

FOOTBALL FOR THE NATION 2022-2025

http://fshf.org



GRASSROOTS EDUCATION NATIONAL COMPETITIONS NATIONAL TEAMS INFRASTRUCTURE WOMEN'S FOOTBALL GOOD GOVERNANCE PUBLIC RELATIONS SOCIAL RESPONSIBILITY

FOOTBALL FOR THE NATION









Dear friends,

Over the last decade, we have shared the privilege of watching football in Albania grow and evolve to the beloved sport it is today. We have had great pleasure in the role we have played in facilitating this evolution, but we know there is more that can be done. To build on this growth and provide further opportunities for our citizens to play, coach and watch football, this document presents a clear strategy for the next four years.

Although this strategy will provide an action plan for the next four years, its emphasis will be on providing the foundations for many years to come, with its focus on engaging more children in football, whilst also developing the necessary competitions and infrastructure to deliver the best football experience possible. In taking this approach, not only will we remain innovative and inclusive in our efforts, but we will also act with responsibility and integrity given the pivotal role our sport plays across the country.

Football for the Nation 2025 provides a pathway to assist players, coaches, spectators and volunteers in shaping Albania as an even greater football nation.

Despite standing proud of what we have achieved in recent years, from a playing perspective in qualifying for the Euro 2016 championships, and also from an infrastructure perspective with a new home for our national teams in the form of the Air Albania Stadium, this strategy will look to build even greater successes from these accomplishments.

Particularly in the case of women's football. With two women's teams being the first to grace the Air Albania Stadium turf for a competitive fixture, our commitment to growing this part of the game could not be any more clear. Football is no longer the property of men and we look forward to also implementing Football for the Nation 2025 as an educational tool on this topic, to support the separate women's strategy we are also excited to be sharing with you soon.

Football is a form of connection, from a generational aspect across Albania, but also with regards to our international partners and stakeholders across the world. Football for the Nation 2025 will look to galvanise these relationships and provide a collective commitment to the development of Albanian football. As part of this commitment, we will continue to listen, learn and appreciate the efforts of all our contributing stakeholders.

I could not be any more excited to enter this next strategic chapter with you all and I wish you the best of luck in all of your personal football endeavours as part of this journey.

PRESIDENT OF THE ALBANIAN FOOTBALL ASSOCIATION

CONTENTS

INTRODUCTION 5		
THE FSHF	JOURNEY TO DATE	7
THE FSHF	PURPOSE	11
BUILDING	A STRONGER FSHF	13
STRATEGY	Y OVERVIEW	15

GRASSROOTS	17
EDUCATION	25
NATIONAL COMPE	TITIONS 28
NATIONAL TEAMS	35
INFRASTRUCTURE	
WOMEN'S FOOTB	
GOOD GOVERNAN	
PUBLIC RELATION	
SOCIAL RESPONS	IBILITY 65
CONCLUSION	71



INTRODUCTION

FOUNDED ON 6TH JUNE 1930, THE ALBANIAN FOOTBALL FEDERATION (FSHF) HAS SINCE HAD THE SOLE RESPONSIBILITY OF DEVELOPING, ORGANISING AND GOVERNING FOOTBALL ACROSS ALBANIA. WITH REGARDS TO PERFORMANCES AT NATIONAL LEVEL AND PARTICIPATION ACROSS ALL TIERS OF THE GAME, TOGETHER AS A NATION THERE HAS BEEN SOME REMARKABLE SUCCESSES OVER RECENT YEARS AND WE'RE EXCITED TO BUILD ON THESE SUCCESSES THROUGH THE DELIVERY OF OUR NEW STRATEGY - FOOTBALL FOR THE NATION 2025.

Football for the Nation 2025 has been produced as a guiding document for all our stakeholders in football, both internal and external to FSHF, to not only strive for greater success across Albania, but also greater inclusivity and innovation in all that we do. Children and young people as the future of our nation will provide a big focus for our work, but running parallel to this will be our desire to share the positive experience of football with many more of our citizens, regardless of their gender or background. In taking this approach, we are looking forward to providing opportunities for every Albanian to engage in football.

As a member of UEFA and FIFA, we are fortunate to have a vast support network in place and a level of international insight that is invaluable to helping us achieve our goals. As part of this network, we would like to thank the UEFA Grow team for their instrumental role in assisting the development of Football for the Nation 2025 and we welcome the continuation of this collaboration as we look to bring this document to life.

To achieve this, it is important for our citizens and stakeholders to understand that our role as the governing body for football in Albania provides a range of obligations far beyond the performances of the national team and the regulation of all our professional clubs. Since securing non-profit status as an organisation back in 1999, the FSHF stands proud in its position in society as a catalyst for change. Its role in supporting football has naturally evolved to include supporting social development

through football, and FSHF believe they can be a central figure in bringing the nation together, with members of the wider sport community, to create an internationally recognised environment for Albanian football – delivering a wide-range of societal development opportunities in the process. We exist to provide the platform to engage with football at all levels of the game, as a player, coach, official or spectator. Whether that is a platform for enjoyment, development, or competition, we work to meet the needs of every individual that shows an interest in our sport.

In looking to meet these needs over the next four years, Football for the Nation 2025 is made up of nine distinct focus areas, all of which we are excited to share with you below:

- GRASSROOTS
- EDUCATION
- NATIONAL COMPETITIONS
- NATIONAL TEAMS
- INFRASTRUCTURE
- WOMEN'S FOOTBALL
- GOOD GOVERNANCE
- PUBLIC RELATIONS
- SOCIAL RESPONSIBILITY

THE FSHF

JOURNEY TO DATE













1930

Establishment of the Albanian Football Federation 1932

Member of FIFA

1946

Champion of the Balkans

1954

AFC founding member of UEFA 1963

The first official participation in the European Championship Qualifiers

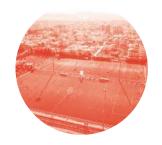
1965

First official participation in the World Championship Qualifiers

OVER THE PAST 90 YEARS, THERE HAS BEEN MANY KEY EVENTS THAT HAS SHAPED US AS A FOOTBALLING NATION. AS WE LOOK AHEAD TO THE NEXT FOUR YEARS, LOOKING BACK AT THESE MOMENTS AS PART OF OUR HISTORY WILL FUEL OUR DESIRE TO CREATE MORE MEMORABLE MILESTONES, SUCH AS OUR 100TH ANNIVERSARY THAT WILL FORM PART OF OUR NEXT STRATEGIC PERIOD.













'73-'80 '91-'93

Non-participation in any international competition (Albania withdraw from all competitions during this period, coinciding with Communism's strictest period)

Mass immigration of Albanians to Europe, among whom many are football players

2002

Start of investments in sports infrastructure

2016

First participation in the finals of the European Championship 2016 and highest European ranking achieved

2019

Election of the President of the AFF in the UEFA **Executive Committee**

2022

Launch of 'Football for the nation' 2022-2025

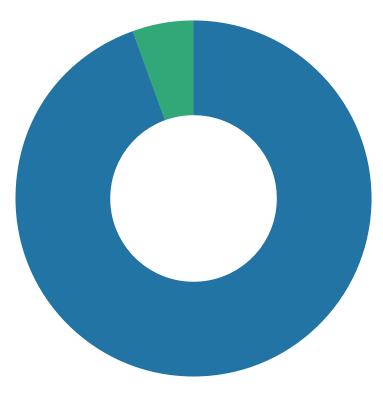
JOURNEY TO DATE

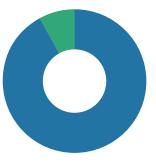


REGISTERED PLAYERS

MALE PLAYERS
94%

FEMALE PLAYERS





PLAYERS IN NATIONAL COMPETITIONS

MALE PLAYERS
92%

FEMALE PLAYERS



PLAYERS IN REGIONAL COMPETITIONS

MALE PLAYERS
96%

FEMALE PLAYERS

ALBANIA STATISTICS

POPULATION 2.84 MILLION

SIZE 28,748KM²

STADIUMS 34

ORGANISATION STAFF 112 FULL TIME

SOCIAL MEDIA



191.7 LIKES



101.4 K **FOLLOWERS**



17.5 K

FOLLOWERS

11.4 K **SUBSCRIBERS**

COACHES TOTAL 1,815 A LICENSED D LICENSED **PRO LICENSED B LICENSED C LICENSED** TOTAL TOTAL TOTAL TOTAL TOTAL 132 405 1038 110 230 MALE MALE MALE 131 403 992 FEMALE **FEMALE** FEMALE 46

CLUBS



THE FSHF PURPOSE

VISION

A positive driving force in the sport and social world across Albania, using football to maximise potential

MISSION

To strengthen the game of football and promote its values throughout the Albania population, to not only improve our performances on the pitch, but also the quality of life for all citizens.

VALUES

Trust

Professionalism

Respect

Passionate

Unified

Progression







LAUNCHING FOOTBALL ORGANISATION **OPPORTUNITIES** THE DEVELOPMENT OF FOOTBALL ACROSS ALBANIA

To build on these strengths and act on these opportunities, the objectives stated as part of this strategy have not only been formulated through considerate consultation with our key stakeholders, but also a detailed analysis of the factors that will impact the work we can deliver and those we know we can and cannot control.

The recent global pandemic provides a stark example of an uncontrollable factor that inevitably impacted the work we were able to deliver, but the way FSHF adapted to this experience also provided the valuable realisation that our goals and objectives can still be achieved in a variety of ways. The levels of commitment and desire to still achieve during this period provides great foundations for building a stronger FSHF and Football for the Nation 2025 delivers the next stepping stone in this direction.

In line with our vision of being a positive driving force in the sport and social world across Albania, using football to maximise potential:

Football for the Nation 2025 will look to continue:

- Promoting a consolidated approach to leadership across all aspects of FSHF
- Developing world class experience in the organisation and delivery of all football activities
- Nurturing the close and collaborative relationship with all clubs
- Holding key conversations with state institutions and our regional offices to support the delivery of strategic objectives
- Providing educational opportunities to club coaches to maintain the high levels of quality

Whilst also looking **to develop**:

- The football infrastructure across the country
- The standards required for private clubs to ensure all participants are receiving the best possible football experience
- The opportunities to engage in football regardless of age, gender or socio-economic situation
- With a focus on club development and growth as the anticipated source of these opportunities

STRATEGY OVERVIEW

VISION

A positive driving force in the sport and social world across Albania, using football to maximise potential

MISSION

To strengthen the game of football and promote its values throughout the Albania population, to not only improve our performances on the pitch, but also the quality of life for all citizens

VALUES

Trust
Professionalism
Respect
Passionate
Unified
Progression

GRASSROOTS

To develop grassroots football, we will provide welcoming, inspirational and accessible opportunities for all Albanians to enjoy football.

Key measure of success:

Register 23,000 players by 2025.

NATIONAL TEAMS

To develop our national teams we will inspire and develop the best talent, whilst delivering performances on the pitch that make Albania proud.

Key measure of success:

Qualify for the European Championships in 2024.

GOOD GOVERNANCE

To ensure good governance in everything we do, we will continually strive to be at the forefront of international best practice in sports governance.

Key measure of success:

Launch FSHF Good Governance strategy by 2022.

EDUCATION

To enhance education, we will establish quality educational structures and services to ensure our coaches, officials, referees, and volunteers continually enhance their skills, experience and performance.

Key measure of success:

Double the number of licenced coaches by 2025.

INFRASTRUCTURE

To develop our footballing infrastructure we will invest in the development and maintenance of both pitches and facilities from grassroots to elite.

Key measure of success:

Build 100 new grass pitches by 2025.

PUBLIC RELATIONS

To enhance our public relations we will be tailored and targeted in our messaging to position FSHF as the go to source for all football information and support.

Key measure of success: An annual comprehensive stakeholder management plan to ensure FSHF provides the very best service and support to its broader football family.

NATIONAL COMPETITIONS

To develop our national competitions programme we will have a combined focus on enhancing quality and introducing new innovation.

Key measure of success:

Launch the FSHF Club Support Strategy by 2022.

WOMEN'S FOOTBALL

To develop women's football we will create welcoming and accessible environments where women and girls can enjoy football and fulfil their potential.

Key measure of success:

Register a minimum of 4000 female players by 2025.

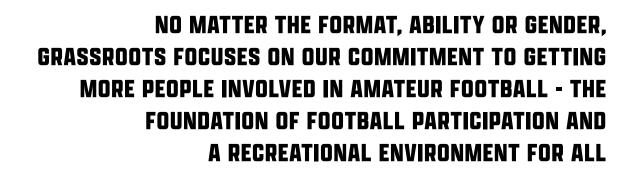
SOCIAL RESPONSIBILITY

To ensure we add positive value to society we will use the power of football to positively enhance the quality of people's lives.

Key measure of success:

Launch the FSHF Foundation by 2023, to position and promote the charitable work and subsequent impact we are able to deliver across the country.







GRASSROOTS

CURRENT CONTEXT

Historically, grassroots football in Albania has been organised in a very spontaneous and unstructured manner. Over the years, to make it easier for individuals to engage in football at this level, FSHF have led the successful development and implementation of a series of structures, developing the game, leagues and clubs in the process. With these structures now in place, the aim is for our citizens to have a clear range of opportunities to participate and enjoy football, right the way through from their school years to senior years. To develop the most prominent footballing talent across Albania, progressive pathways have also been built from these structures to provide the necessary route for individuals to fulfil their potential.

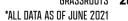
Despite the successful development of these environments to participate in football, not all football activity falls within these structures. As the governing body for football across Albania, it is our duty to ensure that those activities that fall outside of these structures, such as those delivered by private clubs or delivered through other formats such as futsal, still meet the required levels of safety and quality, so football is only ever received as a positive experience. All participation conditions should be of the highest possible standard, with those involved in delivering football activity suitably educated to understand the benefits of ensuring these standards are met.

As a member of the UEFA Grassroots Charter, our efforts will not only be geared towards increasing participation, but also retaining those already playing the game.

In our mission to achieve this, FSHF will work closely with its stakeholders at all levels and across all formats of the game, as achieving success as a collective force will be the only way to generate the desired level of impact. As part of this collective force, reaching out to past players, parents and school teachers to join us in our efforts and commit time to these aspirations, will not only improve the football experience across Albania, but also the day to day living across society with the values we will look to embed through football.

Taking into consideration the country's networks and our vision for the future, the delivery of programmes and opportunities to play within schools across the nation, both private and public, will be key to delivering success in grassroots. The nurturing of effective links between schools and clubs will also be important to provide the necessary platform for growth and further development.

2750





U-9

U-11

U-13 U-15

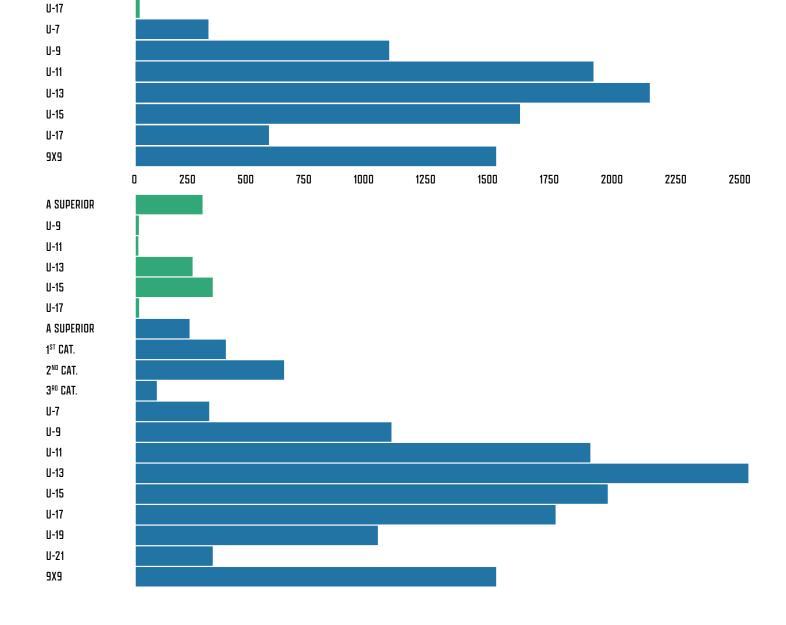
FEMALE

MALE



FEMALE

MALE



GRASSROOTS

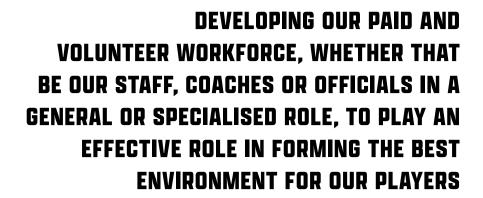
TO DEVELOP GRASSROOTS
FOOTBALL, WE WILL PROVIDE
WELCOMING, INSPIRATIONAL
AND ACCESSIBLE OPPORTUNITIES
FOR ALL ALBANIANS, PARTICULARLY
CHILDREN, TOENJOY FOOTBALL.

WE WILL ACHIEVE THIS THROUGH THE DELIVERY OF THE FOLLOWING STRATEGIC GOALS:











EDUCATION

CURRENT CONTEXT

To form a pathway for future success, FSHF are well aware that the provision of education and development opportunities need to reach far beyond those provided to individuals on the pitch, as the world of football now spans beyond the scope of work we once knew. In previous years we may have only had players, coaches and officials in mind with regards to education, but we now welcome individuals across a variety of disciplines such as medical, marketing and journalism to name a few. To create the best possible football environment, it is our duty to not only enhance our educational activities with those we currently work with, but also provide developmental pathways for new disciplines that can contribute to the growth of our game.

With this in mind, the education of technical staff and match officials at FSHF will continue to be aligned with the curricula adopted by the Arbitration Convention and the Coaches' Convention, certified by IFAB and UEFA. As part of this approach, our Arbitration Academy, formed in 2017, will continue to provide the premises for the qualification of our football workforce across the nation - playing a huge role in helping to improve, promote and protect both the quality and integrity of our game.

Throughout this strategic period, we hope to promote both the Arbitration Academy and the FSHF headquarters as nationally known centres for educational development with the opportunities we provide. As part of the FSHF network, we are privileged to have such a wide range of coaches, varying not only in the qualifications they possess but also in the personal experiences they have had, which provides an invaluable amount of insight to all of our players. To develop and diversify this insight furthermore, FSHF through Football for the Nation 2025 are keen to increase the number of pro-licensed coaches, position-specific coaches, and also the number of female coaches at all license levels with positions at clubs.

Sharing best practice and exchanging knowledge will be key to the success of this area as part of Football for the Nation 2025. To achieve this, FSHF will take a holistic approach to education across football, collaborating with Universities and facilitating the development of networks to connect all aspects of the game – that being linearly from elite to amateur, but also laterally from schools to clubs, with teachers being a forever-growing component of our coaching workforce.

As part of their respective roles, both coaches and officials are now also exposed to new technologies such as VAR. With this in mind, FSHF will ensure that these new innovations are included as part of its educational processes at the necessary levels to be at the forefront of effectively implementing these types of developments.

10 GOALKEEPER COACHES



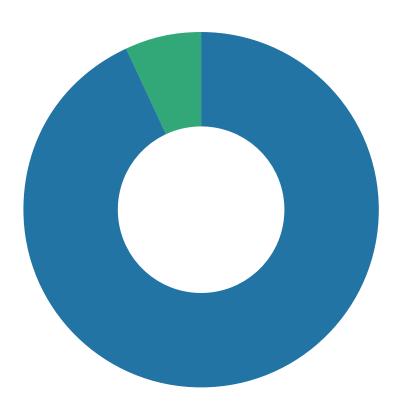


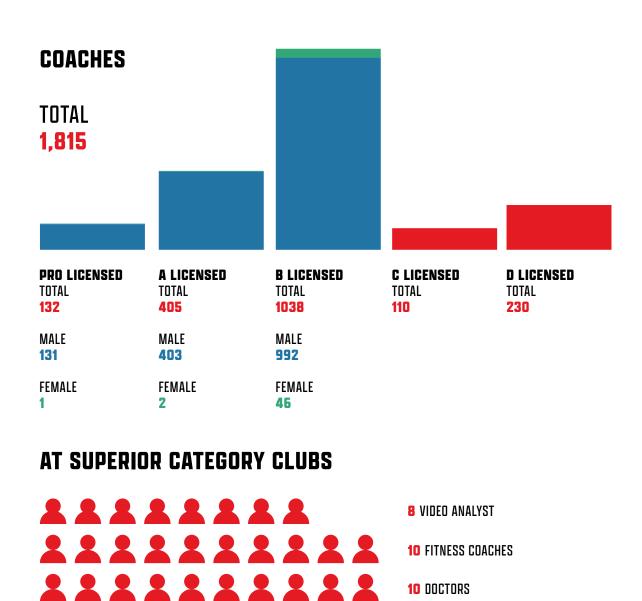
MALE REFEREES

343

FEMALE REFEREES

24





1111111111

EDUCATION

TO ENHANCE EDUCATION, WE WILL ESTABLISH QUALITY EDUCATIONAL STRUCTURES AND SERVICES TO ENSURE OUR COACHES, OFFICIALS, REFEREES, AND VOLUNTEERS CONTINUALLY ENHANCE THEIR SKILLS, EXPERIENCE AND PERFORMANCE

WE WILL ACHIEVE THIS THROUGH THE DELIVERY OF THE FOLLOWING STRATEGIC GOALS:



4	STRATEGIC GOAL	STRATEGIC IMPACT
	Establish and deliver a high quality programme of development for our officials and referees, inspiring new people to engage and allowing those already in our system to succeed at the highest level	 Develop and operating a FSHF refereeing strategy by 2023 Increase the numbers of newly qualified referees through the Arbitration Academy by 40% by 2025 Increase the number FIFA licensed referees to 20 referees by 2025
	Diversify our coaching networks, encouraging people from all different backgrounds that possess their own unique blend of insights and experiences to get involved in coaching	 Double the total number of licensed coaches at clubs by 2025 Achieve gold level status for Grassroots licensing (women) by 2025
100 May 100	Embed the appropriate standards and structures in our clubs, making sure they consist of the best coaching talent and support network to ensure our players fulfil their potential	 Ensure the first team coach and assistant of each Superior Club has a UEFA Pro Licence by 2023 Ensure all professional clubs have their first team coach at Pro license level by 2025 Increase the numbers of women achieving the UEFA A licence by 30% by 2025 Increase the number of women becoming first team coaches in youth professional clubs
Charles of the latest street, which is not	Use the latest best practice, technical innovation and insight to build a high quality educational structure and service for our coaches, officials, referees, and volunteers	 Ensure all 10 Superior Category clubs have one video analyst, one fitness coach and one pro-licensed goalkeeper coach by 2025 Establish and deliver a comprehensive programme of sport science and technical innovation coursed by 2023 Deliver peer to peer learning and networking through a biannual education and technologies conference programme from 2023 Launch a FSHF Coaching Library by 2023 Embed VAR technologies within all Superior Category Club matches from 2022 onwards
1000年の後	Establish a network of external expert stakeholders to provide fresh thinking and innovation in support of FSHF educational programmes	Host a minimum of 2 innovation forums with universities, research centres and other sporting federations per annum





NATIONAL COMPETITIONS

CURRENT CONTEXT

As the governing body for football across Albania, putting purpose to play is a key component of ensuring football remains the number one sport in the country through exciting opportunities our citizens can engage with. Across all levels of the game, we hope for our players, coaches, officials and spectators to feel a part of something special, no matter their form of competition, with a shared drive to achieving the pinnacle of success. Providing our pinnacle of success with regards to a league structure at the elite level, our competition is currently structured across 4 tiers - Abbisnet Superiore (Kategoria Superiore), Kategoria e Parë, Kategoria e Dytë and Kategoria e Tretë, with 4 teams from Kategoria Superiore also having the opportunity of further competition across Europe.

Despite still looking to develop the level of quality across these leagues, we are proud that the degree of competition has remained of a high level with various league champions over recent years which is something we hope continues over the next strategic period.

To keep and nurture this degree of competition at the elite level, FSHF will look to achieve this in a multitude of ways – including a review and refinement of the number of clubs competing across the top 3 divisions and introducing an under 21 division. This introduction of an under 21 division will not only provide another opportunity to compete at an elite level, but it will also complete our performance and competition pathway in building on our U19, U17 and U15 leagues for clubs in our top 2 divisions, which we are hoping helps our players transition more effectively into our highest form of domestic football.

To enhance national competitions stemming from this elite level furthermore, FSHF will continue the development of the Albania Cup and Albania Super Cup, whilst also exploring the development regional championships as another form of competition more locally. On an international level, FSHF are excited to launch the Mother Teresa Cup, which will see 100 clubs from Albania and Kosovo compete to be champions.

Supporting the delivery and implementation of these competitions will not only require the necessary promotions and procedures pre-match, but also effective monitoring and input from an administrative perspective post-match, all of which cannot be done by FSHF alone. To develop promotions for fixtures and establish procedures around events such as the ticketing and security, FSHF will work closely with its clubs and appropriate partners to ensure there is maximum levels of both engagement and safety in matches being played.

We know that the quality of our competition will only be as good as the quality of our clubs competing. With this in mind, stability and sustainability will be at the forefront of our thinking, at national and club level, as we look to create the most engaging, competitive and developmental structure that all our players and fans can enjoy for many years to come.

ALBANIAN CUP



EST. 1938 32 teams competing each year.

ALBANIAN SUPER CUP



EST. 1989

A single match usually at the beginning of the season between the winners of the Kategoria Superiore and Albanian Cup.

KATEGORIA E PARË

EST. 1930

16 TEAMS

29 different champions to date

KATEGORIA E DYTË

EST. 1960

24 TEAMS

12 IN GROUP A 12 IN GROUP B

38 different champions to date

KATEGORIA E TRETË

EST. 2003

6 TEAMS

17 different champions to date

ABBISNET SUPERIORE

EST. 1930

10 TEAMS

9 different champions to date, KF Tirana being the most successful club to date with 25 titles

NATIONAL COMPETITIONS

TO DEVELOP OUR NATIONAL COMPETITIONS
PROGRAMME WE WILL HAVE A COMBINED FOCUS
ON ENHANCING QUALITY AND INTRODUCING NEW
INNOVATION







NATIONAL TEAMS

CURRENT CONTEXT

For tens of thousands of players across our nation, it is a dream to be playing football wearing the Albanian crest after being selected to represent the country, and we are fortunate enough to have the opportunity of turning these dreams into a reality as part of our role. Since our establishment in 1930, there has been several national team highlights we can look back on with fond memories, most notably our participation in the 2016 European Championships, however Football for the Nation 2025 is all about looking ahead and building for future success on the international stage, using our recent UEFA Nations League promotion as a great starting point.

Although it is our national A teams predominantly in the public domain, we take great pride in the great range of national A teams we have in place, for both male and female players, from the ages of U15 to U21. Starting our national representation at U15 will continue to help us scout and support the very best talent our nation has to offer at the earliest opportunity. Our engagement at this level has also assisted the development of links to school football which will help us achieve our strategic ambitions for grassroots. The more connected our performance pathway is, the more opportunity we will have to develop our talent in the best possible environment – which will mean more players of a higher quality being ready to step up, represent and hopefully succeed as part of our national A teams.

Providing another dimension to our structure, our U20, U19, U17 and U15 age groups are also supported by a national B team. This not only enhances our reach in developing individuals at these ages, but it also enhances the element of competition for places, which in turn hasincreased the quality of our play and performances.

As part of Football for the Nation 2022- 2025, all our strategic plans in this area will look to promote this competitive reality for national team places furthermore, with the hope that this can contribute towards an increase in our quality both on and off the pitch. Another area and example of where we can promote this will be our national teams for Futsal, especially as we look to form a new women's futsal national team during this strategic period.

In scouting the best talent, this is also a task that takes our work across international borders and we are fortunate to possess an extensive and consolidated scouting system that covers Europe. Whilst we hold training sessions periodically across our regions to scout the best talent currently living in Albania, our search for players also reaches countries such as Greece, Italy, Switzerland, England, Germany, Belgium, Netherlands and Denmark. Although players may be domestically competing elsewhere, we will continue to source and secure the best possible players for our national teams. We may face challenges in securing representation for the national A team for players of dual nationality, however the sooner players are representing Albania, for example at U15 level, the greater chance we will have as their affiliation with FSHF grows through the experiences and opportunities we will provide.

Closely linked to this area will be our work in Education and Infrastructure. In connecting our efforts across these areas, we aspire for an environment where our national teams are supported by experienced and highly skilled staff across a range of disciplines, e.g. medical and video analysis, in a setting/facility that is reflective of international quality.

The Albanian national football team won the Balkan Football Tournament, participating against Yugoslavia, Bulgaria and Romania. The national team was founded in 1945 and this was its first official activity.

1978

The U-21 national team won the Balkan Football Championship, participating against Yugoslavia, Bulgaria, Greece, Turkey and Romania. 1981

The U-21 national team won its second Balkan Football
Championship

1984

U-21 National team reached quarter finals of European Championships 2016

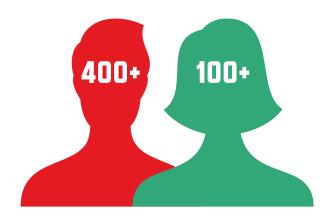
Participation in the European Championships in France, missing out on the knockout phase by 2 points

TOTAL NUMBER OF PLAYERS ACROSS ALL NATIONAL TEAMS

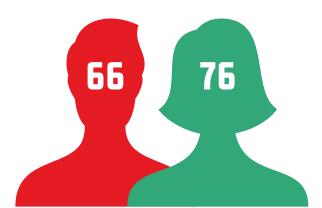
(A & B)

TOTAL NUMBER OF A TEAMS

CURRENT RANKING
OF A TEAMS







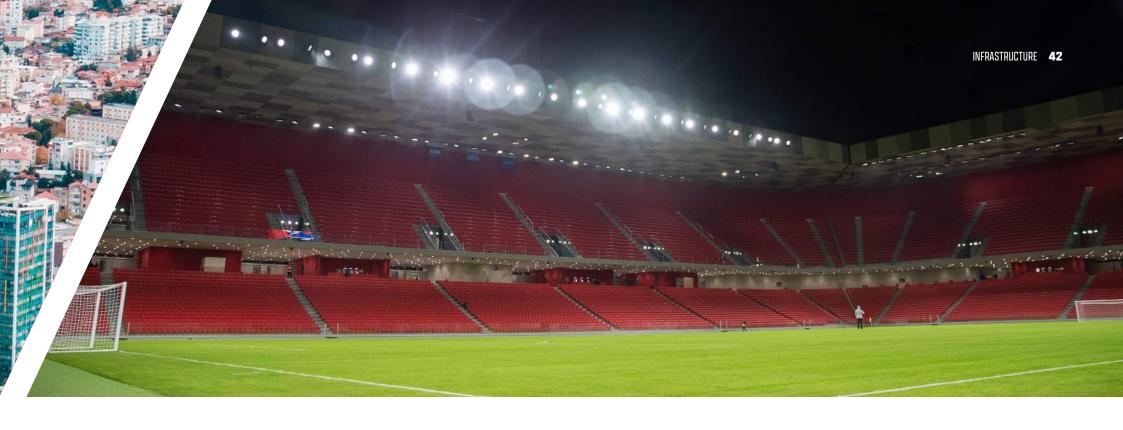
NATIONAL TEAMS

TO DEVELOP OUR NATIONAL TEAMS, WE WILL INSPIRE AND DEVELOP THE BEST TALENT, WHILST DELIVERING PERFORMANCES ON THE PITCH THAT MAKE ALBANIA PROUD.



STRATEGIC GOAL	STRATEGIC IMPACT
Deliver performances on the pitch that all Albania's can be proud of	 Maintain our Group B status within the UEFA Nations League throughout the strategic period Qualify for the European Championships in 2024 Men's U21: Qualify for European Championship 2023/24 Men's U19: Qualify for the elite round of Euro under 19 by 2023 and repeat this achievement at least for 1 other year in this strategic period Men's U17: Qualify for elite round of Euro under 17 by 2023 and repeat this achievement at least for 1 other year in this strategic period
Secure the best possible talent as representatives for our national teams and have the best possible FSHF staff in place to support them during their national team experience	 Launch and implement a best-in-class talent scouting and development structure by 2022 Embed personalised performance plans for all nationally targeted players from U11 to U21 Fully integrate high quality sports science and the latest technical innovation into all national teams by 2025 Provide at least 1 national team trial opportunity for school players at U11, U15, U16 and U17 level per year throughout the strategy period Ensure all national A team coaches have an UEFA PRO coaching license by 2022, and all other national team coaches (Assistant coaches, regional teams coaches) have an A coaching license, as a minimum by 2022 Ensure each stage of our performance pathway includes the appropriate psychological, nutritional, and physical development planning for our players
Amend club licencing regulations to cultivate an environment within which Albanian players can thrive	Introduce new club regulations that favour the development of Albanian talent by 2023
Secure our long-term footballing future through the proactive development and exposure of our younger players to international football	Increase the number of squad places within our Men's and Women's A teams allocated to Under 21s
Ensure all Albania women and girls with talent have the opportunity and support to realise their full potential within football	 Through enhanced licencing conditions, launch and implement a women's club incentives programme, providing FSHF funding to develop the club infrastructure and improve talent development by 2022 Fully embed a national women and girls talent scouting programme that replicates the current men's programme by 2023 Launch an U15 women's national team by 2023 Ensure 1 Women's team qualifies for the UEFA Women's Champions League by 2025





PROVIDING SAFE, ACCESSIBLE AND AFFORDABLE PLAYING ENVIRONMENTS FOR OUR PLAYERS AT GRASSROOTS LEVEL, WITH AN ARRAY OF INTERNATIONALLY RECOGNISE TRAINING FACILITIES AND STADIUMS FOR THOSE PERFORMING AT THE ELITE LEVEL

INFRASTRUCTURE

CURRENT CONTEXT

Over the last 30 years, we have witnessed a great level of transformation in sports infrastructure across Albania, however the main transformation has simply been the awareness of the need for a greater sports infrastructure, with actual structural developments only taking place in recent years. The game of football is entirely dependent upon the accessibility of pitches, with this being the single most important resource our players need to train and play at all levels of the game. However despite this importance, we still face a significant lack of pitches, particularly in relation to our population in Tirana as our main hub of football activity, so we look forward to using Football for the Nation 2025 as a vehicle for change in this area, providing players with more environments to play the beautiful game.

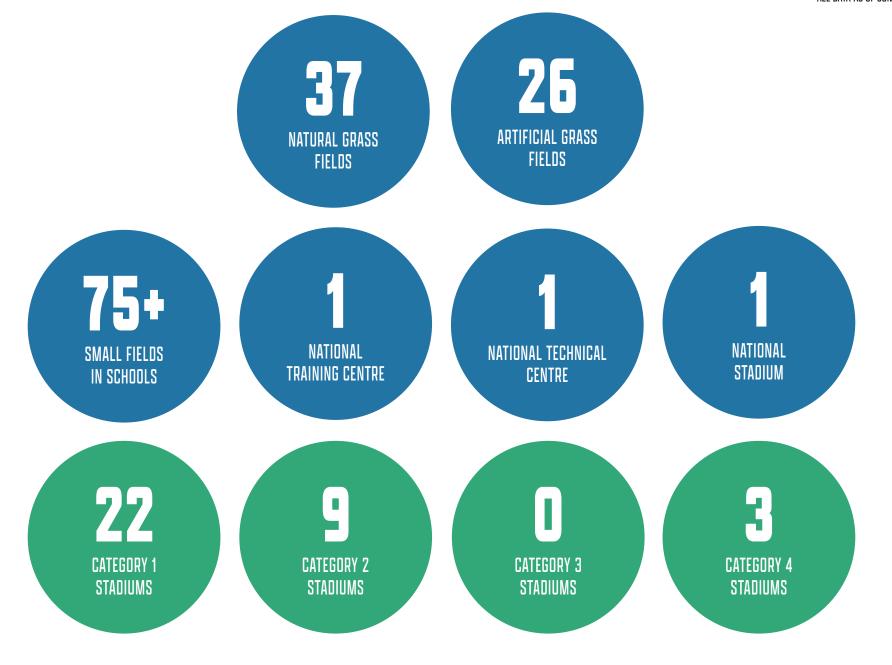
Despite having a clear vision for the infrastructural development of football in the country, the activation of any of our plans will require significant levels of planning, financial commitment and stakeholder support. Currently, most clubs have a single venue for training and playing, and 90% of these facilities are owned by the state. With this set up, the consistent maintenance of these venues has been difficult to deliver, and understandably so with state resources often needed elsewhere, but this has led to the degrading of numerous facilities and a reduced capability for improvements, with many still needing adequate changing rooms and car parking.

Taking this into account, the first stage of any development in this new strategic period will include an intensive mapping exercise of all existing facilities, to understand the degree of national coverage, the level of quality and the overall budget required for structural support. In building an infrastructure for our players of future generations, not just those in the coming years, our priority will be ensuring that there are processes in place to keep the maintenance of these facilities at a high standard, so these venues can be enjoyed by thousands of players for many years to come. The necessity of stakeholder support for these aims can also be recognised in the latest series of major investments for our infrastructure, such as the reconstruction of Loro Borici stadium in Shkodra, the Elbasan Arena, and recently that of the Zeqir Ymeri stadium in Kukes, all of which have been joint initiatives with the government.

Before reaching this level of environment, our main aim of Football for the Nation 2025 will be the development of at least 100 pitches, to support all participation at Grassroots level. The opportunity to play football, no matter your location, age or ability, should be a simple task for any one of our citizens, and we hope the development of these pitches in partnership with our regions provides the much needed increase in accessibility at the very foundation of our game.

On a national level, investment in recent years has helped evidence our commitment to the growth of football and the quality of our performances on the international stage through the formation of several world-class facilities. November 2019 saw the completion of our new 22,000 capacity national stadium, Air Albania in Tirana, which has been supported by developments at both our National Training Centre and National Technical Centre known as the House of Football. As part of Football for the Nation 2025, it is our vision for these two complexes to become nationally known FSHF locations for education and development, providing a welcoming environment for national teams, but also all stakeholders of sport.

Throughour efforts in this area, we are confident that the development of our infrastructure will not only encourage and support greater engagement in participation, but also greater engagement from our fans and spectators through the better experience our latest stadiums can provide. With greater engagement comes greater opportunity to develop our revenues through partnerships, which in turn can provide us with greater freedom and flexibility in growing our infrastructure and meeting the needs of our citizens furthermore. With this being a key focus our work throughout this strategic period, we're excited to see the long-standing impact our infrastructure efforts deliver.



INFRASTRUCTURE

TO DEVELOP OUR FOOTBALLING INFRASTRUCTURE, WE WILL INVEST IN THE DEVELOPMENT AND MAINTENANCE OF BOTH PITCH AND FACILITIES FROM GRASSROOTS TO ELITE.









WOMEN'S FOOTBALL

CURRENT CONTEXT

For over 10 years now, growing women's football has been a dedicated area of focus across FSHF. Through this dedication, women's football in Albania has evolved tremendously in recent years, taking particularly important steps with regards to its infrastructure and transforming the perceptions of the general public. In addition to this document and the progress shown within this section of the strategy, we will also create our first women's football strategy as a symbol of our continued commitment to this part of the game, which we are excited to be sharing with you all later this year in conjunction with Football for the Nation 2025.

Following a similar structure to Football for the Nation 2025, our women's football strategy will be made up of key strategic pillars, providing focus and a commitment of resource to the following areas:

- Participation
- Elite Women's Football & National Teams
- Education & Licensing
- Marketing, Visibility & Perception

To date, FSHF are proud of the desire and enthusiasm shown by women and girls across the nation to play football and are committed to building on this demand to take female football to the next level.

To achieve this, you will see objectives related to the women's game included within this section and throughout this document, however further details will be provided within our separate women's football strategy on how we will ultimately look to:

- Grow women's football in its own right, avoiding expectations and comparisons associated with men's football
- Develop a strong relationship with all our participants and clubs engaged in women's football
- Gain the support of a wide range of stakeholders in accessing high quality infrastructure for women's football
- Secure engagement with the women's game at elite level in terms of superior category clubs and the level of opportunities provided

- Educate our women's football workforce to provide playing and training environments of the highest quality
- Generate further income through greater partnerships and relations to secure a sustainable future for the women's game

PROFESSIONAL FEMALE PLAYERS

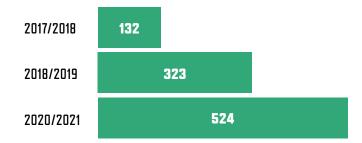


TEAMS PARTICIPATING IN THE NATIONAL WOMEN'S CHAMPIONSHIP





U/18 AMATEUR FEMALE PLAYERS







• ELBASAN 2 TEAMS

• FIER 7 TEAMS







WOMEN'S FOOTBALL

TO DEVELOP WOMEN'S FOOTBALL, WE WILL CREATE WELCOMING AND ACCESSIBLE ENVIRONMENTS WHERE WOMEN AND GIRLS CAN ENJOY FOOTBALL AND FULFIL THEIR POTENTIAL.



STRATEGIC GOAL	STRATEGIC IMPACT
Develop and launch a new National Womens Football Strategy to provide dedicated resource and focus to this part of the game	Launch a new National Womens Football Strategy by Spring 2023
Ensure all Albanian women and girls have the opportunity to experience and enjoy football within high quality, inspiring and developmental playing environments	 Establish football as the number 1 female sport in Albania Double the number of women and girls playing football and register a minimum of 4000 female players by 2025 Establish 100 women's U15 – U17 school football teams by 2025 and embed structured links with local clubs Establish 60 U13 regional amateur girl's teams by 2025
Provide high quality education and support to establish a comprehensive, well-trained, and confident network of female coaches, officials, and administrators throughout the Albanians Women's Football pathway	 Every woman's team in Albania to have at least one female coach by 2025 Deliver coach and official education courses also within edcuational settings e.g. universities, high schools etc. Ensure that all women's coach education is free of charge for candidates by 2023 and improve the access to these opportunities through the delivery of summer courses Ensure at least 1 female coach is actively involved in supporting each age group and senior women's national team by 2025 Appoint at least 1 female to FSHF Executive Committee by 2025
Enhance the national perception of Women's football throughout Albania, breaking down barriers to participation and ensuring women's football is both accessible and inspirational	 Breakdown cultural barriers through the delivery of at least 2 targeted women's football marketing campaigns per annum across all communication channels Establish and launch inspirational brand identities for women's national teams by 2023, and women's leagues and cup competitions by 2024 Ensure at least 1 women's top league match is broadcasted live and streamed every week by 2022 Secure a national broadcast agreement for all women's national teams and the Albania Cup by 2023
Ensure all Albania women and girls with talent have the opportunity and support to realise their full potential within football	 Through enhanced licencing conditions, launch and implement a women's club incentives programme, providing FSHF funding to develop the club infrastructure and improve talent development by 2022 Fully embed a national women and girls talent scouting programme that replicates the current men's programme by 2023 Launch an U15 women's national team by 2023 Ensure 1 Women's team qualifies for the UEFA Women's Champions League by 2025





OPERATING AS A TRANSPARENT, STRUCTURED AND SUSTAINABLE ORGANISATION

GOOD GOVERNANCE

CURRENT CONTEXT

We know that the extent to which we can provide the best possible football opportunities and environment depends on the integrity and efficiency of FSHF as an organisation. From our executive committee to our coaching staff out on the pitch, every individual across the organisation has a shared responsibility to be working in the correct manner to develop and deliver the game we all love.

Governance provides the foundations for all that we do for football. Whether it is ensuring the appropriate skills and experience are in place for key positions, or regularly engaging with a variety of stakeholders to hear the true voice of Albanian football, it is these types of good practice examples that we hope to instil across all levels of the game. Through the implementation of this type of approach, we know that we can unlock greater levels of efficiency and experience to take Albanian football to the next level.

As part of Football for the Nation 2025, it will be the collective commitment to embedding good governance principles throughout our every day work that will enable us to achieve our shared strategic aspirations across not only grassroots and education, but also the development of our national teams and sporting infrastructure.



GOOD GOVERNANCE

TO ENSURE GOOD GOVERNANCE IS A PART OF EVERYTHING WE DO, WE WILL CONTINUALLY STRIVE TO BE AT THE FOREFRONT OF INTERNATIONAL BEST PRACTICE IN SPORTS GOVERNANCE



STRATEGIC GOAL	STRATEGIC IMPACT
Be honest, transparent, and connected in our operations to deliver the best possible football environment across Albania	 Using UEFA's 10 good governance principles as a point of reference, launch and embed a dedicated an FSHF Good Governance strategy by 2023 Review and refresh our FSHF committee structure, observing diversity and equality. Following this, launch and implement a minimum of 3 topic-focused committees to support our game by 2023 Introduce and embed digital platforms and communications channels as a mechanism to engage and update FSHF staff and all relevant stakeholders across Albanian footbal
Remain resourceful and relevant in our approach ensuring FSHF utilise the latest technologies to drive efficiency and effectiveness	 Embed all relevant technology to ensure FSHF represents a high performing organisat and is at the forefront of international compliance and innovation by 2025 Finalise the implementation of an advanced ERP system to support administrative functions by 2022 Embed a connected approach for all FSHF operations by 2023
Continually enhance FSHF skills and capabilities through the development and implementation of bespoke organisational personal development opportunities	 Support the completion of the Certificate of Football Management by 25 FSHF individuals by 2025 Ensure that all FSHF staff undertake at least 1 training and development experience per year Establish an FSHF intern programme offering a minimum of 3 opportunities per year from 2022
Work with UEFA and other strategic partners to enhance FSHF organisational skills and experience	 Engage with our contacts at UEFA Grow on a monthly basis to remain informed on the development opportunities available Explore commercial development as a pilot project with UEFA to embed best practice, systems, and processes by 2022





CONNECTING WITH OUR KEY STAKEHOLDERS AND COMMUNICATING THE STORY OF OUR WORK EFFECTIVELY

PUBLIC RELATIONS

CURRENT CONTEXT

With international football fixtures often coming around only every couple of months, it is our duty as the custodian of Albanian football to consistently inform and update our citizens with the news and opportunities available across the sport on a much more frequent basis. Every day, individuals across Albania are either playing, watching or discussing football and FSHF can have a pivotal role in supporting the quality of this engagement through the promotion of events and delivery of topical content.

There are a variety of reasons as to why football is played, watched and discussed on a daily basis, across all corners of our country, but most reasons resonate with our citizens on a very personal level. Whether this is the passion for their respective clubs, or the personal feelings of satisfaction after scoring a goal, our role at FSHF is to speak with our stakeholders at this individual level as best as possible. It is our role to provide and promote relevant opportunities for engagement and discussion, to continue to position football as the number one sport in Albania.

To achieve this, we must tailor our communications and use a variety of channels to deliver our messages, however we know we cannot be successful alone. Working with the most prominent media partners and relatable individuals across the football network will be key in ensuring our voice is heard.

Through this collaborative and coordinated approach, our work in this area will be driven by insight in terms of the content we communicate, but also the method in which it is communicated. We will look to position FSHF as the trusted, 'go to' organisation for insight, updates and opportunities on all things football in Albania.

THE GROWING DIGITAL **REACH OF FSHF**

FACEBOOK

PAGE FOLLOWERS DATA FROM JANUARY - SEPTEMBER 2021	1,990
TOTAL PAGE FOLLOWERS	195,380
PAGE FOLLOWERS	8,891
PAGE LIKES JANUARY 4TH	190,378
PAGE LIKES SEPTEMBER 28TH - +2,989 VS JANUARY 4TH	193,367
POST REACH	1,837,902
POST ENGAGEMENT	1,836,902

INSTAGRAM

ACCOUNTS REACHED

DATA FROM 10TH OF JULY TO THE 10TH OF OCTOBER (3 MONTHS PERIOD)

539,806	ACCOUNTS REACHED +67,9% VS APRIL 10 - JULY 10
14,148,727	IMPRESSIONS +36.2% VS APRIL 10 - JULY 10
5,619	WEBSITE TAPS +48.1% VS APRIL 10 - JULY 10
487,968	PROFILE VISITS +103% VS APRIL 10 - JULY 10
74	GET DIRECTION TAPS +23.3% VS VS APRIL 10 - JULY 10
240	CALL BUTTON TAPS +280% VS APRIL 10 - JULY 10

PUBLIC RELATIONS

TO ENHANCE OUR PUBLIC RELATIONS, WE WILL BE TAILORED AND TARGETED IN OUR MESSAGING TO POSITION FSHF AS THE GO TO SOURCE FOR ALL FOOTBALL INFORMATION AND SUPPORT.









PROVIDING CLARITY AROUND THE ROLE FSHF CAN PLAY IN DEVELOPING ALBANIAN SOCIETY

SOCIAL

RESPONSIBILITY

CURRENT CONTEXT

FSHF daily activities span far beyond the support of the national teams, and all staff take pride in the holistic role they have in being able to generate a positive impact on society through the power of football. With our vision to be valued as "a positive driving force in the sport and social world across Albania, using football to maximise potential", we are not alone in our activities, and greater collaboration with our key stakeholders as part of Football for the Nation 2025 will be crucial to our strategic success.

Linked with our Public Relations work - whether we are collaborating on an individual level, such as with players, coaches and parents, or at an organisational level such as with government, schools or private organisations across the sport -

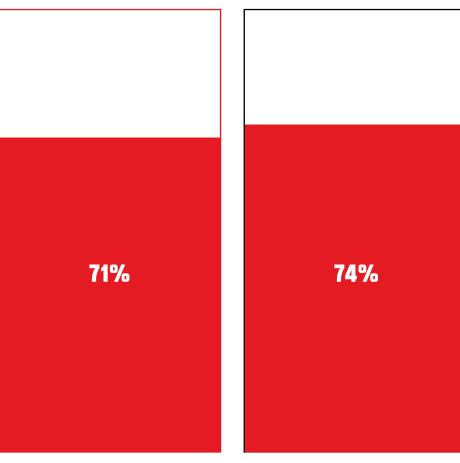
FSHF are committed to adopting a more pro-active approach to its communications activity, with a focus on raising awareness of not only the ways in which the FSHF is growing and developing football nationwide, but also how this is having a positive impact on the lives of people across Albania.

The extent of our success will be dependent on the degree to which we are able to build greater levels of understanding of the impact of football across the nation and we look forward to progressing this area. We will achieve this not only through the effective management of communications internally, but also through working in partnership with organisations, with the knowledge that we are contributing to the same goals of shaping a stronger football nation, that is supported by a stronger Albanian society.

Providing some examples, FSHF will look to:

- Raise awareness of the ways FSHF supports football coaching in schools and the benefits to overall education and attainment this provides
- Showcase how FSHF supports government targets of economic growth and the creation of a healthy, active nation
- Change the perception of women's football amongst parents and players, positioning it as a sport that enables young women to build self-confidence, lead an active and healthy lifestyle, meet new friends and socialise in a safe environment, as well learning new developmental skills, such as teamwork and leadership, which will ultimately benefit women and girls in later life

SURVEY FEEDBACK FROM FSHF SOCIAL RETURN **ON INVESTMENT STUDY 2020**



% OF THE POPULATION % OF POPULATION WHO THAT THINK ALBANIAN BELIEVE THE ALBANIAN FOOTBALL FOOTBALL FEDERATION HAS FEDERATION TO BE A SUCCESSFUL A POSITIVE IMAGE **ORGANISATION**



SOCIAL



£9.960M

Economic impact of social benefits

EDUCATION & EMPLOYMENT £1.20M

PROJECTS & PROGRAMMES £8.74M

ECONOMY



£25,121M

Direct contributions to the economy

FACULTY VALUE £5.15M

PLAYER SPENDING £19.97M

> **EMPLOYMENT** 2.88K

HEALTH



£10,089M

Healthcare savings from football participation

CVD & DIABETES £243.48K

MENTAL HEALTH £102.08K

> INJURY -£393.42K

PROJECTS & PROGRAMMES £4.31M

> **SUBJECTIVE** WELLBEING £5.81M

SOCIAL RESPONSIBILITY

TO ENSURE WE ADD POSITIVE VALUE TO SOCIETY, WE WILL USE THE POWER OF FOOTBALL TO POSITIVELY ENHANCE THE QUALITY OF PEOPLE'S LIVES.





THROUGH THE LAUNCH OF FOOTBALL FOR THE NATION 2025, WE ARE EXCITED FOR WHAT THE FUTURE HOLDS FOR ALBANIAN FOOTBALL AND THE SOCIETY IT IS PART OF, AND WE MUST THANK ALL OF OUR PLAYERS, COACHES, STAFF, AND PARTNERS FOR ALL OF THEIR CONTRIBUTIONS IN FORMING THIS STRATEGIC ROADMAP.

Behind the scenes, we know that the real work begins in the delivery and implementation of the plans stated throughout this document, however through these efforts we know that each citizen nationwide can benefit from the progress we make across all these areas with the milestones we have set.

Football is more than just a game to everyone at FSHF, it is more than just a job - it is a way of life and a valued tool which we know can build a greater society for every Albanian across our country, and with this we look forward to working with you all as part of this new strategic chapter.

GRASSROOTS EDUCATION NATIONAL COMPETITIONS NATIONAL TEAMS INFRASTRUCTURE WOMEN'S FOOTBALL GOOD GOVERNANCE PUBLIC RELATIONS SOCIAL RESPONSIBILITY

FOOTBALL FOR THE NATION

