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# **FOOTBALL FOR ALL AND EVERYONE -**

***YESTERDAY, TODAY, TOMORROW***

## **LITHUANIAN FOOTBALL FEDERATION STRATEGY 2025-2030**



2 0 2 5 - 2 0 3 0



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Celebrating our 100th year as an organisation as part of our previous strategy cycle not only provided us with a fantastic opportunity to reflect on our footballing heritage and our recent achievements but also allowed us to undertake a comprehensive assessment of our work and its related impacts. Through this process we identified many areas that have delivered significant progression but also highlighted areas that need improvement if we are to fulfil our future potential.

Our new 2025 - 2030 strategy 'FOOTBALL FOR ALL AND FOR EVERYONE', represents the next phase in our ambitious evolution. Through its development, we have set out challenging goals that will ensure our activities are fully inclusive and enable us to bring high quality football opportunities to all sectors of Lithuanian society. Our five strategic pillars cover all aspects of our game. The objectives and actions included in 'Play, Learn and Smile' will allow us to grow all aspects of the game and inspire the next generation to get involved. 'Identify, Nurture and Compete' will ensure that all our players experience high quality, competitive and developmental competition and that our most talented players and national teams are fully supported in their

quest for elite success. Additionally this area of our work will provide world class education and support for our coaches, and referees. Through the delivery of 'Engage, Share and Enjoy' we will use every communication channel to creatively inform and excite our football family. Whatever the motivation we aim to make it easy and rewarding to get involved. Additionally we want to provide memorable matchdays that ignite passion and pride across Lithuania. Our fourth pillar, 'Review, Renovate and Develop' provides us with a structured plan for the provision of high quality and accessible infrastructure. Through our work we want to ensure appropriate footballing facilities are available throughout our country. Additionally we want to make sure that our existing facilities are well maintained and upgraded, ensuring they are always fit for purpose. At the heart of our work, 'Align, Connect and Collaborate' demonstrates our unwavering commitment to the delivery of good governance and sustainable business practice. This pillar also emphasises our determination to build strong and mutually beneficial partnerships with our many stakeholders. Without a doubt, together we are stronger.

Through reflection, commitment and action, 'Football For All and For Everyone' provides us with

an amazing opportunity to build and enhance every aspect of football across our great country. By 2030 we aspire to deliver measurable improvement across all aspects of our game and to make Lithuania's proud of our collective achievements. Underpinning this we are determined to continually learn from our actions and be humble enough to acknowledge when things don't go as planned. This transparent approach will enable us to remain agile throughout the next five years.

As President of LFF, I feel incredibly privileged to have the opportunity to lead this strategy and I want to thank in advance our staff, football family and our stakeholders for their collective efforts.

EDGARAS STANKEVIČIUS

*President of LFF*




As General Secretary of the LFF I have one of the most rewarding jobs in world football.

Every day, I get to work alongside incredibly dedicated and skilful individuals who have a total commitment and passion for the development of our game. On a continual basis I have the opportunity to witness the impact of our collective efforts. At a community level, I see young children laughing and smiling and being inspired by their involvement. Within our established football family I witness the incredible efforts and humble contributions of our clubs, coaches, referees and administrators, without whom our game would not exist. At an elite level I get to experience the tension, excitement and ambition of our most talented male and female stars who have a resolute commitment to make their nation proud. Away from the pitch I have the opportunity to continually learn from the expertise our many stakeholders who share our passion for progression and success. These many experiences continually reinforce my determination to deliver great success over the next five years.

'Football for All and For Everyone' is a strategy for all Lithuanians. Through our work we are totally

committed to supporting the ambitions of our young children and to the provision of structured and developmental football pathways that allow all of our society, irrespective of their age, gender, social or cultural backgrounds to engage fully in our wonderful game. By 2030, our football environments should be incredibly welcoming, accessible and appropriate for all.

Through the construction and delivery of our strategy, we are committed to being modern and progressive in our use of digital technology. The continual use of data will enable us to accurately track, evaluate and report on the impact of our work, ensuring we react in an appropriate and timely manner when things need to be adjusted as our context inevitable changes. This transparent approach will also ensure we can be held to account for the work we deliver. Digital innovation will also ensure we are able to provide inspiring and dynamic communications throughout our sport, making football easy and fun to engage with.

Underpinning our external work, all at LFF are determined to the delivery of good governance principles. At the conclusion of this strategic period we want to represent a European example of best practice and to be seen as an organisation that others can learn from. Within our own country we

want to be considered as a trusted and respected organisation which is always fair and open in its approach.

At the heart of our work we are committed to living by our six organisational values. Whilst we can't impose these behaviours outside of our organisation and across our all aspects of our sport we sincerely hope that our football family and our stakeholders will fully embrace our approach and embed many of these aspects within their local environments and organisations.

The development of this strategy has been an incredible team effort. Given this I would like to thank our staff, football family and stakeholders for their fantastic contributions. Additionally the Lithuanian Sports University and the UEFA Grow Team for their expertise and structure in developing our strategic approach. Collectively we couldn't have done it without you all.

RITA BAGDONIENĖ  
General Secretary of LFF






# INTRODUCTION

Our new strategy 'FOOTBALL FOR ALL AND EVERYONE' embodies our unwavering commitment to make football, welcoming, safe, and inspiring for all Lithuanians. Irrespective of a person's age, gender, social, cultural or physical background, we want football in our country to be an easy and fulfilling choice.

As a result of our own work, and the collective efforts of our many and vital stakeholders, we want to increase and continually improve the opportunities to engage in our wonderful game. Through the provision of innovative and inclusive programmes, we will inspire our young children to play football for the first time. Having ignited their curiosity and excitement, we will build sequential player pathways to enable our young players to progress through well-structured and welcoming clubs, into talent academies and our national team set up.

At the heart of our player pathways, we will provide a nationwide structure of competition, that provides, competitive, developmental, and social opportunities for all players. Underpinning this, we will continually strive to support and develop our coaches, referees, and club administrators. Through the development of our nation's football network, we will ensure that everyone receives and

enjoys a consistently high quality experience.

Whilst our most talented players may follow a linear pathway, many players will enjoy the game for different reasons, including socialising, and developing their health and wellbeing. For those who have reached the end of their playing journey, but want to remain active in the game, we will deliver engaging education opportunities to keep their interest and involvement alive. Through this approach, we will develop a sustainable workforce who will inspire the generations to come.

Successful footballing nations are often recognised through the culture and engagement of their fans. Working with our clubs, facility owners, and commercial partners, we want to deliver memorable matchdays. As part of this, we are committed to establishing our men's and women's national teams as beacons of national pride, driving a fan culture through which all Lithuanians can passionately and respectfully follow all aspects of football.

Through the creation our strategy, we worked hard to learn key lessons from the delivery of our previous strategy. Additionally, we have used insight and data to identify trends, opportunities

and challenges that need to be addressed within this next strategic period. Underpinning this comprehensive approach, we have worked with our National Sports University, stakeholders across Lithuania, and international partners such as UEFA Grow to form our strategic direction. We believe this holistic approach provides highly relevant and practical content, that once implemented, will significantly advance key aspects of Lithuanian football.

Our strategy is presented through 5 pillars. Within each pillar, we have examined what we know is important as lessons from our previous strategy, our 'YESTERDAY'. Identified the main strategic objectives and actions for the next 4 years, our 'TODAY', and highlighted the impact we aim to achieve by 2030, our 'TOMMOROW'. For certain areas such as women's football, communications, and our social responsibility, we will develop and promote focused sub-strategies to add additional value and clarity to our work.

We hope this strategy will inspire our football family, and provide the required direction to help our work in advancing 'FOOTBALL FOR ALL AND EVERYONE'.



# OUR PERFORMANCE & CONTEXT

## PARTICIPATION

### PROFESSIONAL FOOTBALLERS



**MEN**



**WOMEN**



### REGISTERED FOOTBALLERS



**WOMEN**  
1 296

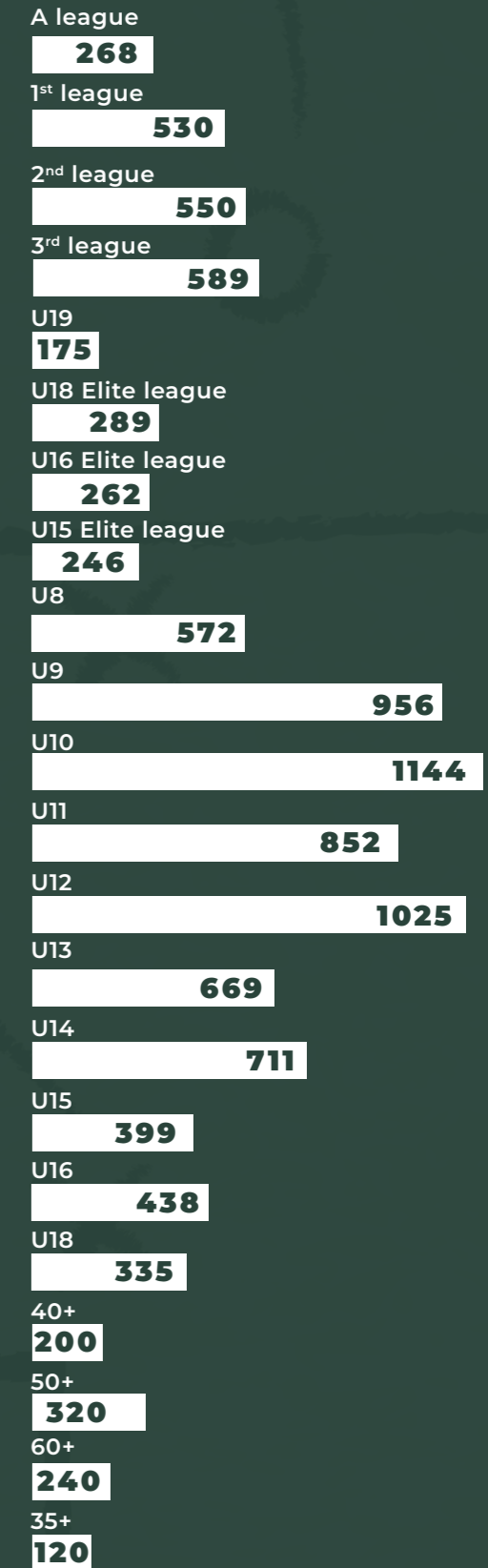


### REGISTERED FOOTBALLERS



**MEN**

10 890





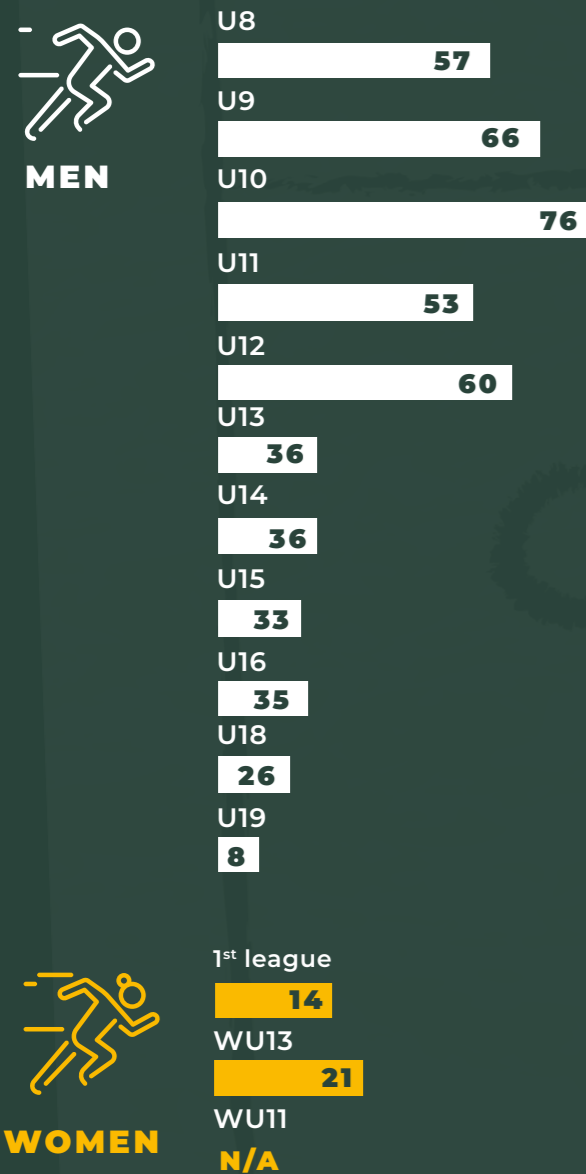
## AMATEUR FUTSAL FOOTBALLERS



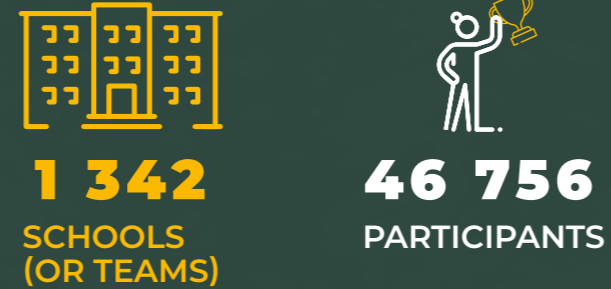
## GRASSROOTS CLUBS



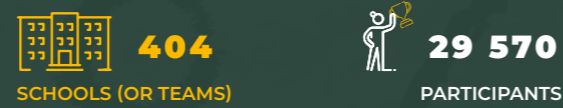
## GRASSROOTS TEAMS WITHIN CLUBS



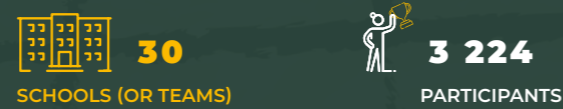
## SCHOOL PARTNERSHIPS, PROGRAMMES AND PARTICIPANTS



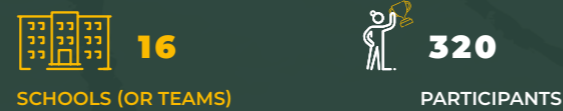
### “FUTBOLIUKAS”



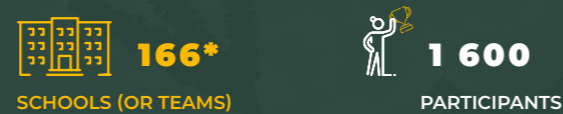
### “PLAYMAKERS”



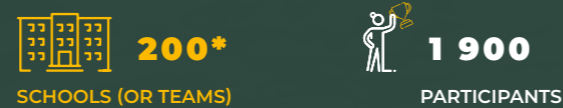
### “WALK IN TO FOOTBALL STADIUM TOGETHER”



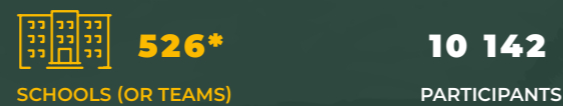
### “LADYGOLAS”



### “MRGOLAS”



### “PRADINUKŲ LYGA – IŠŠŪKIŲ MĖNUO”



## COACHES



### UEFA PRO



### UEFA A



### UEFA B



### UEFA C



### GK B



### FUTSAL B



### D



## REFEREES



## NATIONAL TEAM RANKINGS

### MEN A TEAM



### MEN'S FUTSAL



### WOMEN A TEAM



### WOMEN'S FUTSAL



## STADIUMS

UEFA CATEGORY 1



UEFA CATEGORY 2



UEFA CATEGORY 3



UEFA CATEGORY 4



## SOCIAL MEDIA ENGAGEMENT

FACEBOOK



INSTAGRAM



## STAFF AND STRUCTURES

FEDERATION STAFF



INCLUDING ASSOCIATIONS, EXCLUDING COACHES

EXCO MEMBERS



## 9 COMMITTEES

- LFF ETHICS COMMITTEE
- LFF EXTRAORDINARY CASE COMMITTEE
- LFF INVESTIGATION COMMITTEE
- LFF LICENCING COMMITTEE
- LFF LICENCING APPEALS COMMITTEE
- LFF DISCIPLINARY COMMITTEE
- LFF APPEALS COMMITTEE
- LFF ELECTORAL COMMITTEE
- LFF REFEREE COMMITTEE

## LOOKING INTO THE STAND-OUT SUCCESSES OF OUR PREVIOUS STRATEGY TO BE BUILDING ON:



100 NEW PRIMARY SCHOOLS AND 100 NEW SECONDARY SCHOOLS HAVE BEEN REGISTERED



PARTICIPATION IN STUDENT COMPETITIONS INCREASED BY 20%



30 FOOTBALL SCHOOLS/CLUBS WERE CERTIFIED



THE NUMBER OF PLAYERS IN WOMEN'S FOOTBALL INCREASED BY 30%



A NEW ELITE WOMEN'S FOOTBALL LEAGUE WAS LAUNCHED



ALL A-LEAGUE AND I LEAGUE CLUBS HAD WOMEN'S TEAMS IN PLACE



COMMUNICATION WITH ALL MEDIA HAS SIGNIFICANTLY STRENGTHENED WITH NEW MEDIA CHANNELS PARTICIPATING IN LFF PRESS CONFERENCES



THE ATTENDANCE FOR THE NATIONAL MEN'S TEAM MATCHES IN LITHUANIA INCREASED BY MORE THAN 3.2 TIMES



300 FANS ACTIVELY ENGAGE WITH VYČIO TRIBNA (LFF SUPPORTERS GROUP)



DEVELOPMENT AND IMPLEMENTATION OF A NEW INTERACTIVE FAN CRM SYSTEM

2024.12.31 DATA

2024.12.31 DATA



# OUR STRATEGY SUMMARY







## VISION

**Football is a game for all – the sport that inspires, unites, and contributes to the well-being of our nation**





## MISSION

**Passionately lead the nationwide development of football through removing barriers to participation, supporting the development of individuals across the full range of roles within the game, and providing memorable experiences that form habits of a lifetime.**





## VALUES

### MASTERY



*To raise the highest standards of the game of football by providing leadership in all areas of the game*

### UNITY



*To consistently use the collective power of the football community, pooling efforts and resources, developing expertise and experience for the benefit of us all.*

### INTEGRITY



*Always play and operate with the spirit of fair play, respect and honesty*

### OPENNESS



*To create an inclusive, transparent culture, empowering people to speak up and recognize the importance of everyone in fostering the values of football.*

### RESPECT



*To recognise the diversity of culture and traditions, ensuring a level playing field for all, treating each person with dignity and equality.*



# FOCUS AREAS



## PLAY, LEARN, SMILE

creating an inclusive and enjoyable football community that welcomes everyone, promoting both physical and mental health for all ages



## IDENTIFY, NURTURE, COMPETE

developing skilled individuals and organisations across the game to ensure long-term football growth and a pathway to national team success



## ENGAGE, SHARE, ENJOY

enhancing experiences and communications to increase awareness and engagement with football, to deepen community involvement and enrich the culture of football in Lithuania, both locally and nationally.



## REVIEW, RENOVATE, DEVELOP

improving our football infrastructure through assessing facility quality, demand, and the need for investment (across structural developments and individual training) to ensure our facilities are accessible, safe and effectively preserved for many generations to come



## ALIGN, CONNECT, COLLABORATE

advancing football and society through a commitment to combining our efforts with like-minded organisations, whilst delivering our work in a transparent and data-driven manner that supports our long term aspirations for development





## FOCUS AREAS



**PLAY, LEARN,  
SMILE**



## REFLECTING ON OUR WORK (*YESTERDAY*)

Your first experience of football can form a lifetime of engagement with the sport. Whether this is as a player, a fan, or a volunteer, all individuals should be leaving their first experience of football in Lithuania with a sense of positivity and an enthusiasm for more. With an understanding of the development opportunities regular engagement in football can be providing, it is our duty to be feeding this enthusiasm with opportunities across a range of different roles and formats. Through our work in this area, we will:

- Embody the principle and focus of play when creating new opportunities for people to get involved in football
- Ensure that those that show an interest or are already involved in football learn about the value of football and the benefits it can provide
- Set the concept of a smile as an outcome for us to be aiming for in relation to all our grassroots activities and efforts



## OUR COMMITMENTS MOVING FORWARD (TODAY)

- Create an inclusive and accessible football community where opportunities are open to all, at all levels, regardless of gender, race, background or physical ability
- Promote football as an avenue for the development physical and mental health for people of all ages
- Provide a safe, fun, and memorable football playing environment for youth across the country through the Football in Schools programme
- Develop attractive and innovative programmes and opportunities, across different formats of football, that meet the ranging needs and interests of individuals from a variety of backgrounds
- Improve access and opportunities for women and girls at all levels of football

## OUR TARGETS FOR THE FUTURE (TOMORROW)

- Increase the number of registered players from 12 186 to 15 586 (increase by 3000 male, 400 female)
- Increase the number of disabled players engaging with our disability programmes from 450 to 800
- Publish a minimum of 10 publications or campaigns per year that evidences the value of football for physical and mental health
- Engage with a minimum of 50 000 children through the Football in Schools programme per year
- Increase the number of primary school teams delivering the Football in Schools programme from 526 to 550
- Increase the number of secondary school teams delivering the Football in Schools programme from 366 to 425
- Increase the number of kindergartens delivering the Football in Schools programme from 404 to 450
- Establish a minimum of 3 futsal programmes
- Develop and deliver at least 1 programme for e-football
- Increase the number of active players in futsal from 2 370 to 2 800
- Increase the number of girls till U18 playing football from 2181 to 3000
- Increase the number of girls 18+ playing football from 999 to 1500







## OUR ACTIONS (TODAY)

To bring these commitments to life, work in this area will include, but will not be limited to:

- Developing a programme for promoting football, based on the UEFA Grassroots Football Charter, to not only enable people to improve their health and be physically active, but to also introduce people to volunteer experiences
- Integrating our inclusive approach to football across our regions, with a particular emphasis on football for individuals from minority backgrounds and socially disadvantaged groups
- Preventing and combatting all forms of racial discrimination in football
- Protecting the rights of children and young people playing football through effective safeguarding which works to prevent and respond to any harm
- Ensuring funds are appropriately distributed so that the foundations of football at all levels remain strong and resourced
- Researching and developing suitable competition formats to increase the popularity of the game of football and increase the involvement of participants and fans across all age groups, from traditional football to alternatives such as e-football and walking football.
- Developing media campaigns that include women to send a message of inclusivity that dispels the notion that football is just for men.
- Delivering the specific targets set out in our Football Sustainability Strategy 2023-2028 in relation to child and youth protection, equality and inclusion, football for all abilities and health and wellbeing



### THE STAKEHOLDERS WE WILL CONNECT WITH THROUGH OUR WORK (TODAY)

Kinder gardens and Schools, Regions, Coaches, Public and Private Football Academies, Clubs, Media



## FOCUS AREAS



# IDENTIFY, NURTURE, COMPETE



## REFLECTING ON OUR WORK (*YESTERDAY*)

To build on our work in growing the number of individuals interested and involved in football, there must be a continued pathway of opportunity that individuals feel inspired to follow if we are to maximise the talent our country has to offer. No matter the role, either as a player, coach, or referee, a mechanism is required to firstly become aware of individuals showing the most promise, to then connect them with a range of development opportunities that can help them fulfil their potential. Becoming aware of these individuals and supporting their development cannot be achieved through the single efforts of the federation, nor should it be our sole responsibility. Enhancing the quality of our football for many years to come is the day to day responsibility of a range of connected organisations, such as our

regional associations, our clubs, and football schools, so we will also support them to be the best they can be. Through our work in this area we will:

- **Identify** the very best talent at the earliest opportunity to connect them with our pathways for development
- Aim to **nurture** both our individuals involved in the game and organisations responsible for driving and developing the football community
- Instil confidence and pride across the football network in knowing that our long term approach to development will enable us to **compete** at higher levels as a nation



## OUR COMMITMENTS MOVING FORWARD (TODAY)

- Strengthen our approach to coach and referee development to achieve higher standards and develop more male and female licensed coaches and referees
- Provide advice, guidance and support across our regions, leagues, clubs and football school infrastructure to ensure the long term viability and competitiveness of all domestic football
- Enhance the club development network through a dedicated approach to capacity building and the sharing of information and best practices for sustainable development
- Ensure our approach to identifying and nurturing our players and coaches to maximise our chances for national team success
- Produce performances on the pitch across all national teams that instil pride amongst fans and evidences signs of development

## OUR TARGETS FOR THE FUTURE (TOMORROW)

- Increase the number of qualified coaches across all levels:
  - UEFA A license from 145 to 210*
  - UEFA B license from 160 to 300*
  - UEFA C license from 100 to 410*
- Increase the number of qualified referees across all levels:
  - National cat. Referees (Top division): from 34 to 44*
  - I cat. Referees (I division): from 43 to 60*
  - II cat. Referees (II division, women TOP division): from 46 to 70*
  - Grassroots/Beginners (Youth and grassroots): from 191 to 300*
  - Futsal referees: from 33 to 50*
  - Beach soccer referees: from 6 to 10*

- Maintain our support to clubs through solidarity payments to reward success, preserve financial sustainability and promote development
- At least 85% of football schools have completed a certification process that ensures that our expected standards of coaching and supervision are being delivered
- Enhance our licensing and accreditation approach for clubs and sports organisations
- Deliver a minimum of 5 club networking events per year that promote capacity building and the sharing of best practice
- Support clubs to establish an environment of promoting career development opportunities for players as coaches

- Work with clubs to increase the number of opportunities for volunteering and employment at clubs, creating a minimum of 2 new volunteer roles per each professional club and 1 new paid roles across the club network
- Develop our processes for the identification, selection, training and development of our male and female talents that could play for our national teams
- Ensure all national teams have access to staff members that deliver a suite of services that can enhance their game such as position-specific coaches, strength and conditioning, video analysts etc.
- Improve the men's national team A FIFA ranking from 142 to 100
- Improve the women's national team A FIFA ranking from 106 to 90





## OUR ACTIONS (TODAY)

To bring these commitments to life, work in this area will include, but will not be limited to:

- Assessing our current approaches to the development of our elite players in comparison to international best practice to detail the improvements we can be making with the resources we have
- Conducting scientific research that looks to develop findings that can help us introduce new innovations for the development of our best talents
- Improving our scouting network to identify potential international players for both our men's and women's teams
- Organising all types of football competitions at national and international level

- Having a fixture calendar that strikes the right balance between national team and club football, protecting the health and well-being of players, whilst also taking into account the impact on supporters
- Developing and devising specific educational programmes, aimed at training individuals as part of regional, city, and district football clubs on the topics of coach development, referee development and infrastructure management
- Working with clubs on a frequent basis to ensure that the development of national talent is a top priority and looking into increasing the playing time for domestic players in the top division
- Strengthening club administration and governance to maximise the effectiveness and impact of these organisations that are crucial to our game



### THE STAKEHOLDERS WE WILL CONNECT WITH THROUGH OUR WORK (TODAY)

Coaches, Referees, Players, Regions, Leagues, Public and Private Football Academies, Clubs, Universities



## FOCUS AREAS



**ENGAGE,  
SHARE,  
ENJOY**



## REFLECTING ON OUR WORK (*YESTERDAY*)

Through a recent survey that was delivered with the support of UEFA Grow, we asked a series of questions to the general public across Lithuania to gain a better understanding of how people currently engage with football. In addition to gaining an insight into the preferred content and formats of communications, for people of all ages, we learnt that interest in both our men's and women's national teams has increased over the last five years, and social media consumption has increased by 28%. Despite this progress, it is clear that most people still remain unaware of our initiatives and development projects beyond the work we do with our national teams, which has sometimes contributed towards negative sentiments with regards to our outcomes as an organisation. We know that our role in football is much more than the performances of 11 players representing our country on the international stage. We also know that the more people who are aware of our work beyond national teams, the more people are likely to get involved

with football. Throughout the course of this strategy period we therefore hope to increase the awareness, understanding and interest in our day to day role of supporting the delivery and growth of football in Lithuania. Through our work in this area we will:

- Develop a clear and coordinated plan that enables us to engage the masses with the work that we do across football, both in-person and in the digital space
- Share opportunities and success stories that encourage others to get involved in football and which help drive greater interest in the sport on locally, regionally and nationally
- Establish a consistency in football content being communicated so that more people enjoy experiencing, or being made aware of, football activity in Lithuania on a more frequent basis

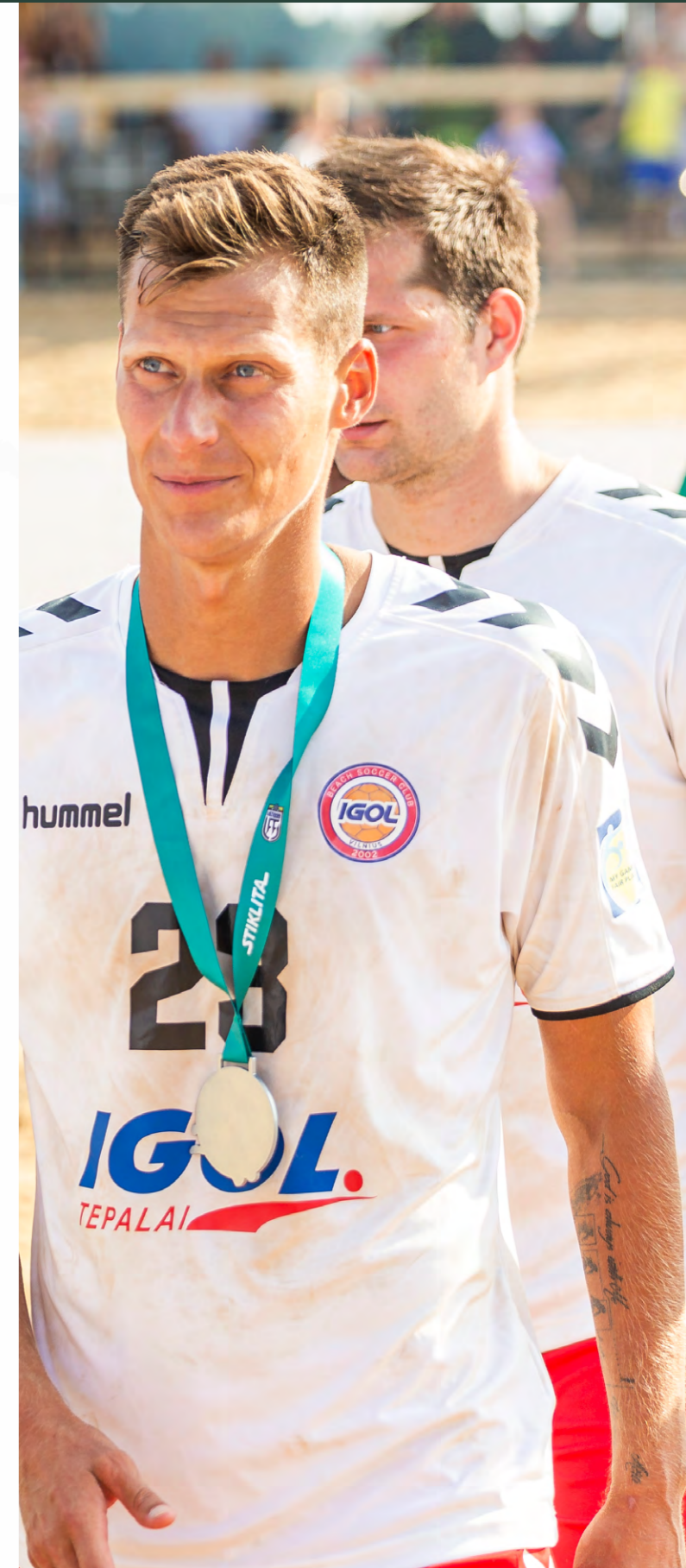


## OUR COMMITMENTS MOVING FORWARD (TODAY)

- Develop a clear communications strategy that enables us to effectively promote the different ways you can engage with football in Lithuania
- Increase awareness and engagement levels of our events and activities across the full football pathway
- Provide interesting experiences and services in stadiums that drive community involvement, across both domestic and international football, to develop our football culture as a nation one locality at a time
- Enhance the experience of supporting our domestic and international football with more knowledge and insight through digital communications

## OUR TARGETS FOR THE FUTURE (TOMORROW)

- Launch a communications strategy that is subsequently implemented to support the delivery of our strategic plan and its initiatives
- Increase the average attendance of our men's A national team games from 8.000 to 11.000
- Increase the average attendance of our women's A national team games from 400 to 1.000
- Increase the number of young people (U18) at our domestic fixtures by 20%
- Work with our clubs to establish a minimum of 6 fan zones across our domestic football fixtures with a focus on engaging local families
- Establish a loyalty programme for our most loyal supporters of our national teams
- As the preferred platform among 45 - 65 years old in Lithuania, develop a minimum of 1 television campaigns that promote our work per annum
- As the preferred platforms among 18 - 34 years old in Lithuania, develop a minimum of 4 Facebook and YouTube campaigns that promote our work per annum
- Increase our combined social media following by 20%
- Increase public engagement with our social media posts by 15%
- Ensure our website remains up to date with stories that evidence our strategy progress to help an increase in people visiting our website per annum by 15%







## OUR ACTIONS (TODAY)

To bring these commitments to life, work in this area will include, but will not be limited to:

- Developing a series of specific metrics and data collection methods to help us monitor our progress in this area with regards to tracking increases in the popularity of football
- Involving families, particularly parents and children, in our football events to increase public engagement with both our domestic and national team football
- Utilising the latest technological innovations, particularly artificial intelligence, in the development of our engagement opportunities, communications and marketing campaigns
- Establishing a coordinated and consistent approach to all our communications content to increase understanding and interest levels
- Driving engagement with football through the development and promotion of role models who can provide inspiration for the next generation of football players, coaches and officials
- Creating a football environment that is welcoming for people of all backgrounds, providing regular opportunities to socialise with friends and family



### THE STAKEHOLDERS WE WILL CONNECT WITH THROUGH OUR WORK (TODAY)

Regions, Media, Fans, Clubs, Public and Private Football Academies, Volunteers, Universities, Partners



## FOCUS AREAS



## REVIEW, RENOVATE, DEVELOP



## REFLECTING ON OUR WORK (YESTERDAY)

With most stadiums and pitches currently situated in city centres, fans and players alike benefit from easy access to the existing facilities we have in place. However, through our initial efforts in data gathering on this topic, we know that what we have in place is not enough. Despite hosting prestigious events like the 2021 FIFA Futsal World Cup, which has demonstrated our ability to develop and maintain world-class facilities, many municipalities lack full-size football fields, and overcrowded pitches

are struggling to accommodate growing demand. With only 40 artificial pitches nationwide and limited indoor facilities, aspiring athletes are facing barriers to participate in football, particularly in densely populated cities. Working with national and local governments, it is our responsibility to be removing these barriers, by providing accessible, convenient and quality places to play and enjoy all forms of football for both current and future generations.



## OUR COMMITMENTS MOVING FORWARD (TODAY)

- **Design** and deliver a comprehensive approach to research and ongoing data management that help us to review our existing infrastructure and the extent to which it is meeting the needs of our football network
- **Prioritise** efforts to firstly renovate our existing infrastructure where possible to be resourceful with our development activity in this area
- **Develop** our approach to insight and management of facilities to ensure our football infrastructure provides the best possible environment for at enjoyment and competition every level of the football pyramid
- **Establish** a database of all facilities across Lithuania to provide detailed insight into the quality status of our pitches and stadiums that can inform our plans for future investments in improvements
- **Connect** the insight we develop across our participation activity to provide insight on the demand for facilities across our municipalities and the extent to which our current infrastructure is able to service this demand with regards to each facility's usage and availability
- **Set** standards and regulations that ensure the highest level of accessibility, safety and security across our football facilities
- **Collaborate** with government, connected ministries, and commercial stakeholders to support funding efforts to improve our football infrastructure
- **Develop** our competency and capacity across facility maintenance to preserve our existing facilities and protect future investment of new infrastructure that may be developed

## OUR TARGETS FOR THE FUTURE (TOMORROW)

- Launch an open database of all football related facilities by 2027, having collected and necessary data about their location, jurisdiction and condition.
- Annually track the demographic data on the ratio municipality pitches and the number of local residents, ensuring our pitch availability is aligned with the calculated requirements
- Prepare football infrastructure regulations for Youth and Amateur competitions' facilities by 2026
- Arrange meetings with national governmental level regarding sports infrastructure projects of national significance, outlining the need for 3 stadiums of UEFA Category 4 status in Lithuania, with the ambition of securing funding for at least 2 infrastructure development projects
- To create a centralised facility (pitch) maintenance network by 2028, including external experts and arranging at least 1 seminar each year that includes all football clubs.





## OUR ACTIONS (TODAY)

- Collaborating with research institutions to assess the demand and current state of our football infrastructure to evidence the need for development
- Developing our facilities so they are fit for purpose in serving broader community needs beyond football to become an integral part of each locality
- Working with national government, municipalities and clubs to establish and embed standards for sustainable infrastructure management
- Planning, organising and implementing events in such a way as to prevent or minimise negative impacts on the environment, the infrastructure and the communities within which they are situated
- Conducting feasibility and economic studies on the creation and improvement of regional technical development training centres
- Ensuring our stadiums meet UEFA event sustainability and infrastructure requirements, including improved accessibility for disabled fans.



### THE STAKEHOLDERS WE WILL CONNECT WITH THROUGH OUR WORK (TODAY)

Administration of the municipalities (Divisions of Sport); Regions; Government; Ministry of Education, Science and Sports; National Sports Agency; Universities; Stadium and pitch managers



## FOCUS AREAS



# CONNECT, ALIGN, COLLABORATE



## REFLECTING ON OUR WORK (YESTERDAY)

Through the delivery of our previous strategic plan, and developing our direction for the next five years as part of this strategy planning process, we recognise that the development of Lithuanian football is a shared responsibility across the country. We may provide the source of direction and decision making for the greater good of the sport, but it is a range of stakeholders sitting locally, regionally and nationally, alongside us, that will provide the drive and time in making it all happen. All our strategic activity must be delivered as a collective, with an open and frequent dialogue that generates enthusiasm for action. To feed this enthusiasm further, we know we must also provide accurate data that demonstrates progress, and a clear commitment of financial and human resource that remains focused on long term change. Through our work in this area we will:

- Connect our day to day activity with the actions that are required to deliver our strategy commitments in a data-driven, resourceful and transparent manner
- Demonstrate our continued efforts in contributing to a greater global game and society as we align with international standards and best practice
- Create a sense of community with our strategic activity, with a family of organisations that collaborate to shaping a stronger footballing nation



## OUR COMMITMENTS MOVING FORWARD (TODAY)

- Continue to align our strategic commitments and activity to internationally recognised strategies and frameworks, particularly FIFA, UEFA and the United Nations Sustainable Development Goals, to contribute to the sustainable development of the global game
- Lead the development and delivery of football across Lithuania in a transparent and value-driven manner, incorporating UEFA's good governance principles in our processes
- Improve our communication and connection with our regional, city and district federations supporting the development and delivery of football to create a greater impact of our collaborative work
- Work closely with our broadcast and commercial partners to drive revenue into the game, deliver the best experiences for our fans, and the greatest return on investment for our partners
- Position ourselves as a leader in Lithuania in contributing towards government and societal goals such as the development of physical and mental health, a circular economy and a sustainable future
- Build relationships with football stakeholders on a national and international scale, to share tools and best practices which helps create an inclusive football ecosystem
- Develop and embed a data-driven approach for our strategic activity to inform our decision making and the successful delivery of our listed commitments

## OUR TARGETS FOR THE FUTURE (TOMORROW)

- Review our strategic activity on an annual basis to ensure we are incorporating international advice, guidance and best practice
- Produce and publish an annual report that details our strategic activity to meet both the governance needs of our executive committee and the curious needs of our broader football community
- Improve public perception levels of the federation by 20%
- Host a minimum of 1 football community forum per year that connect the combined efforts of our regional, city and district federations for the development of football
- Generate a minimum of 350.000 EUR through a range of income streams that diversifies our revenue portfolio
- Increase the satisfaction of our commercial partners by 30%
- Attend at least 1 meeting per annum with government representatives to align our efforts in contributing to shared goals and objectives that benefits Lithuanian society
- Engage with a minimum of 3 collaborative projects with stakeholders across the national or international football network that aims to create a more inclusive football ecosystem
- Establish a robust strategy implementation approach that not only promotes empowerment across our staff structure, but also distils responsibility for data collection, management and analysis to evidence strategy progress and support decision making at all levels of the organisation



## OUR ACTIONS (TODAY)

To bring these commitments to life, work in this area will include, but will not be limited to:

- Implementing the principles of good governance by improving the organisational and management structure of the federation
- Preparing a financial management plan and annual budget that supports the delivery of our short-term operational goals and long-term aspirations.
- Working with government and its ministries on proposals for improving the legal acts that regulate sports activities across Lithuania
- Eliminating all forms of match-fixing, doping and any other practices that may abuse the integrity of football
- Embracing a culture of continuous improvement as a modern and progressive organisation that incorporates new ideas and technologies into everything we do
- Promoting and protecting the highest management and ethical standards
- Cultivating and strengthening relations with national and local municipalities, in the areas of strategy delivery, policy formation and financing of activities.
- Working alongside specialist organisations that align in supporting or strategic commitments, such as organisations with expertise in disability sports
- Delivering the specific targets set out in our Football Sustainability Strategy 2023-2028 in relation to respecting the environment with all our work
- Developing a connected women's football strategy to provide dedicated focus and resource to growing the game for women and girls
- Committing to continuous connection with key stakeholders that will help drive the development and delivery of football, such as our regional associations and clubs
- Analysing the social and economic impact of the game of football in Lithuania, with the aim of increasing the role of football in society
- Working to embed the values of football and our strategic plan across the football network, with examples of these values in action being recognisable at events and competitions at various levels



### THE STAKEHOLDERS WE WILL CONNECT WITH THROUGH OUR WORK (TODAY)

Government, ExCo Members;, Regions, Clubs, Coaches; Media, Commercial partners



# OUR FUNDAMENTALS

Taking the sentiment of our strategic focus areas a stage further, there are a number of fundamentals focuses that will help guide our work, and our work with others, to support our decision making and to maximise our potential for success.

We are aware that over the course of our strategic period, new opportunities will arise that may entertain our interest and pose alternative considerations to the commitments we may already be pursuing. This is inevitable as part of our changing context as an organisation that operates both nationally and internationally. Our challenge will be to remain aware of these opportunities, and analyse their impact as to how they can

be advancing our work. We are confident that our strategic focus areas and commitments provide the necessary direction over the next five years, but the exact ways in how we deliver these commitments remains to be seen. The quality of our strategy implementation efforts will depend on the balance between staying committed to this direction, whilst also being agile and open to new opportunities that can help our mission.

Providing a framework to support this balance, the following fundamentals will help us stay true to our mission, whilst being agile in the way we work to benefit from improvements in our approach where possible:



## FOOTBALL DEVELOPMENT



## COMMUNITY



## LEADERSHIP



## EDUCATION





## FOOTBALL DEVELOPMENT

Football is and always will be central to our mission, to foster an inclusive, accessible game for all in Lithuania. Through football, we promote health, youth development, and gender equality, whilst also supporting local communities with regards to education, volunteering, and tailored initiatives.







## COMMUNITY

Our role as the driver of football development requires connection and collaboration with international, national, and local organisations. Whether it is organising competitions, delivering events or developing young talent through training programmes and career pathways we need

the support of others to achieve our aspirations. Relationships and continued engagement with government bodies, regional organisations, leagues, clubs, fans and the media are notable connections we need to keep energised.







## LEADERSHIP

As a leader in football, representing Lithuania on a national and international front, we have a multitude of responsibilities. Ultimately, on a daily basis, we need to be setting the professional structures that provide safe, sustainable and exciting environments at every level of the game. We achieve this through clear licensing guidelines to help generate and use finance appropriately, improve operations, and drive innovation for the greater good of the

game. As part of our work, we are committed to addressing social and environmental challenges, promoting equality, inclusion, and fair play in everything that we do to be increasing football's societal impact. To evidence the impact of our role, we aim to be leveraging research, data analysis, and cutting-edge technology, to inform future guidance, enhance performance standards and to preserve the game for future generations.







## EDUCATION

To move towards a better tomorrow, the learning and development needs across our football community, to enable our best people to thrive in supporting our mission are of paramount importance. To provide regular and relevant avenues for learning and development, we will continue to offer a range of opportunities that develop our coaches, referees, players, volunteers and administrators. Through seminars, practical training, and online sessions, we aim to share best practices in all aspects of football, both on and off the pitch, utilising our university partners and international colleagues across football in the process. We are committed to supporting the development of our talent across the full range of roles football has to offer, to become the best we can be as a footballing nation.







## KEEP CONNECTED WITH OUR WORK

Kickstarting our efforts to connect, align and collaborate, we are committed to ensuring everyone who has an interest in football, or our work, are aware of the opportunities and insight that is available. Connected to this strategic plan, we have worked tirelessly with both staff and stakeholders across our football network to detail the daily actions and resources required to be delivering the commitments we have detailed. Working with the Lithuanian Sports University and UEFA Grow as part of this process, this has not only provided a real sense of enthusiasm across the team, but also a clear plan as to how we can be achieving our targets one step at a time.

With this clarity, we will be able to review the strategy frequently to assess our progress, identify any arising issues and make any necessary changes to our approach. On an annual basis, we will

develop reports on our strategy that demonstrates this progress, sharing these at our general assemblies, conferences, and across our communications channels. Producing these reports will provide both an opportunity to celebrate our successes and reflect on the ways in which we can generate even more success in future years. We look forward to sharing our first report with you in 2026 and hope that you feature in some way as part of enjoying the experiences that Lithuanian football has to offer!



You can find our reports related to our strategy progress here:

[www.lff.lt](http://www.lff.lt)

You can keep up to date with our opportunities and stories across our socials here:

[Lietuvos futbolas](#)

[lffutbolas](#)









