



Moldovan Football Federation 2025-2030 Strategy: Dare to Dream



Over the next five years, we must **DARE TO DREAM**. All our efforts will go towards more Moldovans playing football and qualifying our men's, women's and age group national teams for major tournaments. If successful, Moldova will be solidified as the football nation it deserves to be.

This strategy has been developed with a deep understanding of the importance of pairing Football for All and High Performance football. It ensures that there is a balanced and equitable focus to both pillars with the recognition that their success is deeply intertwined and interdependent. One will not succeed without the other. To grow popularity and participation, our national teams must inspire our country. For our national teams to succeed, there must be a continuous pipeline of talented, elite players and coaches. This holistic approach ensures a sustainable and dynamic future for football in Moldova at all levels.

Ultimately, this strategy is about progress. Continuing our efforts and learning from both our successes and failures, always moving forward as we **DARE TO DREAM**.

Our Purpose:

Vision: To consolidate society through football.

Mission: To develop, promote and protect football in Moldova.

Core Values: Responsibility, Passion, Teamwork

Aspirational Values: Innovation, Progress, Good Governance, Staff Education

Dare to Dream – Pillar Overview:

This strategy is built upon two pillars – Football for All and High Performance Football. All our efforts over the course of the next five years will bolster these pillars pushing us closer to our long-term goals. Though both complement each other with similar inputs being required, each has its own distinct outputs.

- Football for All – Providing opportunities for youth and adults to play for fun in structured or unstructured formats.
- High Performance Football – Providing support to the national teams and elite players aged 13+ with the intention of improving results on the pitch.

Football For All

Our Challenge

Football for All is where dreams are created, and the love of the game is ignited. Beyond developing talent for our high performance systems, more importantly, Football for All profoundly enriches our communities. It is our responsibility to cultivate fun competitions and safe environments for all members of society to experience the joy of the game. By offering meaningful and engaging experiences for all players, coaches, referees, and volunteers, we will move closer to achieving our overall vision of consolidating society through football.

Our Current Context

Over the course of our previous strategy, we made tremendous strides in growing the amateur game within our country despite facing setbacks due to the COVID-19 pandemic. At the beginning of the last strategy, we had 56,000 registered players which dropped to 30,000 during the COVID-19 pandemic and then recovered rising to 80,000. The biggest growth in



participation came from the under 12 age group, demonstrating strong interest in football from the next generation of players. Moving forward, capitalising on momentum, we are setting the ambitious goal of increasing overall participation to **120,000** registered players. However, we recognise that to reach this target, we must have adequate programmes, structures and systems in place to handle the growth.

Our Pledge

As we work towards developing Football for All, we commit to having what is good for the amateur game at the heart of all our decision making. We will not compromise the development of a thriving amateur game as we understand its vital role in generating positive social impact and sustaining long-term success in high performance football. Over the course of this strategic period, we will focus our efforts on increasing participation and player retention, introducing new playing formats, and becoming a leader in using sport as a tool for good.

Measuring Our Success

Across our three areas of focus for the amateur football pillar, we will measure the effectiveness of our efforts through participation statistics, pilot projects, case studies, and partnerships. These key performance indicators will provide an accurate evaluation of how we are progressing in developing amateur football in Moldova.

Pillar Goal: Strengthen the Football for All player journey to have more Moldovans playing football and ensure player retention.		
Focus Area:	Objectives:	Measures of Success:
Participation Programmes	<ol style="list-style-type: none"> 1. Overall participation increases. 2. Retain women’s football players throughout the pathway from U8 to veterans. 3. Gain better insights from registration data to have a stronger understanding of football participation. 4. Continue to grow the Football in Schools programme. 5. Bridge participation from Football in Schools programme to clubs. 6. Introduce new playing formats so people of all ages and abilities have opportunities to play. 	<ol style="list-style-type: none"> 1. Grow overall participation numbers from 80,000 to 120,000 registered players. (2030) 2A. A 5-year women’s football strategy is developed. (2026) 2B. Activities, events, and festivals are organised each year promoting women’s football. (2030) 2C. Expand UEFA Playmakers programme to the U10 age category. 3. An electronic amateur football registration system is set up and used. (2028) 4A. Increase the participation of pupils in the Football in Schools programme from 42,000 to 80,000. (2030) 4B. 20% of football in schools programme participants are girls. (2030) 4C. Increase the number of schools participating in the programme from 340 to 500. (2030) 4D. Train at least 100 new teachers each year. 5. At least 17 clubs have links to partner schools. (2028) 6A. A pilot for walking football is carried out. (2028) 6B. Increase the participation in disability football by 40%. (2030)



Safeguarding	<ol style="list-style-type: none"> 1. Ensure child safeguarding is fundamental to all FMF activities. 2. Modernise facilities to ensure players are training in safe spaces. 	<ol style="list-style-type: none"> 1. Publish a revised child safeguarding policy and plan. (2026) 2. Evaluate all training facilities analysing potential safeguarding risks. (2026)
Amateur Club Licensing	<ol style="list-style-type: none"> 1. Expand FMF amateur club licensing requirement to improve operations. 	<ol style="list-style-type: none"> 1A. 90% of amateur clubs meeting licensing requirements. (2030) 1B. Amateur clubs are stimulated to improve their classification. (2030)

High Performance Football

Our challenge

At its core, competitive sport is about fulfilling potential and achieving excellence. To reach these heights, our current elite players must have the very best environments and development opportunities within easy reach. Underpinning this, our talent identification and development pathway must be seamless and consistent throughout our country. All talented performers wishing to fulfil their potential should have the opportunity to engage within our system. To deliver multi-generational success, Moldova needs a world class footballing philosophy linked to a holistic performance system that is embedded throughout each level of our game. Our national teams and aspiring talent should expect all of these factors to be in place. In return they must be prepared to commit 100% of their efforts to fulfilling their potential.

Our Current Context

When we consider the challenge we face, we need to be honest and acknowledge that whilst we have made great progress there are still many gaps in our high performance system. Our national teams recognise that the footballing world is continually progressing. To keep pace, incremental improvement must be at the centre of our thinking. Being truly competitive on a world stage will require total and unwavering commitment to every aspect of our performance structures. Whilst our talent pathway is good it is not excellent. Talented performers can and do slip through our net and our inconsistent approach to playing philosophy requires our teams to make continual adjustments throughout their development. Similarly, the environments that our players access and the workforce that supports them are again very good but there are improvements to be made.

Our pledge

Through the implementation of this strategy, we will instil a world class performance mentality and culture throughout our high performance football structures. We will ensure our national teams are highly competitive and that desire and chance is replaced with confidence and conviction which will allow us to consistently qualify and be competitive within European and World competitions.

Measuring Our Success

For the high performance football pillar, our key performance indicators are both quantitative and qualitative, providing a holistic perspective to our evaluations. Key performance



indicators for this pillar include tournament qualifications, the development of a Moldovan playing philosophy, and statistics such as number of matches played.

Pillar Goal: Produce competitive national teams in every age group that contribute to the growth of the popularity of football in Moldova.		
Area of Focus:	Objectives:	Key Performance Indicators:
National Team Success	<ol style="list-style-type: none"> 1. Senior national teams improve performances and compete in the top tiers of European and World football. 2. Improve the performance of men's and women's U17 and U19 teams. 3. Revise the playing philosophy of national teams to fit Moldova's unique context. 	<ol style="list-style-type: none"> 1A. Qualification to a major tournament for the men's national team. (2030) 1B. Promoted to group 'C' in the nations league for the women's national team. (2030) 2. Promotion to the elite round for men's and women's U17 and U19 teams. (2030) 3. The Moldovan football family is consulted in the development of a new formal document outlining the national team playing philosophy which is approved by ExCo. (2026)
National Team's Institute	<ol style="list-style-type: none"> 1. Identify and attract Moldovan talents both locally and abroad as they grow and develop. 2. Produce talent that stay in Moldova to play in the Super League. 	<ol style="list-style-type: none"> 1. A database using specialised IT tools to register homegrown and diaspora players is created. 2. Each team in the Super League must have a minimum of 3 domestic players. (2030)
Talent Development Pathway	<ol style="list-style-type: none"> 1. Organise more matches for U17, U19, and u21 national teams. 2. Establish four regional talent development centres in collaboration with local clubs. 	<ol style="list-style-type: none"> 1. Men's and Women's U17, U19, and u21 teams have an adequate schedule of matches. (2026) 2A. Proposal for regional talent development centres is approved by ExCo. (2028) 2B. Identified elite players train at four regional development centres throughout the year. (2030)

Dare to Dream - Enablers:

Across both amateur football and high performance football, a set of four common support functions have been identified as enablers for our work. Our enablers are Competitions, Communications, Education, and Public Affairs. Supporting both internal and external stakeholders, these enablers provide the necessary opportunities, campaigns, resources, and relationships to carry out our work.



- Competitions – Providing and developing professional and amateur opportunities for teams to compete against one another.
- Communications – Improving football’s image through engagement and awareness campaigns that leverage media, share compelling stories, and organise community events that will connect with fans resulting in greater participation and support.
- Education – Offering learning and development opportunities for all staff (on-pitch and off-pitch) to enhance their skills and competencies.
- Public Affairs – Developing strong partnerships with governments, municipalities and other key public institutions.

Competitions

Our Challenge

To keep anyone that plays or watches football engaged, exciting competitions must be in place. Whether it is in amateur football or high performance football, there must be appropriate formats, locations and levels of competitiveness to make competitions thrilling.

Our Current Context

There is insufficient number of competitions that meet the needs of everyone who wants to play football at the amateur level. The level of competitions is insufficient due to management issues and inadequate financial stability of both men’s and women’s football clubs. The unappealing image of professional leagues limits the ability to generate revenue for subsequent distribution among participants.

Our Pledge

We will structure amateur football competitions in a way that allows players to develop effectively in a safe, inclusive, and education-oriented environment. This involves the implementation of flexible and age-appropriate competition formats that are conscious of disability and child safeguarding policies. For high performance competitions, we will maximise the impact of licensing and regulations to produce the best quality matches on the pitch and develop talent to compliment the national team pathway.

Measuring Our Success

In this strategic period, success for competitions would be the increase in players, clubs, and schools participating in amateur tournaments along with the introduction of new policies and frameworks for professional leagues.

Enabler Goal: Provide safe, high quality competitions for players of all levels.		
Area of Focus	Objectives:	Key Performance Indicators:
Amateur Football	<ol style="list-style-type: none"> 1. Provide competitive football for all age groups across the country. 2. Expand school competition formats. 3. Find transportation solutions for school competitions to make logistics easier. 	<ol style="list-style-type: none"> 1. The introduction of a new U10 girls’ league. (2026) 2. Introduce futsal and mini football school competitions. (2028) 3. National and local authorities provide input for a school competitions logistics plan. (2026)



<p>High Performance Football</p>	<ol style="list-style-type: none"> 1. Our aim is to make Moldovan Performance football grow in terms of sporting and commercial capabilities. 2. Maintain the integrity of the RM Championship and foster sustainability of the participating clubs. 3. Our goal is to attract more fans and supporters by providing them with the ultimate football experience. 	<ol style="list-style-type: none"> 1. We have expended and professionalised all moldovans leagues 2. The legal and regulatory frameworks for competitions are updated. (2026) 3A. increase the number of high intensity matches ; 3B. To increase the index of fan experience satisfaction; 3C. Continue development of the broadcasting services.
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Communications:

Our Challenge

We must shift from classic communication methods to more creative, innovative and engaging approaches that not only capture attention but resonate with our audiences. In recent times, there has been an increasing demand from fans/followers to be constantly connected to a sport, team, or player’s activities. To satisfy this demand, compelling communications campaigns must be in place to engage with fans/followers and grow overall interest in football across Moldovan society. With our stakeholders across both amateur football and high performance football requiring varying levels of communications and content, we must utilise appropriate communications channels to effectively reinforce our relationships with them.

Our Current Context

Research conducted by Nielsen reveals that a significant segment of the football community is not currently engaged with FMF activities. This highlights an opportunity to improve the use of communication channels and enhance their effectiveness in the future. During our previous strategic period, we advanced our communications activities substantially through the introduction of the We Sport channel, the only sports channel in Moldova. This new channel showcases matches, football news, and captivating stories of Moldovan football. As a traditional form of media, this channel compliments our communications on digital media platforms.

Our Pledge

To enhance the connection of all Moldovans to football, we will execute communications initiatives and campaigns that are engaging and informative on FMF activities. We will use the research and insights generated from these initiatives and campaigns to better understand the needs of the football community and improve our programmes and projects.



Measuring Our Success

Our communications key performance indicators will monitor the publishing of a communications strategy and research reports as well as the organising of campaigns and events connecting fans to national teams.

<p>Enabler Goal: Connect all Moldovans to football through inspirational and informative communications campaigns.</p>		
Area of Focus	Objectives:	Key Performance Indicators:
Amateur Football	<ol style="list-style-type: none"> 1. Produce a communications strategy to better promote amateur football in Moldova. 2. Carry out research on the general public’s perception of FMF to identify areas for improvement. 3. Understand and promote our social impact. 	<ol style="list-style-type: none"> 1. Communications strategy is published outlining initiatives tailored for specific stakeholders. (2026) 2. Image research is conducted once every two years. (2030) 3. Complete an SROI valuation of our football schools programme. (2026)
High Performance Football	<ol style="list-style-type: none"> 1. Moldovans can watch all national team matches. 2. Connect Moldovans to national team players. 3. Improve the perception of the national team for players by strengthening the pride of playing for the national team. 4. Improve attendance to national team matches for both men’s and women’s teams. 5. Develop a domestic football community. 6. Continue developing versatile communication tools to promote and enhance football fan culture. 	<ol style="list-style-type: none"> 1. All possible youth and senior national team matches are showcased on various sources. (2026) 2. Organise campaigns to connect fans to national teams and create lifestyle stories each year on national team players that are showcased on various sources. (2026) 3A. Produce a set of documentaries on the top players in FMF history which are showcased on the various sources. (2026) 3B. An ambassador program which is made up of football influencers that will promote FMF activities will be established. (2026) 3C. Annual campaigns are conducted in clubs/academies to promote the pride of representing the national team. (2030) 4. Average attendance of men’s and women’s national team matches increases. 5. Increase the number of men and women’s clubs implementing Community Development Officer project (CDO) 6A. Increase Social Media followers. 6B. Increase Social Media followers engagement.



Education

Our Challenge

Football at all levels is only possible with passionate, dedicated people acting behind the scenes to make it happen. For football in Moldova to thrive, everyone in amateur football and high performance football must be equipped with the skills and competencies to carry out their responsibilities effectively. To ensure this, educational opportunities must be offered to anyone involved in Moldovan football.

Our Current Context

Back in 2023, we proudly launched the FMF Academy which offers courses on the management of off-field operations in football. Along with already existing educational opportunities for coaches and referees, the academy has rounded out FMF’s educational offering, making it more holistic and accommodating to people wanting to get involved in football both on and off the pitch.

Our Pledge

Over the course of this strategic period, we will continue to invest in the development of the football workforce. We will grow the number of coaches and volunteers while strengthening the skills and abilities of club administration and staff.

Measuring Our Success

The implementation progress for education objectives will be evaluated primarily by quantitative data. Our progress will be monitored by the number of courses offered and completed.

Enabler Goal: Recruit and upskill all football personnel.		
Area of Focus	Objectives:	Key Performance Indicators:
Amateur Football	<ol style="list-style-type: none"> 1. Educate existing amateur coaches more. 2. Get more amateur coaches licensed. 3. Ensure coaches have a robust understanding of child safeguarding measures. 4. Improve the image and abilities of referees. 5. Create a plan to attract and train volunteers. 6. Provide various management courses for amateur clubs. 	<ol style="list-style-type: none"> 1A. The number of coach education courses offered increases. (2028) 1B. Local first-aid training programs are offered to coaches. (2028) 2. The number of coaches with the UEFA Grassroots C & D licence increases. (2030) 3. All coaches participate in an annual FMF safeguarding training session. (2030) 4A. The number of referees increases. (2030) 4B. Moldovans referee in UEFA competitions. (2030) 5. The number of volunteers increase. (2030) 6. The number of amateur club staff completing and FMF Academy course increases.



<p>High Performance Football</p>	<ol style="list-style-type: none"> 1. Have more qualified coaches and educators working in high performance football. 2. Provide lifestyle and media training for national team players. 3. Offer various management courses raising staff capacity and skills of professional clubs. 4. Grow the Women in Football Leadership programme. 	<ol style="list-style-type: none"> 1. Certify 100 B licence coaches, 100 B Goalkeeper licence coaches, 80 A licence coaches, 30 A Goalkeeper licence coaches, 20 A elite youth licence coaches, 50 Pro licence coaches, and 30 educators. (2030) 2. All national team players receive lifestyle and media training on an annual basis. (2030) 3. Staff at all clubs have completed an FMF Academy course. (2030) 4. Increase the Women in Football Leadership programme participants (2028)
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Public Affairs

Our Challenge

As an organisation serving Moldovan society, collaborating with the national government, local authorities, and other public institutions is essential. Without their support and approval, we are not able to execute projects necessary for developing amateur football and high performance football in Moldova. Moving forward, we must strengthen our relationships and better align our efforts with collaborators, ensuring that we are capable of achieving our ambitions and maximising our social impact.

Our Current Context

According to common FMF and central public authorities efforts, recently the government began the process of developing a new legislation framework. Hopefully, with the introduction of the modifications the football ecosystem will be enhanced with commercial revenues and support increasing for FMF and amateur clubs. To get the modifications approved, collaboration with government officials and other sport federations is required to reinforce evidence of the need and impact of the potential legislation.

Our Pledge

With social capital being the currency of public affairs, we commit to forming mutually benefitting relationships with various stakeholders. We will request stakeholder support for our activities while sharing our insights and expertise that are of value to them.

Measuring Our Success

The key performance indicators for public affairs address collaboration efforts, publication of formal documents to share with stakeholders, and increased infrastructure development. Monitoring our public affairs efforts will give us a sense of the strength of our relationships which are so vital to all our work.



Enabler Goals: Form meaningful and productive relationships with all football stakeholders.		
Area of Focus	Objectives:	Key Performance Indicators:
Amateur Football	<ol style="list-style-type: none"> 1. Strengthen relationships with clubs, local authorities and NGOs. 2. Share data and insights with stakeholders that will value it. 3. Conduct an analysis of football infrastructure in Moldova. 	<ol style="list-style-type: none"> 1. An extended job description of Club Community Development Officers is produced. (2026) 2. Produce an annual impact report that is distributed to stakeholders. (2026) 3. Complete the mapping of all sports facilities in Moldova and link them to clubs. (2030)
High Performance Football	<ol style="list-style-type: none"> 1. Formally collaborate with other sport federations to advocate for a new legislation framework and the inclusion of sport in other national development (UN and EU) strategies. 2. FMF will facilitate creating appropriate frameworks based on international experience for national stadium development project works. 	<ol style="list-style-type: none"> 1A. Quarterly meetings are held with other sport federations. (2026) 1B. A new legislation framework to be approved by the government. (2026) 2. Development of the National Stadium project. (2030)

Methodology and Thanks

This is not merely a strategy tailored for our organisation. It represents a comprehensive strategic plan designed to benefit the entire football community in Moldova. It aims to unite stakeholders, align goals, drive collective progress, and ensure that everyone involved in Moldovan football can work together toward common objectives and long-term success.

As a plan that is dedicated to the football community, it was imperative that we received input and insights from the football community to help form it. Through this process, we set up consultative workshops together with UEFA experts across all regions of our country with key stakeholders to listen to their needs, dreams, and visions for Moldovan football. We deeply appreciate their passionate participation. We hope this plan resonates with their perspectives and ignites a sense of excitement and optimism about the future of football in Moldova.

Dream Together:

In our previous strategy, the progress we have witnessed is a testament to what can be achieved in Moldovan football. For this next period, we have set some ambitious objectives,



however we are confident that they are within reach. As we meet our objectives, it is vital that we measure their impact to prove football's value to Moldovan society.

Our dedicated staff will drive the initiatives and projects outlined in this strategy, working tirelessly with the love of the game in their hearts. However, their efforts can only take us so far. We hope that this strategy excites you about the direction football is going in Moldova and inspires you to get involved. Your contribution is vital, whether your involvement is in the form of coaching a team, volunteering at an event, sharing social media content, managing club administrative tasks, or becoming a sponsor of amateur or high performance football.

The future of football in Moldova is bright, and with your support and involvement, we can achieve great things. For success to come to fruition, the Moldovan football family must come together, with each member placing efforts to develop the beautiful game. If we act alone, we may attain achievements but that will not bring us closer to our overall vision for football in Moldova. Hand in hand, the Moldovan football family must take this next step together in our pursuit of consolidating society through football.

Let's seize this moment to unite and transform football in Moldova into a beacon of what can be achieved through responsibility, passion, and teamwork. This is our chance to show that when we dare to dream, no goal is too ambitious, and no challenge is too great. Let's **DARE TO DREAM** and make those dreams a reality.

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