channel for the reporting purposes</li> <li>○ Embed safeguarding as part of the coach/volunteer recruitment system</li> </ul>	<ul style="list-style-type: none"> <li>○ Ensure all clubs and academies have a safeguarding policy in place by 2024</li> <li>○ Have a child safeguarding lead for women and girls' football at GFF by 2022</li> <li>○ Implement and promote a whistle blowing channel for effective reporting by 2024</li> <li>○ Embed safeguarding in all coaching and volunteer recruitment processes by 2022</li> </ul>

*We will*

# ELITE CLUBS AND NATIONAL TEAM

Although we may not fully see the results of our efforts within this strategy period, it is really important for us to establish an aspirational target for all our players. We want every girl in Georgia to dream about playing for the national team, and for our national team to produce performances our nation can be proud of. We want all football fans to support women's clubs with the same passion as their men's team and to be excited about the prospect of an upcoming women's international match.

## WE WILL DREAM ABOUT SUCCESS - WE WILL DELIVER NATIONAL PRIDE

OUR

### COMMITMENT

We will work towards a long-term target for success and build a sense of national pride.

### CHALLENGE

Players and fans will always want early success. Whilst this may not be possible in the early stages of our strategy, we can still provide a clear demonstration of our commitment and dedication to improve. We will strive to make our nation proud of the progress we make and our commitment to success. Through our work we must:

- Support our elite clubs to establish and develop the women's game.
- Implement club standards to govern the responsible and long-term development of the women's game.
- Instil a high-performance culture into the development of our women's national A team.
- Create international opportunities allowing our international women's teams to benchmark themselves.



We will

Goal - What we will do	Objective - How we will do it	KPI'S - How we will measure our impact
<p><b>Improve the quality and number of opportunities for women and girls within competitive club football</b></p>	<ul style="list-style-type: none"> <li>○ Expand the number of elite women's clubs</li> <li>○ Raise standards of competition by developing our women's league structure</li> <li>○ Strengthen the depth and quality of clubs through the introduction of lower age teams</li> </ul>	<ul style="list-style-type: none"> <li>○ Increase the number of women's clubs from 14 to 20 by 2024</li> <li>○ Establish a 1st and 2nd league to replace the existing single league by 2022</li> <li>○ Encourage and incentivise clubs to have at least one women's team within their club structure</li> <li>○ Encourage and incentivise all women's clubs to have a range of age-group teams e.g. U15, U17, U19</li> </ul>
<p><b>Expose our elite clubs to enhanced competition</b></p>	<ul style="list-style-type: none"> <li>○ Support UEFA's efforts to enhance the quality of national association league structures</li> </ul>	<ul style="list-style-type: none"> <li>○ Work with UEFA on the ongoing development of our women's league structure</li> </ul>
<p><b>Build strength in depth within our national team structure</b></p>	<ul style="list-style-type: none"> <li>○ Increase the numbers of elite women players within our national A team structure</li> <li>○ Enhance our international scouting programme to ensure that all elite women playing abroad have the opportunity to engage with the National team set up</li> </ul>	<ul style="list-style-type: none"> <li>○ Increase the number of elite women players within our national A team structure from 30 players to 70 players by 2024</li> <li>○ Establish an international talent scouting and tracking system by 2022</li> </ul>
<p><b>Improve the international competitive experience of our international players</b></p>	<ul style="list-style-type: none"> <li>○ Bid to host one women's age group championship within the strategy period</li> <li>○ Work with UEFA and other nations to establish a consistent programme of competitive friendlies for the National women's A team, the U19 and U17's</li> </ul>	<ul style="list-style-type: none"> <li>○ Bid to host one international women's championship by 2024</li> <li>○ Deliver an enhanced programme of competitive friendlies for all our national teams on an ongoing basis</li> </ul>
<p><b>Realise our international potential</b></p>	<ul style="list-style-type: none"> <li>○ Improve the profile and performance of our Women's A National Team</li> </ul>	<ul style="list-style-type: none"> <li>○ Improve the ranking of our Women's National Team from 114 to inside the top 100 by 2024</li> </ul>
<p><b>Create an environment where our elite women's players can adopt football as a career</b></p>	<ul style="list-style-type: none"> <li>○ Work with our top clubs to enhance the career and salary opportunities for our elite women players</li> <li>○ Work with our clubs to establish paid female coaching and administrative roles</li> </ul>	<ul style="list-style-type: none"> <li>○ Establish a defined career pathway for elite women's players and launch a U15 national team as a key part of this pathway by 2024</li> </ul>

# REVENUES

The global and meteoric rise of women's football has made it a highly desirable and commercially valuable asset. Through the development of our strategy, we will ensure that we join other nations and ride the crest of this very exciting wave. Focusing on all aspects of the game, we will build opportunities for our players, clubs, and national teams.

**WE WILL MAKE INVESTING IN THE WOMEN'S GAME AN UNAVOIDABLY EASY DECISION**

OWF

## COMMITMENT

We will work with partners throughout Georgia to establish sustainable investment in women's and girls' football.

## CHALLENGE

Many partners are yet to recognise the commercial and social power of women's football. Through inspirational communications we will ensure these perceptions are changed. Through our work we must:

- Demonstrate the broad social impact of women and girl's football.
- Build new partnerships with commercial organisations who focus on women and girls.
- Establish our role models as icons within society.
- Clearly demonstrate the business case for women and girl's football.
- Generate sufficient funds to sustain all aspects of our strategic work.





We will

**Goal - What we will do**

**Objective - How we will do it**

**KPI'S - How we will measure our impact**

**Support our women's clubs to become sustainable**

- Work with the municipalities to encourage investment into the development and sustainability of women's clubs
- Provide business development advice and guidance to women's clubs

- Work with key community, national and international partners on an ongoing basis to help build our clubs sustain all aspects of our strategic work

**Establish the Women's game as a compelling commercial proposition**

- Launch a new brand for the women's league and cup in collaboration with the UEFA Grow programme
- Use our enhanced women's league structure to achieve centralised league sponsors
- Utilise the UEFA SROI survey result to spotlight the social and health benefits of women and girls' football and use this to attract partners for We Play Strong environments
- Create a compelling commercial inventory for the Women's National Team and regional academies structure

- Launch new branding for the women's league and cup in 2021
- Seek to secure a Women's commercial league partner by 2022
- Seek to secure women's community partnerships on an ongoing basis from 2022
- Seek to secure Women's National Team and regional academies structure partners on an ongoing basis from 2022

**Convert curiosity and interest for the women's game into passion, excitement and ultimately engagement**

- Use GFF TV to promote the women's game
- Establish a women's unit in GFF and increase GFF resource available for the communication of women's football

- Live stream women's elite club and international matches on GFF TV from June 2021 - Live stream 1 match per week by 2024
- Have a GFF women's unit with a dedicated women's communications offer in place by 2022

**Continue to build on the unique strengths of the women's game**

- Build a new fan experience surrounding the women's game focusing on family spirit and family friendly activities

- Pilot new fan-based experience events at elite women's matches within 2021/22 and utilise best practice in subsequent years to encourage greater fan engagement

# GUIDING PRINCIPLES

To ensure high levels of consistency and quality across all of our pillars throughout this strategic period, our efforts will be structured through the implementation of three key guiding principles.

**COMMUNICATION** – Consistency and clarity will be the ingredients for success with regards to effective communication throughout this strategic period.

**As part of this principle we look forward to:**

Developing our internal structures and stakeholder stewardship plans.

**ACCOUNTABILITY** – Across all areas of the game, we will be clear in the roles and responsibilities required to deliver the ambitious goals we have set.

**As part of this principle we look forward to:**

Working with several individuals and groups as we all have a part to play in women's football and its growth across Georgia.

**IMPACT** – Monitoring and evaluating our activities will be instrumental in telling our strategic story and the key performance indicators we have set provide a clear roadmap for us to follow to achieve the impact we have in mind. Shaping our work to be more impact-driven will enable us to be efficient and effective in our decisions.

**As part of this principle we look forward to:**

Working with all our stakeholders to develop the data and insight we will need to tell our story.

We would like to thank all the partners and stakeholders in the women's and girls' game. Their input is vital to grow and sustain the game. Such organisations include 'internal' partners to the game such as all the clubs and Regional Federations. 'External' non-commercial partners include educational institutions and of course, the various government departments and agencies, whose participation in the girls' and women's game can play a significant role.





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