

KAZAKHSTAN FOOTBALL FEDERATION



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# WOMEN'S FOOTBALL STRATEGY 2024 - 2028

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KICKSTARTING DREAMS, GALVANISING A NATION



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## HEAD OF WOMEN'S FOOTBALL DEPARTMENT – NARGIS MAGAU

### FOREWORD

**On behalf of the Kazakhstan Football Federation's Women's Football department, I am thrilled to present our groundbreaking strategy for the advancement of Women's Football across the country.**

As the Head of Women's Football, I am deeply committed to championing the growth and development of the sport among women and girls. This strategy represents a pivotal moment in our journey, as we embark on a mission to create unprecedented opportunities and pathways for female participation and engagement in football.

Our strategy is founded upon the principles of inclusivity, empowerment, and progress. Its content is a testament to our unwavering dedication to providing every woman and girl in Kazakhstan with the chance to engage with football, whether as players, coaches, referees, or passionate supporters.

Throughout the development of this strategy, we have collaborated closely with key stakeholders, including the Women's Football department at UEFA, players, coaches, clubs, community leaders and the government. Their insights, coupled with our collective vision, have shaped a comprehensive plan that is set to transform the landscape of Women's Football in Kazakhstan. I would like to take this opportunity to thank, on behalf of the Women's Football department, all of the stakeholders that provided their time to feed into this strategy. Without the support of the extended football family, this strategy would not be as much of a source of pride for the federation as it is.

I am incredibly proud of what we have achieved thus far, but our work is far from over. Together, we must remain constant in our commitment to implementing this strategy, ensuring that it delivers a tangible and lasting impact for women and girls across all corners of Kazakhstan.





# STRATEGY INTRODUCTION

**Women's Football is now gaining momentum, drawing attention from around the world. As the sport flourishes, it becomes a source of empowerment and inspiration for girls everywhere. We aim to harness this momentum and bring the excitement of Women's Football closer to home for all our women and girls.**

Worldwide, by area, Kazakhstan ranks as the 9th largest country. This vast size, combined with one of the lowest population densities globally, and the ever-changing climate, presents unique challenges for football. These distinctive aspects of our nation not only shape our football landscape, but inspire innovative solutions to its challenges. Our nation stands apart in its uniqueness, defined by its pride and identity, which serve as the driving force behind elevating the ambitions of our girls in the sport.

At its peak, our Strategy for Women's Football, 'Kickstarting Dreams, Galvanising a Nation' is ambitious. However, this strategy represents the culmination of a large-scale research project and consultation with our key partners and stakeholders. The product of these extensive conversations has meant that this strategy acutely demonstrates the collective insight from all of the different facets of our footballing ecosystem. We have listened to the needs and aspirations of those who call football their livelihood, and their passion and has created a strategic direction that aspires to change the face of women's football in Kazakhstan.





**Within our strategy development process, we have explored a multitude of areas in need of development for the Women's game and have approached each of them, with unique exam questions:**

**GRASSROOTS PARTICIPATION:**

how we can encourage more girls to participate, spectate and build their careers around football, ensuring access to opportunities is no longer a barrier?

**CLUBS AND COMPETITIONS:**

how can we enhance our clubs and competitions, ensuring that clubs have what they need to grow through better, more impactful competitions?

**NATIONAL TEAM & TALENT PATHWAY:**

how we can enhance a girl's journey through football, whether it be as a player, referee or coach, ensuring that talent pathway is defined, clear and driving our standards?

**FACILITIES & INFRASTRUCTURE:**

how we can elevate football's facilities and infrastructure, ensuring they cater for and are considerate of, the unique needs of women and girls?

**ORGANISATIONAL DEVELOPMENT & LEADERSHIP:**

how can we ensure that our organisation is developing and is led in a way that is considerate, representative and actively champions the aspirations of women and girls?

**EDUCATION & WORKFORCE:**

what interventions are needed to ensure that the people working within football have the necessary opportunities for development, so that our football is driven by a talented, empowered and educated workforce?

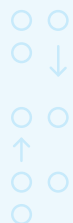
**MARKETING & COMMUNICATIONS:**

how can we boost our marketing and communications, ensuring the spotlight is on women's football in a way that will inspire participation, galvanise stewardship and incite sponsorship opportunities?

Throughout this strategy, we have utilised these questions as the crucial building blocks needed to formulate our Strategic Objectives, Actions and Measures of Success. This has enabled us to determine the current context for each of our Strategic Areas and identify the most impactful opportunities that align with our Vision for women's football.

The Kazakhstan Football Federation would like to take this opportunity to ask that those integral to the development of women's football to join us on our journey toward 2028. Whilst the targets we have set ourselves are ambitious, it is a team effort that will be required to help us reach our end goals. We know that we are standing shoulder to shoulder with a great number of organisations and individuals who share these goals, and aspire for women's football in Kazakhstan to reach its fullest potential. It is up to us to lead the way and coordinate this shared ambition, to drive connected efforts that will enable us to become a competitor and contender on the international stage, a source of aspiration for our girls, and a fan-favourite sport for all.





# STATISTICS BY THE END OF SEASON 2024



THE NUMBER OF WOMEN IN KAZAKHSTAN IS **10 280 498**

The number of professional female players

**245**

The number of girls at football academies and centers

**1200**

Place in the rankings of FIFA among women's teams in 2024

**109 place**

National teams

**U17, U19, Senior (A-team), Futsal team**

The number of women working in the KFF is

**28**

There is **1 woman** on the executive committee of Kazakhstan Football Federation (KFF)



## NUMBER OF FEMALE FOOTBALL COACHES:

**UEFA D**

**641**

**UEFA C**

**34**

**UEFA B**

**18**

**UEFA A**

**5**

**UEFA GOALKEEPER B**

**1**



## NUMBER OF WOMEN'S FOOTBALL TEAMS:

### MAJOR LEAGUE – 5 TEAMS

(FC BIIK Shymkent from Shymkent, South Kazakhstan, FC Aktobe from Aktobe, West Kazakhstan, FC Turan Tomiric from Turkestan, South Kazakhstan, FC Okzhetpes from Kokshetau, North Kazakhstan, FC Ordabasy from Shymkent, South Kazakhstan)

### CHAMPIONSHIP AMONG FOOTBALL CENTRES AND ACADEMIES - 22 TEAMS

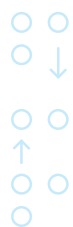
(Regions – Almaty, Astana, Shymkent, Turkestan, Pavlodar, Kokshetau, Ust-Kamenogorsk, Atyrau, Semey, Taldykorgan, Aktau, Petropavlovsk, Kostanay, Taraz, Karagandy, Aktobe, Kyzylorda)

**Number of registered womens football players - 2439** (as of Oct, 2024)

**Professionals – 269 player, where 205 – adults** (18+ years old),  
**and 64 players U18** (below 18 years old)

**Amateur – 2170 player, where 202 adults, 2168 are U18**





# OUR STRATEGY FOR WOMEN'S FOOTBALL 2024 – 2028

By championing the dreams and ambitions of Kazakhstan's women and girls, we have developed our 2024-2028 Strategy for Women's Football.

This comprehensive strategy stems from our overarching vision for women's football, that will be delivered through our mission, and is defined by 7 distinct focus areas that will underpin all our work.

Throughout each of these focus areas, we have completed a contextual analysis, consulted with experts, and benchmarked ourselves against neighbouring federations across Europe to identify our priorities.

These priorities have then been established in the form of a pledge of commitment and a key goal for 2028 for us to work towards.

To help activate our pledges, these commitment statements are supported by a series of development tables that consist of objectives, actions and measures of success with clear timelines for implementation to help map our activity for maximum impact. The more detailed development tables can be found as part of the Appendix to this document.

## Our Vision for Women's Football in Kazakhstan

### What we want 2028 to look like:

'A nation where Women's Football is supported and championed, where opportunities without barriers are provided, talent is nurtured and international success is realised'.

## Our Mission for Women's Football in Kazakhstan

### How we will deliver our Vision for 2028

'We will enhance all areas of our Women's Football ecosystem by proactively creating opportunities, harnessing the collective voice of women and girls, and building alliances to better represent the diverse needs of our people'.





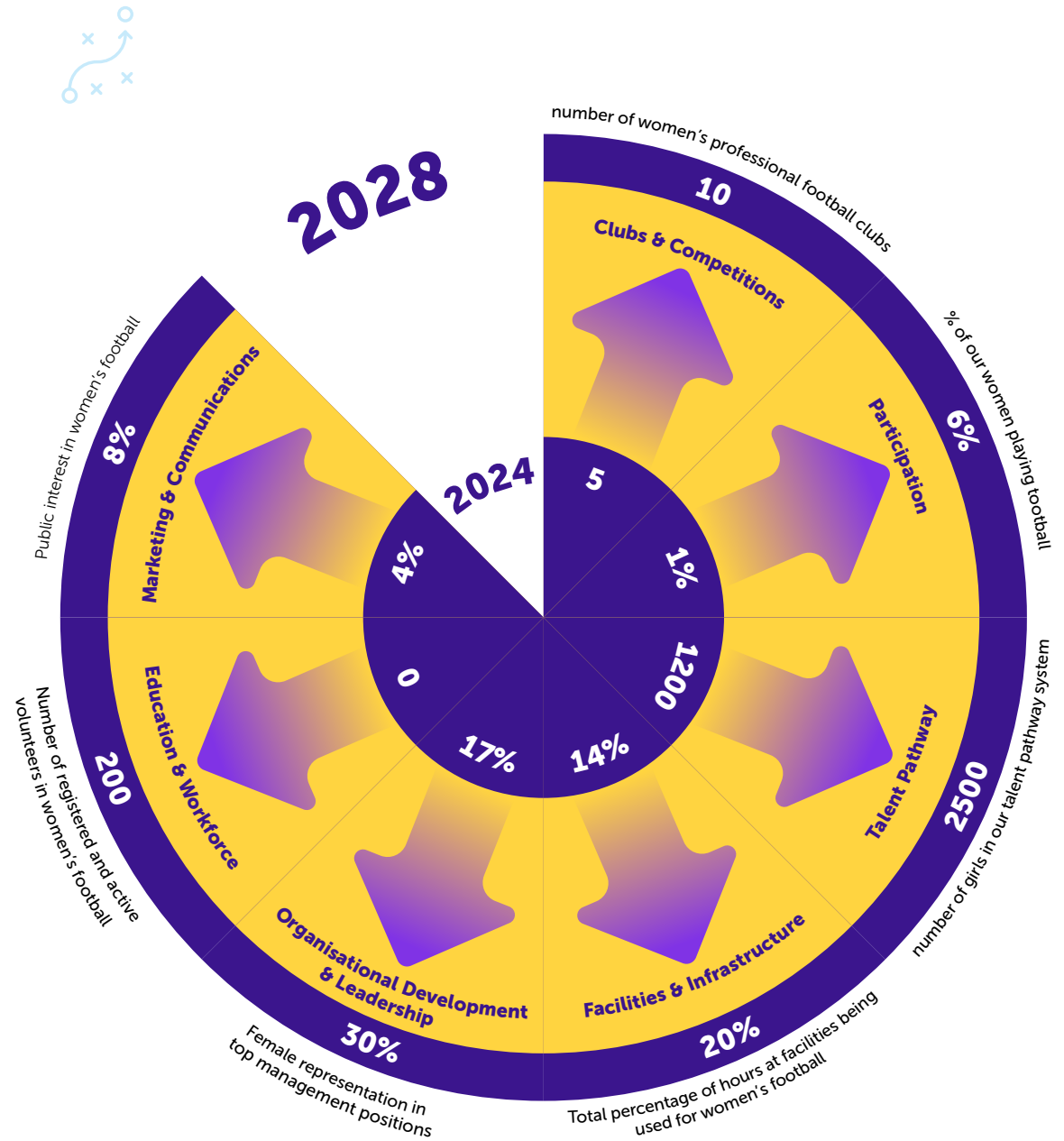
# OUR STRATEGIC FRAMEWORK – THE WOMEN'S FOOTBALL GROWTH WHEEL

## Our Key Goals, across each focus area for 2028

Segmented by our core areas of focus, this framework represents the key goals between 2024-2028 that will act as our main driving force for all our work.

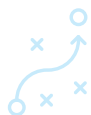
Stated on the periphery of the visual is our metric to measure the extent of our progress, all which have been specifically selected for each of our 7 areas of focus as a true signal of success. The inner ring represents where we are now in relation to this metric, in 2024, and the outer ring presents our targets in relation to the position we would like each of these areas to be in by 2028.

The remainder of the document will detail exactly how we hope to achieve this.





# OUR AREAS OF FOCUS



Football represents a worldwide industry as well as a healthy passion and pastime, with its physical, mental and social benefits well-recorded across the globe. Promoting equal access for women and girls towards all elements of football has never been more of a priority for the Kazakhstan Football Federation. This focus area represents a need to make the first football experience, whether it be through a girl's first kick of a football or the first experience of a game, accessible, regardless of economic background, location or social status.

## Pledge

Utilising partnerships and promoting the benefits of football for women and girls, we will ensure that every girl in Kazakhstan has clear, well-communicated, accessible opportunities to participate in or engage with



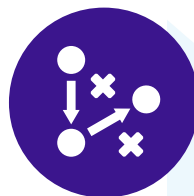
## HOW WE WILL DELIVER OUR PLEDGE



Governmental Collaboration



Promotion & Awareness



Accessibility & Engagement



Coaching Participation & Engagement

## OUR KEY GOAL:

**BY 2028, 6% OF OUR FEMALE POPULATION WILL BE ENGAGED IN FOOTBALL THROUGH PARTICIPATION**





# CLUBS & COMPETITIONS

As a federation with 5 professional women's teams, developing and growing our clubs to create engaging competitions is paramount to the success of Women's Football. High quality club environments, that are considerate of the individual needs of women and girls, and leagues that can harness the competitive spirit of football, will always provide the foundation for which Women's Football can grow. As a country with vast spaces between each of our communities, building a network of clubs and leagues will always remain a challenge, but we will endeavour to use our unique positioning and circumstances to create the best environments for competition.

## Pledge

**We will grow the number of safe, welcoming, and high quality club environments that share our vision, and enhance the quality of the competitions they can thrive in**

### HOW WE WILL DELIVER OUR PLEDGE



Regional Development



League Development



Supportive football families



Effective partnerships

### OUR KEY GOAL:

**BY 2028, WE WILL HAVE 10 PROFESSIONAL WOMEN'S FOOTBALL CLUBS**



# TALENT PATHWAY & NATIONAL TEAMS



Promoting the various steps that can be taken to reach a level of high performance within football, whether it be as a player, coach, referee or working professional is important to keep as many talented people involved in the game as possible. From a girl's first experience to her pinnacle performance, every opportunity of making that next step must be realised and promoted to ensure other women and girls can follow in her footsteps. The success of our national teams will ultimately depend on the number of these footsteps to success being followed, and nurturing talent throughout our footballing ecosystem in a structured way is a key component of guiding these steps. We know, like all our national association counterparts, that national team performance is the measure of success that our country will hold us accountable to, and therefore, to successfully galvanise our nation, we must show them what our women and girls can do for many years to come!

## Pledge

We will ensure that all women and girls who want to build a life in football, can, with support from the Kazakhstan Football Federation at every step towards success

## HOW WE WILL DELIVER OUR PLEDGE



Coaching & Referee Development



Increased Capabilities & Innovation



Quality Training Camps



Coaching Promotion & Incentivisation



Coaching Capabilities & Tools



## OUR KEY GOAL:

**BY 2028, WE WILL HAVE 2,500 WOMEN AND GIRLS WITHIN OUR TALENT PATHWAY SYSTEM**





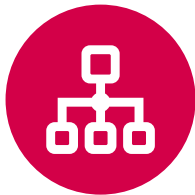
# FACILITIES & INFRASTRUCTURE

Without a pitch to play on, a halt is put to any football experience, at every level. Across both the men's and women's game, there is a significant demand for places for football, whether it is to play or compete, we know that we need more. To meet this demand, given the large scale resource that is required for work in this area, we also know that we must be strategic and sustainable with our approach. As part of this strategy, we cannot afford to immediately look to the development of new facilities, and we cannot afford for any investment to not have a resounding impact on the number of people it then engages in football. To achieve this, our efforts in this area will be informed by insight, and will start with the restoration and refurbishment of existing facilities – to ensure that the football facilities we do already have are accessible and welcoming for our women and girls involved in the sport.

## Pledge

**We will strike the balance of striving for greater accessibility of existing facilities for those currently involved in football, whilst also investing time, effort and resources into the renovation and creation of facilities as part of the wider strategic work across the organisation for future generations to benefit from**

### HOW WE WILL DELIVER OUR PLEDGE



Accessibility & Engagement



Facility Development & Maintenance



Infrastructure Investment

### OUR KEY GOAL:

**BY 2028, WE WILL INCREASE THE PERCENTAGE OF HOURS AT FACILITIES BEING USED FOR WOMEN'S FOOTBALL FROM 14% TO 20%**





# ORGANISATIONAL DEVELOPMENT & LEADERSHIP

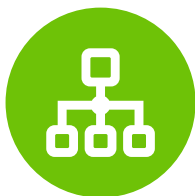
As with any organisation or social movement, the way in which it drives action, serves a purpose, and inspires others to get involved is achieved through effective leadership. Connected with both sport and society, spanning far beyond the borders of our country, Kazakhstan Football Federation holds the unique position of being part of a broader football family across the world, and is responsible not only for growing the sport within the country, but also representing the nation on the global stage both on and off the pitch. To be effective in this role, we must have the best people in positions that influence our approach, and people that reflect all areas of our society to ensure that every perspective is presented.

## Pledge

**We will create the environments and pathways for females in Kazakhstan to have a valued and respected voice as part of leadership discussions that help develop and deliver football across the country**



## HOW WE WILL DELIVER OUR PLEDGE



Strategic alignment



Female leaders in football



Challenging disparities

## OUR KEY GOAL:

**BY 2028, WE WILL GROW THE PERCENTAGE OF TOP MANAGEMENT POSITIONS HELD BY WOMEN FROM 17% TO 30%**





# EDUCATION & WORKFORCE

The rise of Women's Football to global prominence is solely down to the passion and dedication of those who fueled its ascent. Recognising the contributions of these individuals, and nurturing those that have the same energy and enthusiasm, will be key to ensuring our most talented individuals reach their full potential across the women's game. It is our duty to develop our people both personally and professionally, and to ensure the environments created to experience women's football are of the highest possible quality.

## Pledge

We will ensure that the people aligned with our mission are valued and are given the ability to develop through the provision of opportunities that will support them reach their potential both personally and professionally

### HOW WE WILL DELIVER OUR PLEDGE



Volunteer Engagement



Boosting Footballing Careers



Inclusivity and Openness



Safe, Supportive Environments



Opportunities for Training and Development

### OUR KEY GOAL:

**BY 2028, WE WILL HAVE 200 REGISTERED, ACTIVE VOLUNTEERS WORKING ACROSS OUR FOOTBALL NETWORK**





# MARKETING & COMMUNICATIONS

As part of the biggest sport in the world, and the growing phenomenon that is women's football, producing content and promoting our work in women's football needs no further encouragement with the exciting future we know is ahead of us. Taking inspiration from our national association colleagues from across Europe, and seeing what can be achieved in women's football, provides us with great hope of what women's football can look like in Kazakhstan and the ultimate goal for us to be aiming for. To achieve this, we know the stories we must tell, and the ways in which we must tell them differently to meet the needs of our various stakeholders. Success in this area can also take many different forms. From sparking a conversation amongst friends, to securing a sponsorship to help grow the game, no matter the output we will be committed and creative with our efforts to achieve our aspirations.

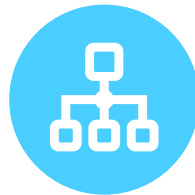
## Pledge

**We will develop the required communications, campaigns and partner propositions to establish women's football in Kazakhstan as a recognised and respected activity and interest for people of all ages, abilities and backgrounds**

### HOW WE WILL DELIVER OUR PLEDGE



Overcoming misconceptions



Digital engagement



Developing attractive assets



### OUR KEY GOAL:

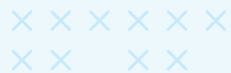
**BY 2028, WE WILL GROW PUBLIC INTEREST IN WOMEN'S FOOTBALL FROM 4% TO 8%**

# 2024



## APPENDIX

**IN EVERY FOCUS AREA, WE'VE METHODICALLY TRANSLATED OUR PLEDGES AND KEY GOALS INTO ACTIONABLE STEPS, CLEARLY OUTLINING WHAT WE WILL DO AND WHEN. EACH OBJECTIVE IS ACCOMPANIED BY A CLEAR MEASURE OF SUCCESS, WHICH WILL INDICATE WHEN WE HAVE SUCCESSFULLY DELIVERED ON THE ASPIRATIONS WE HAVE IN MIND. OUR SHORT-TERM OBJECTIVES ARE TARGETED FOR COMPLETION BY 2026, MEDIUM-TERM BY 2027, AND LONG-TERM OBJECTIVES BY 2028.**



# 2028



# GRASSROOTS PARTICIPATION: STRATEGIC DEVELOPMENT TABLE

Theme	Strategic Objectives	Actions	Delivery timeframe <small>ST – Short Term MT – Medium Term LT – Long Term</small>	Measures of Success
Governmental Collaboration	Strengthen collaboration between the Ministry of Education, Ministry of Sport, and the Kazakhstan Football Federation to improve grassroots activity, coaching standards and the player selection process	· Establish a women’s football grassroots committee featuring representatives from Football clubs, the Ministry of Education and the Ministry of Sport	ST	Increase of players from National School League scouted by football centers
		· Incentivise participation in the National School League through ensuring that the best players receive scholarship opportunities to play within Women’s Clubs	MT	- 2025, 10% - 2026, 15% - 2027, 20% - 2028, 25%
		· Collaborate with the government to ensure Football School Competitions are connected to scouting activities and selection opportunities for Football Clubs	MT	Every Football Club that attends the National School League produces a report on their scouting activities
		· Utilising the increased communication drawn from the Women’s Football Grassroots Committee, work with Football Clubs to produce reports on their scouting activities during the National School League	MT	Every university to be offering Coach Education module by 2028
		· Work with KazAST (Kazakh academy of sport and tourism) and the Ministry of Education to create a pilot coach education module as part of Physical Education/Sport-related courses before rolling it out to universities	ST	
		· Establish specialised sessions for school coaches who hold a Category C & D licenses with the focus being on girls’ football	MT	Launch project with Supernovas Indrive in 2025

Theme	Strategic Objectives	Actions	Delivery timeframe <small>ST – Short Term MT – Medium Term LT – Long Term</small>	Measures of Success
<p>Accessibility &amp; Engagement</p>	<p>Expand the frequency, reach and accessibility of football opportunities for girls, whilst removing barriers that prevent girls from benefitting from fun and engaging football experiences</p>	<ul style="list-style-type: none"> <li>· Look to reduce the barriers to participation by working with partners to subsidise the cost of equipment, transport, accommodation and any other costs associated to playing football</li> </ul>	<p>LT</p>	<p>Every region to have one, mixed-age team, formulating a competition among regions</p>
		<ul style="list-style-type: none"> <li>· Explore the possibility of mixed-aged competition for girls aged 5 – 12, across Kazakhstan by:                             <ul style="list-style-type: none"> <li>▶ Completing research to determine the market for mixed-aged competitions between age groups of 5 – 12</li> </ul> </li> </ul>	<p>LT ST</p>	<p>Establish a sponsor of girls at Football Academies / Centres</p>
		<ul style="list-style-type: none"> <li>▶ Creating and managing mixed-aged tournaments in each city between the ages of 5 – 12 in Kazakhstan by piloting projects in Almaty and Aktobe,</li> </ul>	<p>ST</p>	<p>Mixed-gender football best practice principles/considerations published, with training provided to all coaches by 2026</p>
		<ul style="list-style-type: none"> <li>▶ Encouraging all regional federations to rollout mixed-aged competitions</li> </ul>	<p>MT</p>	<p>Every football to club to be partnered with a Kindergarten</p>
		<ul style="list-style-type: none"> <li>▶ Organising mixed-aged competitions where winning teams from regional competitions compete</li> </ul>	<p>LT</p>	<p>20% of girls that participate in Kindergarten sessions, take part in Football Academies / Centres</p>
		<ul style="list-style-type: none"> <li>· Create and manage amateur football competitions with mixed-gendered teams aged 5 - 12, taking place in Astana initially before rolling out to all cities in Kazakhstan</li> </ul>	<p>LT</p>	<p>OPENDOORS program - 120 girls for each FC attending open door session</p>
		<ul style="list-style-type: none"> <li>· Launch 'OPEN DOORS' programme where girls from 1st – 4th school years can attend a free football lesson at Football Academies</li> </ul>	<p>MT</p>	<p>By 2028 - in 70% of schools in KZ – football classes</p>
		<ul style="list-style-type: none"> <li>· Incorporate football lessons into the every school curriculum, ensuring that all girls get to participate in Football during their time at school</li> </ul>	<p>MT</p>	<p>UEFA Playmakers participates grown from 25 centers to 100 centers by 2028</p>
		<ul style="list-style-type: none"> <li>· Implement and expand the UEFA Playmakers project to introduce structured football activities for children in more areas</li> </ul>	<p>MT</p>	<p>UEFA Playmakers participates grown from 25 centers to 100 centers by 2028</p>

Theme	Strategic Objectives	Actions	Delivery timeframe <small>ST – Short Term MT – Medium Term LT – Long Term</small>	Measures of Success
Promotion & Awareness	Enhance communication, promotion, and awareness of football opportunities for girls in Kazakhstan - ensuring that girls, their families, and the broader community are well-informed about the diverse opportunities, career pathways, and health benefits associated with regular participation in women's and girls' football	<ul style="list-style-type: none"> <li>· Launch a promotion campaign about women's health, highlighting that outdoor sports participation is beneficial for physical and mental well-being.</li> <li>· Recruit a suite of 'Football Champions' made up of current or ex-players with links to specific regions of Kazakhstan as a way of actively involving role models in grassroots projects and football festivals</li> </ul>	<p>MT</p> <p>MT</p>	<p>Promotion campaign launched by 2026</p> <p>Each region to have a 'Football Champion' by 2026</p>
Coach Participation & Engagement	Attract and engage new coaches in grassroots women's football, whilst also enhancing coaching standards and readiness among existing coaches to support both men's and women's football	<ul style="list-style-type: none"> <li>· Provide timely and accurate information on upcoming coaching courses</li> <li>· Complete an initial assessment of all coaches currently involved in football to help produce an overview of coaches to target who would be best suited to the women's game</li> <li>· Work with existing coaches and sports psychologists to review existing coach education to identify the areas that require adaptation for the benefit of women's football</li> <li>· Launch a seminar for all coaches working within women's football to demonstrate the best practice principles when coaching mixed-gender football and communicate the benefits of mixed-gender football for the grassroots system</li> </ul>	<p>ST</p> <p>ST</p> <p>MT</p> <p>MT</p>	<p>Social channels posting about coach education at least 1 x per module</p> <p>Increase no. of coaches entering women's games by 2 times by end of Y2028 (current number of D license female – 641)</p>



# CLUBS & COMPETITIONS: STRATEGY DEVELOPMENT TABLE

Theme	Strategic Objectives	Actions	Delivery timeframe <small>ST – Short Term MT – Medium Term LT – Long Term</small>	Measures of Success
Regional Development	Establish a sustainable mechanism for the creation of at least one professional women's football club in each region	<ul style="list-style-type: none"> <li>· Launch a research project per region, aligned with the proposed increases in regional grassroots activities and competitions for young girls, to ascertain the level of demand for the creation of additional/new women's football clubs per region</li> <li>· Outline the required conditions for a high performing women's football club creation to help inform and support club development planning across all regions</li> <li>· Develop tailored regional development plans that incentivise, encourage and support region leaders to launch a women's football club, with clear objectives, milestones, and with specific emphasis on engaging men's clubs and local universities</li> <li>· Support regional leaders with the implementation of their respective regional development plans</li> </ul>	<p>ST</p> <p>MT</p> <p>LT</p> <p>LT</p>	<p>minimum + 1 new professional club each season</p> <p>By 2024 – 5 clubs By 2025 – 6 clubs By 2027 - 8 clubs By 2028 - 10 clubs</p>
League Development	Create more professional, competitive and rewarding leagues for women and girls	<ul style="list-style-type: none"> <li>· Establish an experimental new league for U17 girls and assess its impact with regards to uptake and reducing drop-off, to make the journey from youth football and adult football more robust for women and girls</li> <li>· Assess the women's league schedules and formats to ensure that the men's game is not a barrier to spectatorship, participation and promotion</li> <li>· Utilise the positive reach and appeal of the men's game to boost engagement with the women's football league by combining ticket prices, aligning on fixture schedules etc</li> </ul>	<p>ST</p> <p>MT</p> <p>ST</p>	<p>U17 league created by 2025</p> <p>Increase spectatorship of women's league by 20%</p> <p>No. of joint tickets sold increasing by 50% year on year</p>

Theme	Strategic Objectives	Actions	Delivery timeframe <small>ST – Short Term MT – Medium Term LT – Long Term</small>	Measures of Success
League Development		<ul style="list-style-type: none"> <li>· Increase the exposure of the women’s football league by broadcasting games on a dedicated YouTube channel or related applications</li> <li>· Ensure that women’s league games are played across the country, giving all people in Kazakhstan the opportunity to spectate</li> </ul>	<p>MT</p> <p>MT</p>	
Supportive Football Families	Implement initiatives through effective licensing to encourage and support men’s clubs in both Division 1 and Division 2 to establish women’s teams	<ul style="list-style-type: none"> <li>· Conduct thorough research to evaluate the historical impact of licensing on women’s football development to inform future licensing strategies</li> <li>· Assess the readiness of Division 1 clubs to accommodate women’s teams, identifying potential challenges and implementing targeted interventions to facilitate women’s football integration</li> <li>· Embed the creation of women’s teams into male club licensing, with a clear support programme that highlights the benefits of establishing a women’s team within the club set up</li> <li>· Encourage men’s clubs to engage in girl’s grassroots activities and support the mixed-aged and mixed-gendered children’s leagues</li> <li>· Provide learning and development solutions for professionals working within men’s clubs, ensuring that the differences and considerations of female athletes are respected, adhered to and implemented</li> </ul>	<p>ST</p> <p>ST</p> <p>MT</p> <p>ST</p> <p>MT</p>	<p>All men’s Division 1 clubs to have women’s/girls team by 2028</p> <p>Club Licensing influenced to incorporate women’s football by 2026</p> <p>All mens Division 1 clubs to have had a form of learning and development training concerning women’s football and female athletes</p> <p>Women’s Youth Tournament facilitated by Division 1 clubs, by 2028</p> <p>In 2025 the development of module “Training process: gender specifics and approaches”, in 2026 – the launch of module in all coaching courses</p>

Theme	Strategic Objectives	Actions	Delivery timeframe <small>ST – Short Term MT – Medium Term LT – Long Term</small>	Measures of Success
Effective Partnerships	Collaborate with like-minded organisations and influential individuals who share our passion for growing women's football in Kazakhstan	<ul style="list-style-type: none"> <li>· Collaborate closely with UEFA to leverage their expertise and resources in identifying best practices and successful models for launching and sustaining women's teams and clubs</li> <li>· Forge strategic partnerships with educational institutions to integrate football-related courses into school and university curriculums</li> <li>· Work with UEFA and neighbouring federations to produce a report on the effectiveness and benefit of women's football competitions socially and economically</li> <li>· Create alliances with other popular women's sports, creating a culture of mutually beneficial support, shared resources, strategic league/competition calendars and sponsorship opportunities</li> <li>· Create a women's sport/physical activity panel to discuss the latest information and best practices related to women's sport, competitions and innovative solutions to grow women's sport</li> <li>· Review our competitions sponsorship offer to attract diverse sponsors and to secure long-term financial backing for the U17 women's league</li> </ul>	<p>ST</p> <p>ST</p> <p>MT</p> <p>LT</p> <p>MT</p> <p>LT</p>	<p>Women's Sports Committee, recognised within Kazakhstan, with representation from top 5 women's sports, educational institutions and government, by 2027</p> <p>Report / promotional resource created by 2026</p> <p>Sponsorship secured for U17's league by 2026</p>



# TALENT PATHWAY AND NATIONAL TEAMS: STRATEGY DEVELOPMENT TABLE

Theme	Strategic Objectives	Actions	Delivery timeframe <small>ST – Short Term MT – Medium Term LT – Long Term</small>	Measures of Success
<p>Coaching &amp; Referee Development</p>	<p>Strengthen the coaching and refereeing talent pathway, by providing targeted incentives, and actively engaging club coaches in talent identification</p>	<ul style="list-style-type: none"> <li>· Launch targeted recruitment campaigns to attract women to refereeing and coaching roles at all levels of the game</li> </ul>	ST	<p>50% more women’s coaching involved in the talent pathway, by 2028</p>
		<ul style="list-style-type: none"> <li>· Establish mentorship and networking opportunities specifically for female coaches to support their development and retention in the game</li> </ul>	MT	<p>1 x coach to enlist on coach exchange programme per season from 2025</p>
		<ul style="list-style-type: none"> <li>· Incorporate enhanced coach and refereeing development programs, specifically tailored for the women’s game, within the framework of the National Teams Development initiative under Hat Trick VI</li> </ul>	MT	<p>All age groups across women’s national teams have a female coach or assistant coach by 2028</p>
		<ul style="list-style-type: none"> <li>· Introduce financial incentives, professional development grants, and career advancement opportunities to attract experienced coaches to the women’s national team</li> </ul>	MT	<p>A female coach, assistant coach or fitness coach is included as part of men’s national team staff teams (men’s youth teams as a minimum) by 2028</p>
		<ul style="list-style-type: none"> <li>· Create an ongoing support environment that encourages the long-term commitment of experienced referees and coaches by providing continuous opportunities for development and recognition</li> </ul>	ST	<p>Attract 1 x coach per season from the men’s game toward the women’s from 2025</p>
		<ul style="list-style-type: none"> <li>· Organise engagement initiatives, workshops and resources to actively involve club coaches in the talent identification processes</li> </ul>	MT	<p>5 grants allocated towards aspiring or existing female coaches, year on year starting from 2026</p>
		<ul style="list-style-type: none"> <li>· Identify and establish partnerships for coach exchange programs, allowing coaches to gain diverse experiences and enhance their skills as part of different settings</li> </ul>	LT	<p>Ensure that 70% of coaches working within Senior, U19 and U17 national teams are women by 2028</p> <p>Grow the number of female referees by 100% by 2028</p>

Theme	Strategic Objectives	Actions	Delivery timeframe <small>ST – Short Term MT – Medium Term LT – Long Term</small>	Measures of Success
Increased Capabilities & Innovation	Expand the capacity and capability of our talent pathway by incorporating the latest tools and innovative best practices	<ul style="list-style-type: none"> <li>· Utilise advanced data analytics and performance tracking tools to assess player potential and progress</li> <li>· Incorporate physical analysis tools already used in the men's game, within the women's football talent pathway system</li> <li>· Build and incorporate comprehensive educational sessions into the talent pathway, covering topics such as nutrition, injury prevention, menstrual cycle awareness, English language etc</li> <li>· Embed video analysis into coaching tools and techniques, equipping coaches with enhanced resources for player development</li> <li>· Develop, launch, and maintain a consistent and world-class playing philosophy that cascades through the women's national teams and entire talent pathway</li> <li>· Remove accessibility barriers by utilising virtual coaching platforms to provide training resources and guidance to talented prospects</li> </ul>	<p>MT</p> <p>MT</p> <p>MT</p> <p>MT</p> <p>ST</p> <p>ST</p>	<p>By 2028, all senior women's national team players to have been tracked via virtual platform</p> <p>All women's coaches within the talent pathway to have experienced virtual coaching and video analysis by 2028</p>

Theme	Strategic Objectives	Actions	Delivery timeframe <small>ST – Short Term MT – Medium Term LT – Long Term</small>	Measures of Success
Quality Training Camps	Enhance our women’s talent pathway system by increasing the frequency, duration and standard of national team camps, and its connection with grassroots activity	· Conduct a comprehensive review of current resource allocation during talent camps with the aim of making budgets more efficient	ST	4 x National Team squad sessions per year, increasing from 2, by 2027
		· Ensure that a number of educational elements at talent camps take place online, reducing the strain on resources when in-person	ST	Talent Camps U15 to last 15 days, increasing from 10, by 2027
		· Establish an alumni network of former national team players to provide volunteering support to talent camps	ST	70% of all women’s club coaches to attend U15 national team camps
		· Complete an analysis of current training camps, comparing squad sessions with other national associations and incorporating physical analysis tools used in the men’s game, to ensure that talent camps align with best practice	MT	By 2028, 2 500 women and girls to be involved within the talent pathway system outside of schools
		· Conduct bi-monthly skill assessments to tailor training sessions to the specific needs of players	ST	40% of the women’s senior national team have played in the U17s team (2007 year of birth and younger) to 2028
		· Provide opportunities for club coaches to attend national team camps to enhance levels of alignment with philosophy of play	MT	
		· Create a U15 girl's national team as an introduction to the talent pathway pyramid	MT	



## FACILITIES & INFRASTRUCTURE: STRATEGY DEVELOPMENT TABLE

Theme	Strategic Objectives	Actions	Delivery timeframe <small>ST – Short Term MT – Medium Term LT – Long Term</small>	Measures of Success
Accessibility and Engagement	Connect with facility providers and communities to maximise the use of our existing infrastructure	<ul style="list-style-type: none"> <li>· Develop initiatives to increase access to football facilities for girls, including targeted outreach programmes and partnerships with schools</li> <li>· Advocate for equal facility allocation between men's and women's football to promote inclusivity and fairness</li> <li>· Implement a comprehensive communication plan to ensure effective stakeholder engagement and facility utilisation</li> <li>· Develop communications to increase support and engagement from rural communities in football facility development projects</li> <li>· Implement measures to reduce costs and improve accessibility to pitch facilities in public and private schools</li> </ul>	<p>ST</p> <p>ST</p> <p>ST</p> <p>ST</p> <p>MT</p>	To create progress metrics by 2025 and make consolidated report on annual basis (from all regional FAs, institutions involved)

Theme	Strategic Objectives	Actions	Delivery timeframe <small>ST – Short Term MT – Medium Term LT – Long Term</small>	Measures of Success
<p>Facility Development and Maintenance</p>	<p>Develop our insight to inform our investment decisions, with a focus on restoration and refurbishment as the primary solution</p>	<ul style="list-style-type: none"> <li>· Launch an infrastructure research project, identifying the biggest barriers to access for girls in relation to Kazakhstan’s current footballing infrastructure</li> <li>· Conduct a comprehensive pitch mapping programme, with the support of UEFA Grow’s pitch mapping tool, to identify areas for improvement and investment in football infrastructure</li> <li>· Focus on redeveloping existing pitches rather than building new ones to optimise resource utilisation and minimise environmental impact</li> <li>· Encourage the development and adoption of innovative, low-cost pitch solutions through incentives and support programmes</li> <li>· Establish pitch maintenance apprenticeships to train individuals in revitalising existing pitches and ensuring their upkeep</li> <li>· Support and expand initiatives like the 'Alan Project' for pitch repair and maintenance, collaborating with local authorities and clubs to maximise impact</li> </ul>	<p>ST</p> <p>ST</p> <p>ST</p> <p>ST</p> <p>MT</p> <p>ST</p>	<p>To provide 20% from total free hours for women’s football on pitches of Alan project memorandum</p>



# ORGANISATIONAL DEVELOPMENT & LEADERSHIP: STRATEGY DEVELOPMENT TABLE

Theme	Strategic Objectives	Actions	Delivery timeframe <small>ST – Short Term MT – Medium Term LT – Long Term</small>	Measures of Success
Strategic Alignment	Ensure our plans and commitments for women’s football are connected with ongoing strategic activity across the organisation	<ul style="list-style-type: none"> <li>· Connect with existing ways of working and reporting for other strategies across the federation to ensure Women’s Football initiatives and actions are positioned appropriately as part of discussion and decision making</li> <li>· Embed a detailed and connected approach to data collation, analysis and management to assist with strategy implementation efforts and data-based decision making</li> <li>· Develop a systematic approach to reporting on both the progress and the impact of the strategy that meets the needs of internal and external stakeholders across football in Kazakhstan</li> </ul>	<p>ST</p> <p>ST</p> <p>ST</p>	To create progress metrics by 2025 and make consolidated report on annual basis (from all regional FAs, institutions involved)
Female leaders in football	Design and deliver leadership programmes and initiatives that enable more women to , learn, develop and hold positions as leaders	<ul style="list-style-type: none"> <li>· Implement targeted recruitment initiatives to help attract more women to apply for leadership positions within the federation</li> <li>· Implement targeted mentorship programs to develop the female leaders of the future across the federation</li> <li>· Encourage women’s involvement in management positions throughout clubs and across the federation through the promotion of clear role descriptions and case studies of females already within these positions where possible</li> </ul>	<p>ST</p> <p>MT</p> <p>ST</p>	To develop and launch women’s internship program in KFF by end of 2025





# EDUCATION & WORKFORCE: STRATEGY DEVELOPMENT TABLE

Theme	Strategic Objectives	Actions	Delivery timeframe <small>ST – Short Term MT – Medium Term LT – Long Term</small>	Measures of Success
Volunteer Engagement	Create a volunteering culture and community, where those who give their time to support the development of women's football are both recognised and rewarded	<ul style="list-style-type: none"> <li>· Establish a volunteer committee/focus group made up of members of the federation and nominated volunteers to discuss developments required for the football workforce</li> <li>· Conduct a review of the current fanbase and current volunteers, to highlight those that would be most likely to engage in volunteering and to connect communications campaigns to meet their needs</li> <li>· Create a volunteer management position with the federation or assign volunteer management to a current role</li> <li>· Develop a Volunteering Programme to support new volunteers, providing access to learning and development opportunities, enrichment activities and a referral scheme, giving current volunteers the incentive to grow the volunteer community</li> <li>· Establish a Volunteer Recognition programme to formally acknowledge and reward the invaluable contributions of volunteers</li> <li>· Create a database and communication channel with all volunteers, tracking their involvement and providing a platform for them to provide feedback</li> </ul>	<p>ST</p> <p>ST</p> <p>ST</p> <p>MT</p> <p>MT</p> <p>ST</p>	200 registered, active volunteers by 2028

Theme	Strategic Objectives	Actions	Delivery timeframe <small>ST – Short Term MT – Medium Term LT – Long Term</small>	Measures of Success
<p>Boosting Footballing Careers</p>	<p>Establish the necessary foundations to develop and grow the educational and career opportunities associated with women’s football</p>	<ul style="list-style-type: none"> <li>· Establish partnerships with local educational institutions to create exchange programs showcasing coaching and refereeing opportunities</li> </ul>	<p>LT</p>	<p>Every university to hold a ‘Careers in Football’ lecture by 2028</p>
		<ul style="list-style-type: none"> <li>· Launch grant and scholarship programs specifically designed for women pursuing careers in football coaching and refereeing</li> </ul>	<p>MT</p>	<p>100% of women’s clubs to have held annual lecture of players re: Coaching &amp; Refereeing, by 2028</p>
		<ul style="list-style-type: none"> <li>· Enhance existing grassroots initiatives like FC Shakhter’s “My Profession” to further develop career information sessions</li> </ul>	<p>ST</p>	<p>By 2028, grow the average amount of job application for jobs in women’s football by 50%</p>
		<ul style="list-style-type: none"> <li>· Develop and execute dynamic social media campaigns to highlight the success stories of female referees and coaches</li> </ul>	<p>ST</p>	
		<ul style="list-style-type: none"> <li>· Work towards improving the remuneration packages for female football coaches and referees to make these roles more attractive and sustainable</li> </ul>	<p>ST</p>	
		<ul style="list-style-type: none"> <li>· Organise regular refereeing lectures for players in higher age groups at football centres and academies to promote the referee role as an option after playing</li> </ul>	<p>MT</p>	
		<ul style="list-style-type: none"> <li>· Conduct open-door seminars and community outreach events focused on football careers, targeting players to inform them about various job opportunities within the sport</li> </ul>	<p>MT</p>	
		<ul style="list-style-type: none"> <li>· Utilise the “UEFA Be a Referee” promo campaign, sharing it across Kazakhstan Football Federation media channels to advertise referee classes</li> </ul>	<p>MT</p>	
		<ul style="list-style-type: none"> <li>· Schedule regular masterclass sessions where current referees share their experiences and mentor aspiring referees, highlighting the rewards and challenges of the profession</li> </ul>	<p>LT</p>	

Theme	Strategic Objectives	Actions	Delivery timeframe <small>ST – Short Term MT – Medium Term LT – Long Term</small>	Measures of Success
<p>Inclusivity &amp; Openness</p>	<p>Ensure that the Kazakhstan Football Federation has no social barriers to prospective female employee candidates, creating a workplace that is both attractive and enriching for women</p>	<ul style="list-style-type: none"> <li>· Ensure that recruitment activities within the federation are welcoming, inclusive and suitable for all                             <ul style="list-style-type: none"> <li>- Removing the requirement for gender-identifying information in job applications</li> <li>- Using balanced language in job advertisements and inclusive advertising, ensuring the equal likeliness of seeing the job postings for both men and women</li> <li>- Bias removal training and selective interview panels for fair representation</li> </ul> </li> </ul>	<p>ST</p> <p>ST</p> <p>ST</p> <p>MT</p>	<p>30% more women applying for job postings</p>
<p>Safe, Supportive Environments</p>	<p>Ensure that the Kazakhstan Football Federation has all it needs in place to ensure that female employees feel that they can go about their duties without being subject to bias, sexism or prejudice</p>	<ul style="list-style-type: none"> <li>· Promote a culture of equality where success is based on individual capabilities</li> <li>· Embed objectives and success metrics across all roles within the federation, ensuring that the ability to succeed is standardised</li> <li>· Launch internal campaigns to challenge cultural expectations and stereotypes surrounding women's roles in football, promoting acceptance and respect</li> <li>· Enhance the attractiveness of working within the federation through improved benefits, opportunities for advancement, and a supportive work culture</li> <li>· Create a buddy system for new women entering the federation, pairing them with an existing female working in the federation for induction and ongoing support</li> </ul>	<p>ST</p> <p>ST</p> <p>ST</p> <p>MT</p> <p>ST</p>	<p>Women working within the federation, subject to performance, are promoted via standardised objective reviews by 2028</p> <p>Retention rate of female staff at the federation improves by 25% by 2028</p>

Theme	Strategic Objectives	Actions	Delivery timeframe <small>ST – Short Term MT – Medium Term LT – Long Term</small>	Measures of Success
<p>Opportunities for Training &amp; Development</p>	<p>Connect the latest information and practices regarding gender inclusivity with standard internal training procedures so that it is communicated and understood by all</p>	<ul style="list-style-type: none"> <li>· Continually research and collate the latest information and practices relating to gender-inclusivity</li> <li>· Provide comprehensive training and development programs to enhance the skills and awareness of federation and club members regarding gender inclusivity</li> <li>· Conduct awareness campaigns and workshops to combat scepticism towards women in football and to create more supportive environments</li> </ul>	<p>ST</p> <p>MT</p> <p>ST</p>	<p>Internship programme for women held twice a year, by 2028</p> <p>Training programmes held to all new federation employees and held to all as a refresher twice a year, by 2028</p> <p>Promotional campaign held and distributed at least once a year, by 2028</p> <p>'Women in Football' workshop rolled out once per year, by 2028</p>



# MARKETING & COMMUNICATIONS: STRATEGY DEVELOPMENT TABLE

Theme	Strategic Objectives	Actions	Delivery timeframe <small>ST – Short Term MT – Medium Term LT – Long Term</small>	Measures of Success
Overcoming misconceptions	Design and deliver a range of campaigns and content that challenges the existing misconceptions surrounding women's football	<ul style="list-style-type: none"> <li>· Create engaging and informative campaigns emphasising the holistic benefits of women's football, including physical health, mental well-being, and personal development to target young women and parents to capture their involvement</li> <li>· Challenge stereotypes and promote positive images of female football players through targeted marketing efforts and media partnerships</li> <li>· Launch educational campaigns to address misconceptions about the safety of women's football, providing evidence-based information to reassure and attract potential participants and supporters</li> </ul>	<p>MT</p> <p>MT</p> <p>ST</p>	Media Coverage – Campaign awareness by Internet audience – 100 K
Digital engagement	Position digital engagement at the heart of our marketing and communications activity to reach more people more often	<ul style="list-style-type: none"> <li>· Utilise digital platforms to increase the visibility and promotion of women's football events, matches, and initiatives</li> <li>· Connect with our work in the men's game to capitalise on the use of digital tools for data-driven communication and interaction with fans</li> <li>· Establish a content plan to ensure that all digital and social media platforms remain relevant and align with the success stories of the strategy</li> </ul>	<p>ST</p> <p>ST</p> <p>ST</p>	To prepare and demonstrate promo about women's football on stadium's led screens on Women's national matches in Y2024 , as well as Men's matches

Theme	Strategic Objectives	Actions	Delivery timeframe <small>ST – Short Term MT – Medium Term LT – Long Term</small>	Measures of Success
Developing attractive assets	Package our strategic activity and outputs in a way that is appealing for partners to want to support and get involved in our work	<ul style="list-style-type: none"> <li>· Develop comprehensive marketing campaigns highlighting the societal and economic benefits of investing in women's football, targeting stakeholders such as sponsors, investors, and policymakers</li> <li>· Develop initiatives and campaigns that drive the involvement of families, including parents and children, at football events to increase overall public engagement</li> <li>· Produce high-quality documentaries showcasing grassroots activities and success stories within women's football to inspire and engage audiences</li> </ul>	<p>MT</p> <p>MT</p> <p>ST</p>	<p>Economic metrics - At least 2 new sponsorship deals</p> <p>Media Coverage – Campaign awareness by Internet audience – 100 K</p> <p>Release of short documentary movie by 2025</p>



**WOMEN'S FOOTBALL STRATEGY 2024 - 2028**

KICKSTARTING DREAMS, GALVANISING A NATION