



MORE WOMEN, MORE GOALS

MACEDONIA WOMEN'S FOOTBALL STRATEGY

2021 - 2025

FOREWORD

Over the last decade women's football has established itself as a global phenomenon. Levels of public interest have reached all time highs and new super star role models are emerging every day. Commercial partners are growing increasingly eager to invest as are many of the world's leading clubs who are developing talent development systems comparable to the men's game.

Through the launch of our new women's football strategy, **MORE WOMEN, MORE GOALS** we want to ensure that FFM is not only seen as an enthusiastic and innovative contributor, but is also backing this up with real action. Through the implementation of our strategy, we want to establish women's football as the number one sporting choice in our country for women and girls.

We want to use inspirational promotion to make the game appealing and accessible and through this breakdown any cultural or practical barriers that may exist. We want any girl dreaming of playing for our national team to feel confident that their talent will be spotted and that the necessary coaching opportunities will be available to support their development. Through our work we want to build an aspirational, challenging, and developmental competition structure, that is both great for the players but equally enjoyable for those wanting to support. At the pinnacle, we want to develop and support an ambitious national team structure that is positively challenging to get into and competitive on a European and World stage. To accelerate our development, we want to encourage the media and commercial partners within our country

to get behind our mission. As an examination of our peers clearly demonstrates that we can achieve much more if we work as a team.

Women's football is so much more than elite performance. By increasing our levels of participation, we can support many societal issues. We can improve levels of physical fitness, raise levels of self-esteem, create new employment opportunities, and overcome historic misconceptions relating to women's participation in sport.

As the Vice-President of our federation, I am extremely proud to help champion this strategy. I along with my colleagues are committed to playing our full part in the development of the women's game and to ensuring we are so much more than just a spectator as part of this growing movement.

MORE WOMEN – MORE GOALS

LAZAR RAKIDZIEV

Vice President



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VISION, MISSION AND VALUES

OUR VISION

We will establish football as the number one sport for women and girls in Macedonia

OUR MISSION

We will deliver opportunity and innovation, enabling all women and girls to enjoy, develop and perform

OUR VALUES

We will deliver our work through:

- Inspiration
- Empowerment
- Courage
- Leadership
- Equality
- Pride



INTRODUCTION

Through the development, launch and implementation of our 2021 – 2025 women’s football strategy **MORE WOMEN - MORE GOALS**, we are committed to empowering all women and girls living in Macedonia to engage in football, to follow their dreams and to fulfil their potential.

This strategy is all about positive action. Working through the five strategic pillars of, visibility and perception, participation, competition systems, national teams, and revenues we intend to build and strengthen a long term and sustainable national structure for women’s and girl’s football. This however will not happen through our own efforts alone. To fully realise our potential, we will need to continue to collaborate with many different partners, including our clubs, our schools, the government and municipalities, the media, and commercial partners. We all have an important role to play in the development of women’s football as the number one female sport in Macedonia and we hope that this strategy helps to inspire continuing support and engagement.

In developing this strategy, we are aiming to be courageous. We have developed specific goals, objectives and actions and we have been transparent in the promotion of the impact we intend to deliver. Whilst we are unlikely to be successful in every area, we hope that this bold approach provides a very clear statement of intent.

To further support the growth of the women’s game we will invest in building the key elements that underpin a growth in participation. We will expand the quality and quantity of our female coaches and referees.

We will create greater access to our football infrastructure and through this seek to overcome barriers that have historically prevented women’s engagement. At a federation level we will ensure that women have an equal opportunity to access our governance structure and key roles within our staff team.

Through the launch of this strategy, we intend to position our country as a key contributor in the world of women’s football. Through our efforts we want to ensure everyone in Macedonia can be proud and excited by the future rise in women’s football.

The development of this strategy has been a team approach. Through the involvement, of our own players, coaches, clubs, commercial and media partners, to the UEFA Grow team, we have left no stone unturned. We have continually challenged ourselves to think and act differently. I would like to thank all of these partners for their tremendous efforts and state how much we are looking forward to working with them in the coming years.

Let’s all enjoy and be proud of **MORE WOMEN – MORE GOALS**



FILIP POPOVSKI
General Secretary



WOMEN'S FOOTBALL IN MACEDONIA - A STATE OF PLAY

With a great aspiration to grow the women's game, we must realise and celebrate that we are not starting from an empty base. Now we have established a presence in all corners of the country, our focus is on growing the quality of this presence to offer the best possible opportunities for all women and girls wanting to play a part in football.



38 WOMEN'S FOOTBALL CLUBS



43

**FEMALE UEFA COACHES
[5% OF ALL LICENSED COACHES]**



931

**TOTAL
UEFA COACHES**



67

**FEMALE REFEREES
[7% OF ALL REFEREES]**



954

**TOTAL
REFEREES**



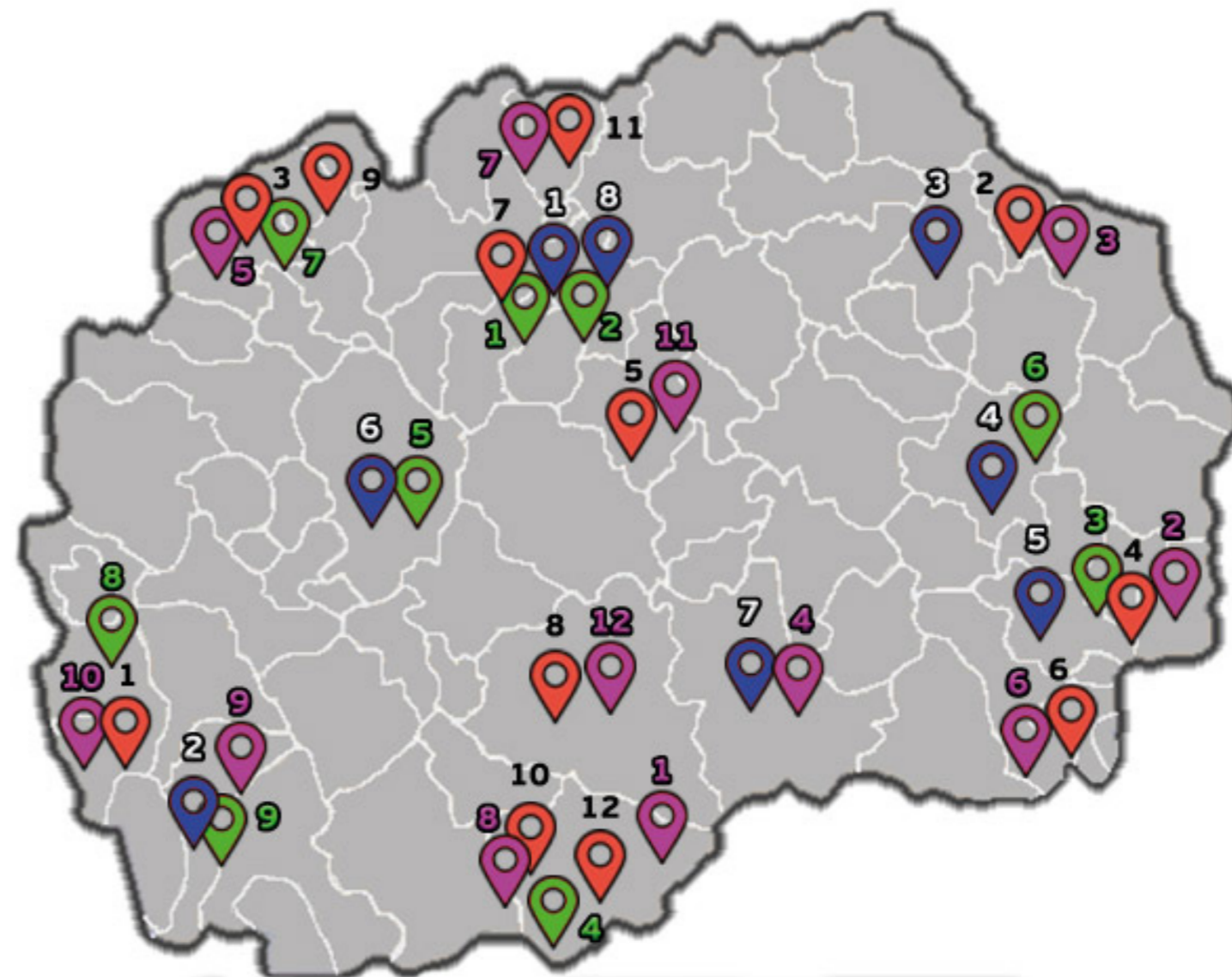
1,505

**REGISTERED FEMALE PLAYERS
[4% OF ALL PLAYERS]**



34,429

**TOTAL
REGISTERED PLAYERS**



First Women's League

1. WFC ASS UNITED, Struga
2. WFC Kamenica SASA
3. WFC Ljuboten, Tetovo
4. WFC Tiverija, Strumica
5. WFC Borec, Veles
6. WFC SC ISTATOV 2015, Nov Dojran

7. WFC SKOPJE 2014, Skopje
8. WFC DESPINA, Prilep
9. WFC SHKENDIJA, Tetovo
10. WFC TOP GOL, Bitola
11. WFC RECHICA, Rechica
12. WFC ATLETIKO, Bitola

Second Women's League

1. WFC DZI - DZI, Skopje
2. WFC BILJANINI IZVORI, Ohrid
3. WFC KOCHANI, Kochani
4. WFC PLACHKOVICA, Radovish
5. WFC POBEDA, Valandovo
6. WFC PORECHE 2015, Makedonski Brod
7. WFC TIKVESHANKI, Kavadarci

Women's U16 League

1. WFC ATLETIKO, Bitola
2. WFC TIVERIJA, Strumica
3. WFC KAMENICA SASA, Makedonska Kamenica
4. WFC TIKVESHANKI, Kavadarci
5. WFC LJUBOTEN, Tetovo
6. WFC SC ISTATOV, Nov Dojran
7. WFC RECHICA, Rechica
8. WFC TOP GOL, Bitola
9. WFC BILJANINI IZVORI, Ohrid
10. WFC ASS UNITED, Struga
11. WFC BOREC, Veles
12. WFC DESPINA, Prilep

Women's U14 League

1. WFC KUL ZDRAVJE, Skopje
2. WFC SKOPJE 2014, Skopje
3. WFC TIVERIJA, Strumica
4. WFC TOP GOL, Bitola
5. WFC PORECHE 2015, Makedonski Brod
6. WFC PLACKOVICA, Radovish
7. WFC LJUBOTEN, Tetovo
8. WFC ASS UNITED, Struga
9. WFC BILJANINI IZVORI, Ohrid

MORE WOMEN, MORE GOALS - AN OVERVIEW

Our strategy, 'More Women, More Goals', consists of 5 strategic pillars and 30 objectives to help deliver our strategic aspirations for women's football by 2025.

VISIBILITY AND PERCEPTION

Breaking down barriers - We will establish women and girl's football as one of the best and most exciting sporting choices for females in Macedonia

PARTICIPATION

Providing opportunity - We will establish football as an exciting, inclusive, welcoming, and safe sport for all Macedonian women and girls

COMPETITION SYSTEMS

Unlocking potential - We will create a sequential and developmental pathway of recreational and elite competition for all women and girls who wish to compete

Each strategic pillar has a commitment statement, to help guide our work, and provide clarity in our efforts in: breaking down barriers, providing platforms, unlocking potential, inspiring our nation and building for the future in all what we do.

NATIONAL TEAMS

Inspiring our nation - We will establish a vibrant and aspirational elite talent development pathway for all women and girls who have a dream of competing for Macedonia

REVENUES

Building for the future - We will establish women's football as a compelling, exciting, and visionary sport within Macedonia and engage with the many partners who share this vision



VISIBILITY AND PERCEPTION



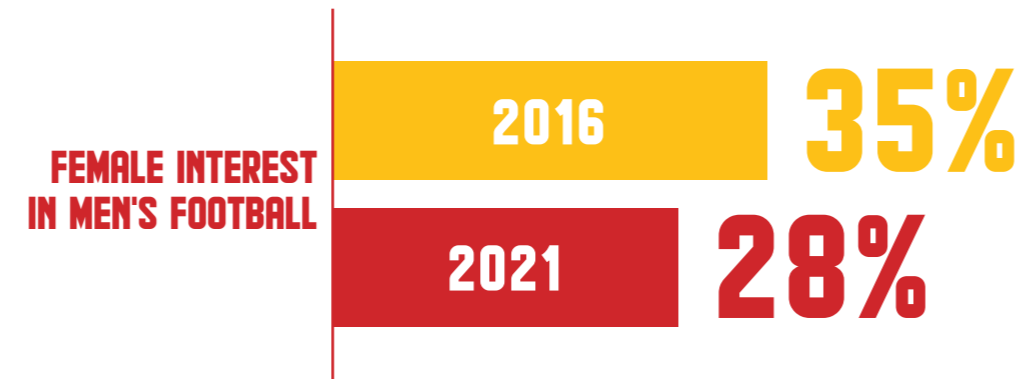
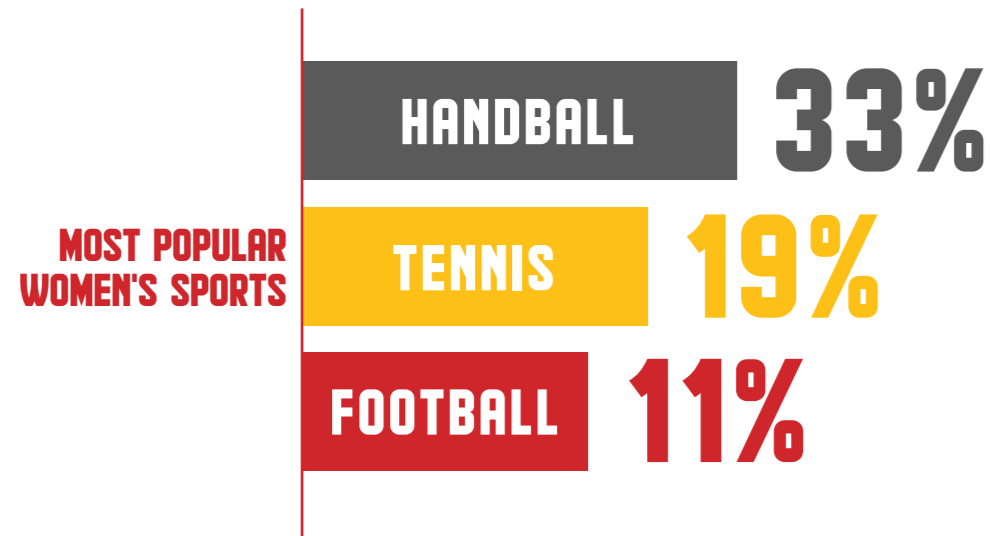
Little is known or understood about women's football in Macedonia at the current time, so interest in this exciting area of our game unfortunately remains at a relatively low level. Whilst this might be viewed as a negative situation, we believe it represents an incredible opportunity. Women's football on a global scale has consistently demonstrated how quickly interest and engagement can be generated when a nation embarks on a concerted marketing and communications campaign to build the visibility and perception of the game.

Improvements in elite play become visible very quickly, as does the profile of the female players who often become societal superstars. To achieve this, however, is not without its challenges. Many people will see football as a male sport and question the appropriateness of women's involvement. Similarly, many young girls may highlight the lack of accessible and suitable playing environments and long-term career opportunities as a reason for them not to engage. FFM fully understands that the development of the women's game will not be easy, however, we welcome and embrace this challenge and draw great confidence from the many incredibly successful case studies from around the world. FFM is committed to promoting Women's football, ensuring it is welcoming, equitable, safe, and relevant for all women and girls in Macedonia.



STATE OF PLAY

Looking back over the past 5 years to reflect on the development journey women's football has been on, research was conducted on the interest and image of the women's game. It is clear across the data that we have some big challenges to overcome as part of this strategic period, but we look forward to working more closely with both our national and international stakeholders, such as those across the media to help develop these perceptions in enhancing public knowledge of women's football as a fantastic sport and highlighting the benefits it can provide.



GOAL 1

We will establish women and girl's football as one of the best and most exciting sporting choices for females in Macedonia.

We will achieve this through the delivery of the following objectives and actions:

OBJECTIVE

We will work with the media to expand awareness of women's football throughout Macedonia.

ACTION

Organise media round table forums dedicated to raising awareness of women's football

Provide the media with access to our national team players, encouraging them to build profiles based on both playing and lifestyle living

IMPACT

Stage a minimum of 1 round table forum with key media figures each year during the period 2022 – 2025

Secure a minimum of 1 women's football related news story in the national media per month

OBJECTIVE

We will expand the promotion of women's football within our digital and social media channels

ACTION

Increase the profile of women's football within the FFM website, providing information on playing opportunities, clubs, and inspirational players

Increase the coverage of women's football on our social media channels to stimulate interest and dialogue

IMPACT

Launch dedicated women's football content by Q2 2022

Deliver an annual 50% increase in the coverage of women's football on our social media channels

OBJECTIVE

We will ensure women's football is normalised within education and society

ACTION

Work with the government's education departments to embed women's football into curriculum and community sports programmes

IMPACT

Work with our government to expand women's football in the primary national curriculum by 2023

OBJECTIVE

We will help parents recognise the positive social and physical benefits associated with their daughter's playing football

ACTION

Develop and deliver an ongoing information campaign (digital and media coverage) featuring women's football ambassadors

We will promote sector leading research explaining the positive health and wellbeing attributes of women's football

IMPACT

Launch our campaign by Q2 2022 and deliver ongoing content throughout the strategy period

OBJECTIVE

We will establish our current and future female national team players as role models within our regions, using their image and life stories to inspire the next generation of players

ACTION

Deliver an annual programme of inspirational women's football roadshows within primary and secondary schools across Macedonia

Create a visible profile for women's national team players, establishing them as national and local role models

IMPACT

Deliver 4 roadshows with national team players per year in the period 2022 - 2025

OBJECTIVE

We will undertake academic research to better understand the reasons for girls dropping out of football – using this insight to adapt and improve the playing opportunities of our young girls

ACTION

Establish relationships with a minimum of one Macedonian University to develop a research programme that will examine participation trends throughout the strategy period

Work with UEFA and FIFA to identify key international academic studies to support our learning

IMPACT

Initiate research project by Q3 2022

Develop international benchmarks to chart our progress by Q1 2023





PARTICIPATION

Women's football became a real focus of FFM in 2001 - 2002 following the interest shown by the clubs that already worked with girls and the increased support that became available for women's football development from FIFA and UEFA, emphasising the growth of this side of the game as a real priority moving forward.

Since then, incremental but relatively modest progress has been made for this part of the game. Over this twenty-year period, the development of the women's game across Macedonia has primarily focused on building the elite environment in the first instance. Consequently, there is a national team structure which is supported by a small but well qualified network of coaching staff. Currently feeding into this structure, is a limited base of participation, with female players representing just 4% of all registered players across FFM. Additionally, there is a fragmented competitive structure and evolving club structure. Whilst the women's game has pockets of activity throughout Macedonia, participation levels are influenced by the scale of available choice and competition for leisure time, particularly in the highly populated urban areas. Culturally, women's participation within football is consistently questioned on the basis of physicality and suitability. In addition to this, the lack of a career pathway within the women's game makes it difficult for many to justify a sustained involvement. Whilst these challenges may appear great, the latent demand for women and girl's football, across all roles of playing, coaching and officiating, is at an all-time high, and therefore a concerted effort on the game's development will deliver exceptional levels of growth.



STATE OF PLAY

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Demographic of registered players, showing a significant drop-out of female players currently aged 18-20

Year	81-95	'96	'97	'98	'99	'00	'01	'02	'03	'04	'05	'06	'07	'08	'09	'10	'11	'12	Total
Female Players	90	19	22	31	53	65	95	138	204	237	187	153	107	55	28	12	8	1	1,505



GOAL 2

We will establish football as an exciting, inclusive, welcoming, and safe sport for all Macedonian women and girls.

We will achieve this through the delivery of the following objectives and actions:

OBJECTIVE

We will establish a sequential and developmental grassroots pathway for primary and secondary schools' girls wishing to play football

ACTION

Develop and promote technical resources to support schoolteachers in their delivery of girl's football

Stimulate the creation of women's clubs / sections in primary and secondary schools through cooperation with the Federation of School sport

IMPACT

Launch our education programme in Q1 2022

Facilitate bilateral meetings with the Federation of School Sport before Q2 2022

OBJECTIVE

We will work with our stakeholders and the general population to break down cultural barriers to female involvement within football

ACTION

Identify and appoint a network of regional women's football coordinators

Design an education programme to support our regional women's coordinators in the delivery of their work

Through our women's football coordinators, raise the awareness and interest in women's football through the delivery of regional promotional campaigns

IMPACT

Identify and appoint a women's football coordinator within each region by Q2 2022

Implement the women's coordinator education programme from Q2 2022

Deliver an annual programme of awareness campaigns from Q3 2022

OBJECTIVE

We will triple the number of girls actively engaged and retained in Macedonian football

ACTION

Stimulate interest and involvement of girls through the provision of grassroots girl's football festivals

Underpin our football festivals programme with the establishment of sustainable regional training programmes

IMPACT

Promote an annual calendar of festival events and deliver 10 girl's football festivals per year from Q3 2022 (9 regional and 1 nationwide)

Establish a sustainable regional training programme from Q1 2023

OBJECTIVE

We will support our club structure in the establishment of school club links and the development and integration of women's sections/teams

ACTION

Facilitate introductions and linkage between our school's programme and local clubs

Provide education to our clubs, helping them to attract and retain new female players

IMPACT

Establish a minimum of 20 school to club links per annum from 2023

Ensure all clubs have received education and training in the provision of women's football by 2025

OBJECTIVE

We will support the women's club structure in their growth and development, ensuring all women and girls gain a high-quality coaching and playing experience

ACTION

Deliver campaigns to encourage more women (particularly ex-players) to take up coaching or refereeing

Support the clubs with coach development courses with an emphasis on women coaches

Expand the number of coaching courses provided and ensure that a growing % of candidates are women

Expand the number of refereeing courses provided and ensure that a growing % of candidates are women

Work with other national associations to significantly develop the number and skills of female coaches in Macedonia

IMPACT

Launch female coaching and refereeing campaign in Q3 2022

Develop a new women's coach curriculum with the support of the Federation's educational centre by 2022 and delivery of courses once per year in the period 2022 - 2025

Look to qualify a minimum of 10 new female coaches per year between 2022 and 2025

Aim for all coach education courses to have a minimum of 10% of female candidates

Look to qualify a minimum of 10 new female referees per year between 2022 and 2025


Aim for all referee education courses to have a minimum of 10% of female candidates

Initiate partnerships with other national associations from Q3 2022 to deliver a programme of women's coach seminars





COMPETITION SYSTEMS



Over the last few years and through the direct financial support of FFM, the women's first division has grown in scale and quality. Although some clubs share the name of elite men's clubs, none are formally connected. Consequently, investment in coaching and infrastructure is at a significantly lower level and female players find it difficult to gain access to suitable and equivalent playing surfaces.

Within the grassroots game, younger girls gain access to competition through mixed children's leagues, however, provision for youth players is more diluted with only three developing youth leagues to provide the next step on the competitive pathway. After the age of 14, there is a significant gap in provision between recreational and elite competition. As a result, a great number of girls leave the sport at this point due to a lack of competitive opportunities, in addition to the obvious lack of a recognised career pathway within the women's game. Due to this, many young players currently struggle to justify a sustained involvement in football. As part of this new strategy, FFM will look to influence the level of competitive opportunities available to make playing and competing in football an easy option for all women and girls to pursue should they wish to.

STATE OF PLAY



YOUTH U15 A LEAGUE TEAMS



YOUTH U15 B LEAGUE TEAMS



YOUTH U13 LEAGUE TEAMS



WOMEN'S LEAGUE
2019/20: 14 CLUBS
2020/21: 16 CLUBS



GOAL 3

We will create a sequential and developmental pathway of recreational and elite competition for all women and girls who wish to compete.

We will achieve this through the delivery of the following objectives and actions:

OBJECTIVE

We will improve the quality of competition in our first league by reducing the numbers of participating clubs from 16 to 12 and by establishing a vibrant second league with competitive relegation and promotion

ACTION

Establish a new 1st Women's League format with the 12 top ranked clubs

Create a Women's 2nd League with at least 10 teams

IMPACT

Launch of new Women's 1st League starting from 2021/22 season

Launch of new Women's 2nd League starting from 2021/22 season

OBJECTIVE

We will use our regulatory system to protect and retain our younger female players

ACTION

Implement new competition regulations to reduce the frequency of our younger female players competing in older age group competition

IMPACT

New regulations implemented for the First Women's League for the 2021/22 season

OBJECTIVE

We will strengthen and develop our youth competitions to reduce drop out and support the transitional periods between child, youth and adult women and girls' football

ACTION

Create more competitions in the form of regional youth leagues for girls across the country, providing more opportunities to progress through competitions and training programmes

Organise educational events for our clubs and regions to help overcome traditional barriers associated with women's football

IMPACT

Launch new league structure from Q3 2023

Deliver regional and club training sessions from Q2 2022

OBJECTIVE

We will expand the delivery of Futsal within the women's game to deliver greater flexibility and choice for current and new female players

ACTION

Establish a senior women's futsal league which will be delivered in a winter and summer format to coincide with the winter and summer breaks of the 1st Women's Football League

IMPACT

Launch the new women's futsal league by the start of the 2023/2024 season

OBJECTIVE

We will deliver a women's football competitive structure that instils belief amongst our players and equips them with the skills to qualify for the UEFA Women's Champions League

ACTION

Progressively enhance our women's competitive structure to deliver improved standards of play better equipping our players with exposure to high level competition

IMPACT

Implement a new league structure from the start of the 2021/2022 season

Ensure one Macedonian women's club reaches the group stage of the Women's Champion's League by the start of the 2024/2025 season

OBJECTIVE

We will develop a new FFM women's club licencing system to improve the quality of opportunity and experience for our female players

ACTION

Establish obligatory women's club licencing criteria to ensure:

- Every woman's club has a minimum of 1 licenced female coach in place as the first or assistant coach
- Every elite woman's club has dedicated female club changing/toilet facilities for women

IMPACT

Establish and implement a new club licencing system for Women Clubs for the season 2022/23

OBJECTIVE

We will support clubs with the development of a localised player pathway of different age group teams

ACTION

Develop a national women's club development plan to support and monitor the development of the women's game

IMPACT

Implement a national women's club development plan from Q2 2022

OBJECTIVE

We will work with all women's clubs to encourage additional investment and enhance the quality of coaching and administration

ACTION

Deliver regular workshops and information sessions with club owners and administrators in order to support them in their aspiration for women's club development

IMPACT

Deliver a minimum of 1 national workshop per year for club owners and administrators in the period 2022 – 2025



NATIONAL TEAMS

Only a short time ago it seemed like a distant dream that a Macedonian senior international men's team would be competing on the most prestigious European stage; however, this is now very real. Using this momentum as the springboard for development, FFM is committed to supporting the women's team to achieve a similar level of performance.

We appreciate that bringing this ambition to life will take a number of years, however, we now have a proven blueprint to follow and an intrinsic confidence that they can make this ambition a reality. To deliver on this commitment, we will look to solve a number of developmental challenges. Firstly, the participation pillar will need to significantly increase the numbers of women and girls playing competitive football. Having achieved participation growth, we will then need to overcome the cultural and economic barriers that see many more girls than boys drop out of football once they reach their teenage years. Whilst working with women who are already within the senior age groups is important and must be supported, this strategic plan will give prioritised focus to the younger age groups, so a greater volume of players can be generated for future national team places and competition. Underpinning this approach, it will be vital to encourage senior players to join and develop a highly qualified and inspirational female coaching workforce once their careers draw to a close. As with many other strategic pillars in the women's strategy, the development and strengthening of the women's club structure, together with its related infrastructure, also represent key drivers of success for all our national teams.

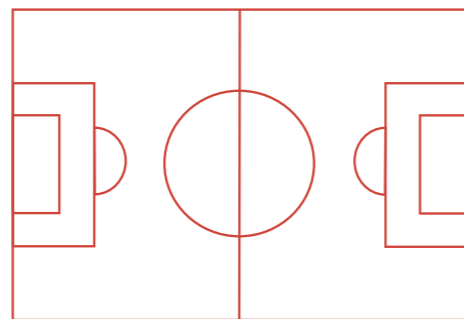
STATE OF PLAY



**3 TEAMS
A, U19 AND U17**

7 MAY 2005

**FIRST
OFFICIAL
GAME**



**54 OFFICIAL QUALIFICATION MATCHES
WOMEN'S A NATIONAL TEAM
5W - 4D - 45L**

5 - 1

**BIGGEST WIN
VS LUXEMBOURG
[STRUMICA, MACEDONIA: 5 MARCH 2011]**

A TEAM RANKING: 131

GOAL 4

We will establish a vibrant and aspirational elite talent development pathway for all women and girls who have a dream of competing for Macedonia

We will achieve this through the delivery of the following objectives and actions:

OBJECTIVE

We will develop a women and girl's scouting system, ensuring all talented performers from the age of 7 have an opportunity to be identified and supported

ACTION

Through the appointment of regional women's coordinators, embed a new programme of regional scouting

IMPACT

Launch new scouting system in Q2 2022

OBJECTIVE

We will expand the scale of women's football through the development and integration of women's football into our current club structure

ACTION

Work with our existing male and female clubs (either through a merger or creation of new clubs) to expand the numbers and quality of women's football clubs

IMPACT

Ensure that a minimum of 25% of all 1st and 2nd league clubs have a women's club structure by 2025

OBJECTIVE

We will replicate the success of our current male academy structure within the women's game

ACTION

Develop a minimum of 1 female only academy to support the development of our regional talent

Undertake an ongoing needs analysis regarding future provision

IMPACT

Establish the first FFM academy for girls by Q2 2024

OBJECTIVE

We will create an U15 women's age group team and a senior women's Futsal national team

ACTION

Establish an U15 women's national team and U15 Futsal team

Establish a senior national A Futsal team

IMPACT

Formation of team to take place within the 2023/2024 season

Formation of team to take place within the 2023/2024 season

OBJECTIVE

We will embed a high-performance culture for our U17, U19 and senior women's teams

ACTION

Replicate the best practice of our National Men's team within the development and preparation of our Women's U17, U19 and Senior A national teams

IMPACT

Deliver an enhanced women's performance programme between 2022 and 2025

OBJECTIVE

We will create a database of matches of National Teams / both official and friendlies played in the period 2003 – to date

ACTION

Make use of the COMET registration system as a single data point of records related to women's football National Teams

IMPACT

Populate the women's National Teams database starting from Q1 2022





НАЈДОБРИ

ВО МАКЕДОНСКИОТ ФУДБАЛ

ФУДБАЛСКА ФЕДЕРАЦИЈА НА МАКЕДОНИЈА

2018/2019

REVENUES

НАЈДОБРИ
ВО МАКЕДОНСКИОТ ФУДБАЛ
ФУДБАЛСКА ФЕДЕРАЦИЈА НА МАКЕДОНИЈА

Prior to the first Women's World Cup final hosted in China in 1991, commercial and partnership investment in Women's football was almost non-existent. In 2021, the situation is totally different, with women's football providing a new and exciting opportunity to be engaging with.

Women's football has firmly established itself as a truly global sport and is now viewed by many corporate organisations as the perfect opportunity to progress their marketing campaigns. Additionally, women's football has become something much deeper and more meaningful within the commercial landscape. Women's football is now widely used to demonstrate female empowerment and to fundamentally change gender stereotypes. Female players have now become societal role models rather than just sports personalities. Although the commercial status of the women's game in Macedonia is at the start of this journey, we have big ambitions for the development of the women's game. Through this approach, we are eager to develop long-term and sustainable solutions by diversifying our income with sophisticated partners who share this exciting dream.



STATE OF PLAY

Our strategy development conversations in this area has led us to investigate the possibilities of revenue generation for the women's game on a global scale, and the few examples provided below demonstrate the scale of opportunity and interest we are looking forward to exploring further as part of this new strategy.

“Increasing popularity and changing social attitudes are driving demand for unbundling women's football rights from the men's equivalent thereby boosting overall commercial revenues in the women's game. In four of the top women's leagues (France, Germany, UK, USA), 60% of teams have a front-of-shirt sponsor that is different to the men's equivalent. As clubs, rights holders and potential commercial partners recognise the financial benefits of unbundling, it is expected that this will rise to 100% by the time of the 2023 Women's World Cup.” [Deloitte](#)

In December 2018, Visa signed a seven-year deal to become the first ever sponsor of UEFA women's football, becoming the main partner of flagship events such as the UEFA Women's Champions League and the UEFA Women's European Championship.

In March 2019, Nike signed a five-year exclusive deal with UEFA Women's Football to supply their ball to all UEFA women's competitions.

Barclays are now the title sponsor of the FA Women's Super League in a multi-million pound sponsorship deal - the largest ever investment in UK women's sport by a brand.



GOAL 5

We will establish women's football as a compelling, exciting, and visionary sport within Macedonia and engage with the many partners who share this vision

We will achieve this through the delivery of the following objectives and actions:

OBJECTIVE

We will develop and launch a new brand for our Macedonian Women's League and our Women's National A Team

ACTION

Prepare a brand positioning for the new restructured 1st Women's League

Utilise our new Women's National Team brand to raise the profile and awareness of elite women's football in Macedonia

IMPACT

Launch our new brand positioning by Q1 2022

Deliver an ongoing communications and media campaign to raise the profile of the women's game through the period 2022 - 2025

OBJECTIVE

We will use a compelling commercial inventory to develop a family of commercial partners supporting the women's national teams and our broader national development programmes

ACTION

Emphasise the social benefit that women's football brings to the current FFM sponsors and inspire social responsibility support to women's football outside of the regular sponsorship contract

Incorporate women's football and our elite players into the wider FFM commercial partnership offering

Profile women's football competitions and national teams as standalone brands for attracting sponsors

IMPACT

Facilitate regular sponsor workshops with a specific focus on the women's game through the period 2022 - 2023

Prepare women's football sponsorship resources containing rights for the Women's 1st League, Women's cup, and Women's National team by Q3 2022

Look to secure a minimum of one significant commercial partner for each area of the women's commercial inventory by the start of the 2022/2023 season

OBJECTIVE

We will support the women's club structure in their efforts to secure commercial partners at a local level and assist clubs with the budget planning when receiving the funds from the WCL solidarity scheme

ACTION

Organise workshops with women's football clubs and with men's elite clubs that would like to support development of women's teams on the opportunities for securing sustainable finance for the growth of the women's game

Support the clubs in the successful implementation of club licensing system, related to the sporting, administrative, infrastructure, personal and financial criteria

IMPACT

Deliver 15 workshops in the period 2022 - 2025

Asses the needs of each club individually starting from Q3 2022

Bilateral meetings with at least 6 clubs annually in the period 2022 – 2025

Monitoring of the expenditure of received funds from the WCL solidarity scheme starting from Q3 2023

OBJECTIVE

We will significantly expand the broadcast and online coverage of the women's game

ACTION

Include women's football into FFM's broadcast rights sales

Raise the profile of the women's game through the broadcasting or live streaming of the national women's team and 1st league matches

IMPACT

Organise live stream for at least one women's league match per round on FFM TV platform for the 2021/22 season, increase the number of streamed matches for the following 3 seasons

Negotiate commercial broadcast partnerships for Women's A National Team for the cycle 2023 – 2025 (WEURO)



OUR PARTNERS

In the development of this strategy we were fortunate to have fantastic levels of engagement and contributions from across our football network in Macedonia.

As part of the strategy development sessions UEFA Grow helped facilitate, we had players, coaches, referees, fans, club representatives and prospective partners all contribute to the future direction of FFM and we cannot be more grateful for the support received. Your input ensured our objectives and actions reflected the greatest needs across all our strategic pillars and enabled us to prioritise the opportunities that will deliver the greatest impact.

We look forward to continuing our collaboration with the task of growing the women's game and we thank all partners in advance for their efforts, insight and engagement in helping us develop a greater environment for women and girls' football, in all corners of our country.



MORE WOMEN, MORE GOALS

MACEDONIA WOMEN'S FOOTBALL STRATEGY

2021 - 2025

