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1 CONCEPT

1.1 Definitions

The following words shall have the following meanings:

“Manual” means this UEFA European Women’s Championship Competition Manual 2007/09;

“Brand Identity” means the UEFA European Women’s Championship brand identity developed by UEFA;

“National Associations” means the football associations participating in the UEFA European Women’s Championship;

“Host” means the host association of the match or mini-tournament;

“LOC” means the Local Organising Committee appointed by the host to organise the match or mini-tournament;

“Logo” means the UEFA European Women’s Championship Logo;

“UEFA European Women’s Championship Materials” means all the applications developed by UEFA as part of the Brand Identity;

“Competition Regulations” means UEFA’s Regulations of the UEFA European Women’s Championship;

1.2 Use of the Manual

The Manual is directly linked to the Regulations of the UEFA European Women's Championship 2007/09 and contains further information and guidelines for participating national teams in the qualifying competition.

This Manual should be used in conjunction with the Regulations of the UEFA European Women's Championship which shall always prevail in the event of conflict with the content of the Manual.

Additionally, it should be noted that while sections of the Manual contain extracts from the Competition Regulations, the Competition Regulations contain matters which are not covered by this Manual (for example, competition system, player eligibility, disciplinary law and procedures, etc).

Whenever reference is made to a mini-tournament, the same principles may be applied to the organisation of a single match, with the appropriate adjustments.

1.3 Purpose

The Manual is intended as a tool to assist National Associations hosting matches in the qualifying competition to:

- ☞ organise high-level mini-tournaments (preliminary round)
- ☞ organise high-level home matches (group stage, play-off matches)
- ☞ provide the visiting teams, referees and UEFA representatives with the highest possible level of service so that they can fully concentrate on their matches and duties
- ☞ provide the participating teams with the best possible conditions to ensure they can play high-quality football
- ☞ provide modern and adequate infrastructure that meet the expectation of the players
- ☞ ensure that the same level of organisation can be found through-out Europe
- ☞ promote the matches and, consequently, realise maximum stadium attendances and media coverage
- ☞ realise their commercial potential

1.4 Responsibilities

In hosting a mini-tournament or match in this competition, the Host is responsible for organising this event according to the Competition Regulations and for implementing the guidelines contained in this Manual as far as possible.

The Host is requested to assist the visiting teams and the UEFA representatives in any matters related to the mini-tournament or match and their travel arrangements (e.g. customs formalities, delayed departure, force majeure events).

Moreover, the Host is responsible for ensuring a safe and secure environment for the participating teams, officials, referees, UEFA representatives and, not least, the spectators. In this respect, we refer to the relevant UEFA regulations as well as to section 2.10 of this Manual.

The Host must observe any deadlines set and respect any decisions taken by the UEFA Administration.

Furthermore, in order to protect the UEFA European Women's Championship Brand Identity, the Host must observe the provisions as stipulated in section 7 of this Manual.

1.5 Financial Provisions

The Host must cover the costs for the provision of the facilities and services specified in the Competition Regulations.

UEFA does not impose levies on qualifying-competition matches.




The Host bears the costs of board, lodging and travel of the official UEFA representatives. Their international travel expenses and daily allowances are covered by UEFA.

The travel costs and daily allowances of the match officials appointed by the Host are borne by the Host.

1.5.1 Preliminary Round

In principle, mini-tournament hosts retain their receipts and bear all organisational costs.

The Host bears the following costs for the visiting teams:

-  the board and lodging in a hotel of at least medium standard for a maximum of 24 persons per delegation
-  local transport
-  laundry service for the match kit of the competing teams and referees

The Host's obligations commence one day before the first matchday and end one day after the last matchday.

Contribution from the Visiting National Teams

To cover the costs of the mini-tournament, the Host receives a contribution from the National Associations of the visiting national teams amounting to CHF 25,000 per visiting national team. This amount will be debited from the UEFA accounts of the visiting associations concerned and credited to the UEFA accounts of the Host on completion of the mini-tournament.

Contribution from the Host Association

The Host should also contribute to the mini-tournament budget the amount of CHF 25,000 it is saving by not participating in a mini-tournament abroad.

International Travel Expenses

The visiting national teams cover their international travel expenses to and from the mini-tournament venue.

UEFA Representatives' Costs

UEFA will credit the Host with an amount of CHF 25,000 to cover the costs of board and lodging of the official UEFA representatives i.e. referees, UEFA Delegate, UEFA Referees Observer and Tournament Administrator (if appointed), as well as any costs incurred due to a possible preliminary site visit.

1.5.2 Group Stage and Play-off Matches

In principle, host associations retain their receipts and bear all organisational costs.

Visiting associations bear their own travel, board and lodging costs, unless the associations concerned agree otherwise.

1.6 Commercial Concept

1.6.1 Qualifying Competition (preliminary round, group stage and play-off matches)

The host association of any match of the qualifying competition is entitled to exploit the commercial rights of such a match. The mini-tournament hosts hold the commercial rights of all matches in the respective mini-tournament. In doing so, a host association must observe the stipulations of Article 48 of the *UEFA Statutes*, as well as the regulations governing the implementation of that said Article and any other instructions or guidelines issued by UEFA from time to time.

All member associations participating in the qualifying competition shall take all legal and other measures that UEFA deems appropriate, at its sole discretion, to

prohibit, prevent and stop any unauthorised exploitation of the commercial rights to the qualifying competition and to protect the ownership thereof.

The commercial rights of any match in the qualifying competition may not be sold unless the sale is documented in a written agreement that provides for the payment of an appropriate fee to the Host. Any such fee forms part of the match receipts and remains with the Host.

All agreements relating to the exploitation of commercial rights of any match in the qualifying competition must be presented to the UEFA Administration upon request. The withholding of any such agreements will be referred to the Control and Disciplinary Body and may result in disciplinary sanctions.

All agreements relating to the exploitation of commercial rights of any match in the qualifying competition must include (as an integral part thereof), and be subject to Article 48 of the UEFA Statutes and the regulations governing its implementation. Furthermore, any such agreement must provide that if any amendment is made to such regulations, the agreement shall be amended as necessary to conform with the relevant amendment within 30 days of such amendments coming into force.

For any match in the qualifying competition where TV production is foreseen, the host association shall provide UEFA – free of charge and at least four hours prior to kick-off – with access to the television frequency information for receiving the broadcast signal at a location of UEFA's choice. If a member association chooses to broadcast live audio-visual, video or audio coverage of any qualifying competition match on the Internet, the feed of such coverage must also be provided live to UEFA free of charge to a location of UEFA's choice. These broadcasts can be recorded by UEFA for monitoring and editorial purposes and UEFA may publish extracts thereof on an official UEFA media platform (such as the official UEFA website) from midnight (C.E.T) on the day of the match. Notwithstanding the above paragraphs, UEFA's right to publish extracts on an official UEFA website is subject to any restriction included in any agreement relating to the exploitation of commercial rights that is concluded as of the date of publication of these regulations. UEFA shall make such recordings available to the relevant host association upon request. If so required by UEFA, the Host shall provide UEFA, free of charge, with a recording of the entire match (in the best format available, the minimum being Betacam SP) to be sent to a destination determined by UEFA within seven days of the relevant match.

1.7 The UEFA European Women's Championship Brand Identity

Important to the profile and impact of the UEFA European Women's Championship is the implementation of its Logo which should be applied consistently across all visual and sound media so that football fans recognise the UEFA European Women's Championship message in the written press and in the stadia where the matches are played.

1.7.1 UEFA European Women's Championship Logo



The Logo brings together women and national association football with the five wavy lines symbolising long, flowing hair.

1.7.2 UEFA European Women's Championship Design Concept

We are pleased to offer National Associations this design concept for use in the matches of the qualifying competition. Details and artwork, as well as instructions for correct usage, are included in section 7 *UEFA European Women's Championship Brand Identity* and can be found on the accompanying CD-ROM.




Prior approval from UEFA (brand@uefa.ch) must be obtained for all uses of the UEFA European Women's Championship Logo.

1.8 The Competition

1.8.1 Introduction

The UEFA European Women's Championship has a qualifying competition and a final tournament.

The qualifying competition consists of:

-  a preliminary round;
-  a group stage;
-  play-off matches.

Within the preliminary round, the lowest ranked teams will play in four-team mini-tournaments in order to reduce the number of participating associations to 30. In order to determine the lowest-ranked teams, a coefficient list will be drawn up by the UEFA Administration.

The number of teams in the preliminary round and the qualification path to the group phase will depend on the number of entries in the competition.

Teams eliminated following the preliminary round will be assisted by UEFA by means of a development programme which will include match organisational support and coach education (national teams).

In the group stage, the 30 teams will be drawn into six groups with five teams each (taking into consideration the coefficient list). Matches will be played according to the league system, with each team playing all opponents in its group in a series of home-and-away matches.

The six group winners will qualify for the final tournament.

The six group runners-up and four best third-placed teams will contest home-and-away play-off matches to determine the remaining five teams, bringing the total participants at the final tournament to 12 teams including hosts, Finland, who automatically qualify.

For further information, please refer to the Regulations of the UEFA European Women's Championship 2007/09.

1.8.2 Preliminary Round

Unless the four teams in question agree otherwise, mini-tournaments must be organised according to the following schedule:

First Matchday: 18 November 2006

1 vs 3 and 2 vs 4

Second Matchday: 20 November 2006

1 vs 4 and 3 vs 2

Third Matchday: 23 November 2006

2 vs 1 and 4 vs 3

1.8.3 Group Stage

2007

11 – 12 April
5 – 10 May
30 – 31 May
16 – 21 June
22 – 26 August
27 October – 1 November

2008

16 – 21 February
23 – 27 April
3 – 8 May
28 – 29 May
21 – 26 June
27 September – 2 October

1.8.4 Play-Off Matches

25 – 26 October 2008
29 – 30 October 2008

1.9 Choice of a Mini-Tournament Host

It is possible for a National Association to indicate its interest in hosting a mini-tournament in the preliminary round when entering the competition by completing the *Application to Host a Mini-Tournament in the Preliminary Round*. The specific questions contained in this application will assist UEFA with the selection of hosts should more National Associations be interested in hosting a mini-tournament than there are mini-tournaments to be allocated.

1.9.1 Preliminary Round

In principle, the UEFA Administration will decide on the preliminary round mini-tournament hosts before the draw.

If there are more or fewer associations interested in hosting a mini-tournament than mini-tournaments to be allocated, the UEFA Administration will conduct a draw to determine the hosts among applications fulfilling the minimum UEFA requirements as laid down in the Competition Regulations and this Manual.

2 GENERAL ORGANISATION

2.1 UEFA Representatives

Every match or mini-tournament involves the following persons from UEFA, who are on site to liaise with the National Associations:

UEFA Delegate

The UEFA Delegate has full overall authority for all aspects of match or mini-tournament organisation.

The LOC as well as all participating national teams are welcome to raise any issues regarding a match or mini-tournament organisation with the UEFA Delegate, who will revert to the UEFA Administration, if necessary.

UEFA Referee Observer (if appointed)

The UEFA Referee Observer deals with all matters related to refereeing.




Official UEFA Referees

For a single match, UEFA appoints one referee and two assistant referees from the same country. The association of the Host appoints one substitute assistant referee (fourth official).

For mini-tournaments, UEFA appoints three teams from three different countries, each team comprising one referee and one assistant referee. The association of the Host appoints one substitute referee (fourth official) and one assistant referee, in principle for the entire mini-tournament.

UEFA Tournament Administrator (if appointed; mini-tournaments only)

The role of the Tournament Administrator is to provide support to the Host, visiting teams, referees and the UEFA Delegate. She/he will:

-  assist the Host with the mini-tournament organisation, including with the production of match-related documents
-  assist the local media officer to promote the tournament
-  provide uefa.com with editorial information for promotional purposes

The Tournament Administrator is not appointed to take over responsibility for the mini-tournament organisation, which responsibility remains with the Host.

2.2 The LOC (Mini-Tournaments)

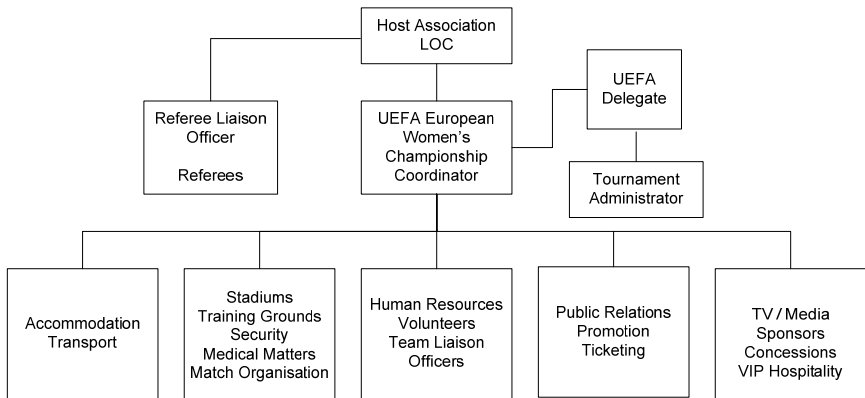
To facilitate the co-operation between the Host and UEFA, the Host must appoint a coordination person (UEFA European Women's Championship Coordinator), responsible for administrative and organisational matters, who is fluent in English. The UEFA European Women's Championship Coordinator needs to have the full authority of the National Association board and management to decide upon operational issues in connection with the match organisation.

Preferably, the organisation of a mini-tournament or match should be undertaken by a Local Organising Committee (LOC), which is headed by the UEFA European Women's Championship Coordinator. The LOC should consist of the National Association media officer, the stadium authorities, the city, the police and the fire brigade as well as any other public authorities' representative(s) required.

Volunteers to assist with the mini-tournament/match organisation may be recruited from amongst current or former football players, current or former national or international referees, youth players, retired persons, association members, regional football association members, students, etc.





A possible LOC organisational chart follows:

LOC Organisational Chart





The LOC should be set up in good time before the start of the tournament and should be comprised of at least the following persons, who have the authority to fulfil their various tasks:

1 UEFA European Women's Championship Coordinator who:

-  has total control over the entire event
-  is available 24 hours per day during the entire event
-  must have a good knowledge of English
-  should not have a leading role with her/his own team

1 Manager for Accommodation and Transport who is responsible for:

-  the hotel reservations and ensures that all teams and UEFA representatives are provided with the appropriate rooms, facilities (equipment room, massage room, meeting room, etc.) and services
-  ensuring that the necessary vehicles are provided to the teams and UEFA representatives as described in section 2.6

1 Manager for Sports Facilities and Match Organisation who is responsible for:

- ☞ ensuring that the facilities and services are provided in accordance with the stadium and training ground sections of this Manual
- ☞ ensuring that the necessary measures are taken and requested facilities are provided for the medical arrangements and doping controls as described in section 2.9
- ☞ informing the competent local authorities about the staging of the mini-tournament or match
- ☞ the implementation of all directives given by the local authorities and UEFA regarding safety and security (no sales of alcohol, removal of dangerous materials at the venue, racist behaviour, prevention of pitch invasion and securing the technical zone, etc)
- ☞ ensuring that an adequate number of ground staff and police are present at each match to guarantee safety and security in the stadium
- ☞ ensuring that all necessary measures are implemented in a way that teams, officials, spectators, etc. are accommodated in a safe, comfortable and friendly environment

1 Manager for Human Resources who is responsible for:

- ☞ recruiting volunteers
- ☞ coordinating the team liaison officers

1 Manager for PR, Promotion and Ticketing who is responsible for:

- ☞ ensuring an appropriate promotion of the tournament/match
- ☞ preparing and implementing a ticketing strategy as outlined in section 6.3

1 Manager for TV/Media, Sponsors, Concessions and VIP Hospitality who is responsible for:

- ☞ ensuring that the local and international media are provided with the necessary facilities at the stadiums as described in section 3.3
- ☞ coordinating all media activities and ensuring a high level of media servicing as outlined in section 5.1
- ☞ exploiting the commercial rights to the match(es) taking place under their auspices
- ☞ coordinating the matchday concessions
- ☞ ensuring the necessary measures are taken for the VIP hospitality on matchday as outlined in section 3.1.11

Provided the work volume permits, and if deemed appropriate, a person within the LOC may occupy several positions and assume responsibility for various tasks.

Referee Liaison Officer (RLO)





The Host is responsible for appointing an RLO who must be actively involved in refereeing matters. This RLO must speak fluent English and be familiar with the region where the tournament is taking place. She/he is responsible for transporting the referees and referee observer throughout their stay, including making provisions for vehicle(s) for this purpose (minimum of six seats).

Team Liaison Officers (TLO)

The Host should do their best to ensure that the visiting teams are satisfied with the facilities and services provided. For this purpose, and in order to assist the participating teams in all matters during their stay in the host country, a TLO should be at their disposal 24 hours a day from their arrival at the airport until their departure.








The LOC should organise a briefing with the TLOs before the tournament, during which all the necessary information should be provided and detailed explanations given regarding their tasks.

TLOs should meet the following requirements:

-  good knowledge of the English language and the language of the team for which she/he will act as team liaison officer
-  good knowledge of the region where the tournament/match is taking place
-  good knowledge of football
-  service-minded

Provided that the TLO lives near the team's hotel, there is no need to accommodate her/him together with the delegation. However, the TLO must be reachable 24 hours per day. In addition, the TLO must be available during the entire event and should not be involved in other business, school or other time-consuming activities during this period.

The main duties of a TLO are:

-  to act as contact person between the team, LOC and, if applicable, the UEFA Tournament Administrator
-  to attend daily meetings with the LOC to discuss all practical details
-  to accompany the team to any event including training sessions, matches, excursions, etc.
-  to ensure that any material or services promised by the LOC are delivered
-  to attend any official meetings
-  to act as interpreter
-  to provide useful information on the life-style and tradition of the regions where the matches take place.

The TLO will be contacted first when something goes wrong or complaints are lodged. The TLO should be in a position to solve any problems immediately. For this purpose, the TLO should be given certain responsibilities to act accordingly. If the problems encountered exceed the TLO's competence, she/he must contact the UEFA European Women's Championship Coordinator for help.

2.3 Site Visits

UEFA may carry out site visits to the match/mini-tournament Hosts in order to assess the facilities and services proposed.

The outcome of the site visit may be that UEFA requests the Host to provide alternative facilities of a higher standard than those originally proposed.

The costs of local transport, board and lodging of the UEFA representative must be assumed by the National Association of the Host who will receive a contribution to cover the costs of the official UEFA representatives at the mini-tournament, as well as the costs incurred at the site visit (refer to section 1.5 as well as to Article 26 of the Competition Regulations).

Site Visit Schedule




Host Association meeting

Participants: UEFA/LOC

Host Association Meeting Agenda

-  Site Visit Schedule
-  Match Organisation and Countdown
-  Accommodation
-  Transport
-  Refereeing
-  Medical Matters
-  Promotion
-  Social Events
-  Participating Teams

Inspection of:

-  Hotels
-  Stadiums
-  Training Grounds

The Host will be asked to make the necessary arrangements.

2.4 Distances

The Host must ensure that all hotels used for the mini-tournament/match are easily accessible and that the travelling conditions are favourable for the visiting team(s). Unless the visiting delegation(s) give their approval, no hotel may be situated more than a two-hour bus drive from the nearest international airport. Special approval by the UEFA Administration is required for venues located on islands or in other places which have few international flights or which necessitate internal flights. Unless the visiting team(s) agree otherwise, no match venue should be located more than a one-hour bus drive from all hotels.

The Host must ensure that the following requirements are met:

Airport – Team Hotel

The maximum driving time from the arrival airport to the team's accommodation must not exceed more than two-hours by bus. An exception to this rule is only possible if the visiting delegation(s) give their approval.

Team Hotel – Stadium

The maximum driving time from a team hotel to a match venue must not exceed one hour by bus.

Team Hotel – Training Ground

The maximum driving time from a team hotel to a training field must not exceed more than 20 minutes by bus.

2.5 Accommodation

2.5.1 General Remarks

Note that this section specifically refers to accommodation for mini-tournament participants, for which the responsibility lies with the mini-tournament host.

The delegations must be accommodated in a hotel of at least medium-standard (3-star).

The use of one accommodation for all tournament participants is the ideal solution for logistical reasons as well as to ensure a tournament atmosphere.

If this is not possible, a maximum of two hotels in the immediate vicinity and in the same city should be chosen to accommodate the four teams, referees and UEFA representatives.

If two hotels are used, the UEFA Referee Observer should be accommodated at the referees' hotel and the UEFA Delegate should be accommodated together with the teams. Note that the referees should not be accommodated together with one single team.

If two places of accommodation are used, both must offer the same standard of facilities and service.





At the organisational meeting, the Host must provide the delegations with clear information on the safety regulations and procedures applicable in case of an emergency, rules regarding telephone and mini-bars in the rooms, as well as the code of conduct in the hotel.

A room occupancy plan should be prepared by the host and distributed to the UEFA representatives.

The Host should ensure that the teams can prepare for their matches in a comfortable, safe, quiet and undisturbed environment.

2.5.2 Rooms for the Delegations




The Host is responsible for providing the following facilities for a maximum of 24 persons per delegation:

-  Nine twin rooms for the players (18 players = 9 rooms). Two individual beds must be provided in these rooms (one large bed for two players is not acceptable).
-  Six single rooms for the delegation officials in the same place of accommodation as their team.
-  One room for medical treatment equipped with a massage table.
-  One room for equipment storage preferably located on the ground floor for ease of access from the carpark (unless requested otherwise by the team concerned).

If possible, each delegation should be accommodated on a different floor or wing.

Additional members of the delegation may be accommodated, at the expense of their own National Association, either at the same hotel or at a nearby hotel.

Unless otherwise indicated by the visiting team's head of delegation, in the players' rooms:




-  the mini-bar should be emptied
-  pay TV should be blocked
-  international telephone lines should be blocked

Unless the Host and the visiting team concerned agree otherwise, a visiting team shall in principle arrive the day before its first match. If this is not possible for reasons of force majeure, the team concerned may arrive two days prior to its first match. The costs caused by this early arrival (i.e. overnight costs, coach rental, additional meals, etc.) must be borne by the team concerned.

In the event that the visiting team wishes to arrive earlier or to depart later, all costs must be borne by the team concerned in full.

2.5.3 Rooms for the Referees and UEFA Representatives

The Host is responsible for providing board and lodging (single rooms) for:





-  the referees
-  the UEFA Delegate and Referee Observer
-  Tournament Administrator (if applicable)

If possible, the referees and all UEFA representatives should be accommodated in the same hotel as the participating teams, but on a different floor or wing of the hotel.

The referees and UEFA representatives are instructed not to pay any hotel bills except to settle extras (phone calls, faxes, mini-bar, Pay TV, etc.).

The Host will be reimbursed by means of the UEFA contribution as outlined in section 1.5.

2.5.4 General Room Requirements

-  All hotel rooms must have bathroom and toilet facilities which meet standard hygiene requirements.
-  All rooms should have an adequate number of wardrobes in which to keep clothing.
-  All rooms should, in principle, be equipped with a heating and/or air conditioning unit.
-  Rooms must be cleaned daily.

2.5.5 Laundry

A 24-hour laundry service for the playing strips of the participating teams and referees (kit which has been worn for matches, i.e. shirts, shorts and socks, but not tracksuits) must be provided and paid for by the Host.

2.5.6 Meeting Room

The Host must provide one meeting room for a minimum of 30 persons per two teams for the entire duration of the mini-tournament. A meeting schedule should be established in cooperation with the teams before the organisational meeting.

All meeting rooms should be equipped with seating for 30 persons, a table with 2-3 chairs, TV/DVD set, overhead projector and flipchart.

2.5.7 Dining Room

The Host must provide a spacious dining room split into five different areas: four areas for the teams, one area for the referees, UEFA representatives and LOC.

The referees and UEFA representatives should, in principle, take their meals in the same dining room as the delegations, at a separate table.

Officials should refrain from smoking and drinking alcohol in the dining room in front of the players.

2.5.8 Common Recreational Facilities

Preferably, the hotel should have a recreational area where teams can meet during their leisure time. Facilities could include fitness rooms, swimming pool, sauna, billiards, etc.

If possible, an area set up with computers with Internet access should also be available.

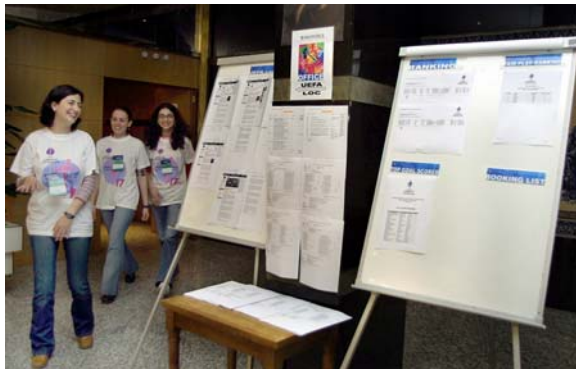


2.5.9 Tournament Office

A tournament office must be installed in the hotel or one of the hotels where the teams are staying. This should become the tournament's central point where:

- the UEFA representatives can carry out administrative work
- information can be obtained on the mini-tournament itself or on other mini-tournaments taking place in parallel (ranking table, leading scorer list, etc)

Consequently, the tournament office should be centrally located and easily accessible. It should be equipped with a photocopier and a fax machine with an international line. If possible, an ADSL/ISDN line should also be available in the tournament office for laptop connection.



2.5.10 Meals

Three meals per day must be served to the mini-tournament participants, based on the match and training schedules of the parties in question.

Menus should follow sports nutritional guidelines as well as taking national teams eating habits of participating teams into account.

A detailed menu plan must be submitted to the participating teams one month before the start of the mini-tournament. Should a delegation have any special dietary requests, these must be submitted to the Host three weeks before the start of the mini-tournament. Any cost difference between the proposed and requested menus must be borne by the requesting association.

The hotel should be flexible when it comes to catering for special requests and the teams should have the possibility to bring their own cook, food and drink. The hotels should also be flexible with regard to the meal times.

A good variety of food in sufficient quantities must be provided. All meals should be served buffet style and the food must be kept at an appropriate temperature.

Examples of menus suitable for athletes follow:

Breakfast

Toast & jam
Cereals with skim milk
Fresh fruit salad & yoghurt
Poached or scrambled egg
Lean ham
Grilled tomato & grilled/boiled mushrooms
Fruit juices – orange/pineapple/apple

Lunch




Starter	Soup & bread rolls
Main course	Grilled chicken/turkey/beef strips/fish Rice/pasta/potatoes Steamed or boiled vegetables Salads
Dessert	Fruit salad Fresh fruit Cake

Dinner

Starter	Soup & bread rolls Salads
Main course	Fish/chicken/turkey/lean steak /pork fillet Rice/pasta/potatoes Steamed or boiled vegetables Salads
Dessert	Fruit salad Fresh fruit Cake and/or pudding

Drinks

A sufficient supply of drinks should be made available for the participants at meals as follows:

-  Water
-  Soft drinks
-  Tea, coffee

Additional drinks requested should be paid by the requesting team itself.

At all training sessions and matches a sufficient amount of still mineral water must be provided to the teams. In addition, mineral water should also be provided in the players' rooms.

NB: The Host should provide each team with a minimum of 60 litres of water per day with the distribution system being agreed between the Host and each team. Ideally, the water should be provided in half-litre bottles.

Snacks, Light meals

Snacks or light meals requested in addition to the three meals provided by the Host must be made available to the requesting team, who will be responsible for assuming the cost. However, if the snack replaces an ordinary meal, the Host must bear the costs.

2.6 Transport

2.6.1 General Remarks

Note that this section specifically refers to transport for mini-tournament participants, for which the responsibility lies with the mini-tournament host.

2.6.2 Airport Pick-up

The teams, international referees and UEFA representatives must be welcomed upon their arrival in the host country and transported from their arrival place to the hotel. They must also be provided with transport from their accommodation to the place from where they will leave the host country on the day of their departure.

The Host should indicate to the tournament participants the most suitable arrival airport.

Should the most suitable airport be located in a neighbouring country - distance to the tournament headquarters being considerably nearer than from an airport within the territory of the host country - the Host must assume the cost of the airport transfers.

Should the nearest arrival airport be an airport with few international flights or which necessitate internal flights, special approval by the UEFA Administration is required. If such approval is given, and in the case where a bus transfer from the international airport would be more timely than an internal flight, the Host should make the arrangements for a transfer from the international airport and should assume the corresponding costs.

2.6.3 Vehicle Fleet

The Host is responsible for providing the vehicles for the different parties as follows:

Teams

Each team must be provided with a modern 50-seater air-conditioned bus with driver for the entire duration of the tournament. Each team bus should display a clearly-marked sign with the name of the team.





In addition, each team should be provided with an equipment van on arrival and departure days between their place of arrival/departure and their hotel, at the cost of the Host.

Special requests from teams

Any special requests from the visiting teams (e.g. equipment vans for the entire duration of the tournament, VIP limousines, additional dedicated vehicles, etc.) should be arranged by the transport manager, but paid for by the team in question.

Individual cars

UEFA recommends that the Host provides two cars with drivers for the entire duration of the tournament for:






-  the UEFA representatives
-  transport of official members of delegations for reasonable requests (e.g. to see matches involving opponents or in the case of emergency)

Referees





The Host is responsible for providing the transport for the referees group. Two spacious and comfortable people carriers (capacity for 6 – 8 persons) with drivers must be provided for the entire duration of the tournament.

2.6.4 Transport Manager

Transport is a key element for a successful organisation of a tournament. An experienced transport manager should be appointed well in advance of the mini-tournament. She/he should be accommodated at the tournament headquarters and should be reachable 24 hours a day. Her/his main responsibilities are:

-  organisation of the car fleet
-  selection, briefing and management of drivers
-  preparation of a transport concept
-  running an efficient reservation system
-  conclusion of insurance for all cars and drivers

The transport manager must also ensure the following:

-  she/he has a contact sheet with the mobile phone numbers of all drivers
-  maps indicating the tournament hotels and stadiums, plus route descriptions for all venues, are given to each driver and team liaison officer
-  the drivers are familiar with the region where the matches are played
-  the drivers are punctual and do not leave the tournament participants waiting

- there are sufficient parking places at the venues and the necessary number of VIP parking passes must be provided

The transport manager should present the transport concept at the organisational meeting including services offered and services to be paid.



2.7 Training

2.7.1 Training Grounds

Ideally, each team should be allocated with its own training ground for the entire duration of the mini-tournament.

If it is not possible to allocate one training ground per team, a minimum of one training ground per two teams must be available. Preferably, the teams should be given the possibility to use these grounds at any time and as often as requested.

The training pitch should be:

- according to the dimensions laid down in the *Laws of the Game* for International Matches
- in good condition
- freshly mown
- fully marked

 equipped with standard and/or mobile goals

The training ground facilities should include dressing rooms suitable for 25 persons with showers and seated toilets.

The training grounds must be located near the team accommodation and travel time by bus must not exceed 20 minutes.

2.7.2 Training Balls




The Host shall provide a sufficient number of training balls to all participating teams. The balls provided for training should be the same type as will be used for the matches.





2.7.3 Training in the Match Stadium

If the prevailing weather conditions and state of the playing field so allow, the teams are entitled to hold a training session of up to one hour the day before the match in the stadium where the match will be played.

In case of any uncertainty as to the use of the match stadium for training sessions, the Host, in cooperation with the referee and official UEFA delegate, will take the final decision taking into account the following criteria:

-  current state of the playing field
-  number of matches to be played on the field
-  weather forecast

-  recommendation of the ground keeper
-  time of the training session

Number of Teams Permitted to Hold a Training Session

Not more than two teams may use the match stadium for a training session on any one day.

Maintenance

The Host is responsible for maintenance of the playing field immediately following the training sessions.

General Remarks

It is in the interest of all participating teams that the playing fields used for matches are in perfect condition. Consequently, the teams must respect a negative decision taken with regard to the use of the match stadium for training sessions, based on the above criteria.

A decision may be reversed during the mini-tournament if the conditions have negatively or positively changed.

2.7.4 Referees Training





The referees must have the possibility to use training facilities. These facilities should be located nearby the referees' accommodation, with travel time not exceeding 20 minutes.

2.8 Social Events

While participating teams are ultimately playing to win and qualify for the next stage of the competition, a match or mini-tournament is also a means of fostering good relations between national teams.

For a single match, a Host should organise an official dinner with guests including the UEFA delegate and at least two persons from the visiting delegation.

In mini-tournaments, a Host can create a good tournament atmosphere by organising events such as the following:

-  an informal gathering immediately following the organisational meeting, if this takes place in the evening prior to the first matchday
-  an official dinner with guests including the UEFA delegate and at least two persons per delegation
-  a small-scale excursion to visit regional attractions for all tournament participants (including players)
-  a farewell dinner for all tournament participants (including players) in the teams' hotel on the evening of the third matchday

2.9 Medical Matters and Doping Controls

2.9.1 General Remarks

The Host should outline the medical arrangements at the organisational meeting.

Twenty-four hour medical care for match/mini-tournament participants must be guaranteed by a Host. For mini-tournaments, UEFA recommends the appointment of an official Tournament Doctor who should be available for participants throughout the duration of the event. In addition, arrangements must be made for emergency medical services to be present at all matches.

2.9.2 Hospitals

There should be a hospital located in close proximity to the match stadium which offers a comprehensive medical service (including 24-hour emergency treatment) on a priority basis for all designated persons.

2.9.3 Doctors

One doctor should be present at every UEFA European Women's Championship match.

2.9.4 First-Aid Teams

A first-aid service should be arranged for each match with the number of first aid staff to be recruited based on the expected number of spectators (one first aid team consists of four persons). There must be at least one stretcher per match with one first aid team being assigned per stretcher. The stretcher must be positioned nearby the substitutes' benches. One first aid team should be in charge of the stadium first-aid room.

2.9.5 Ambulance

At least one ambulance must be present at the stadium for each match.

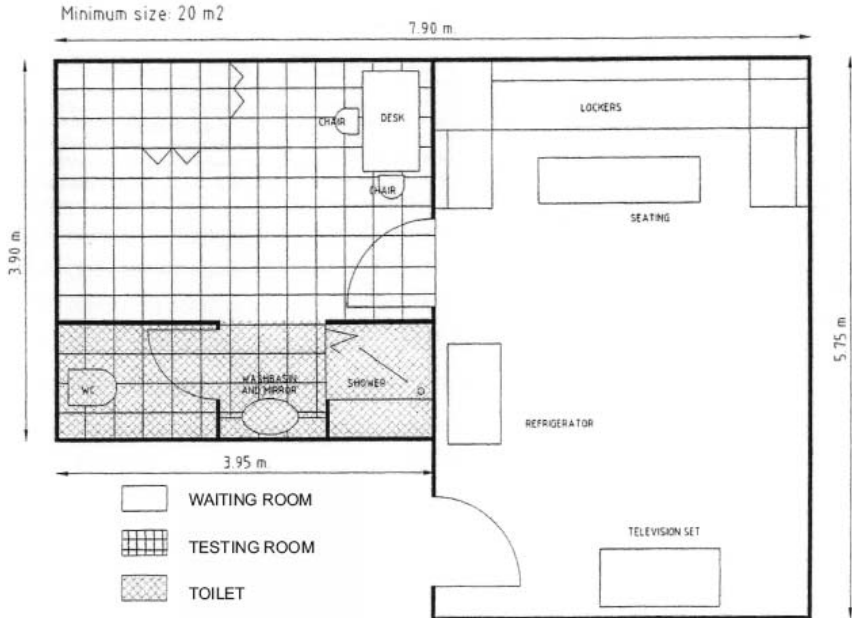
2.9.6 Doping Controls

UEFA may conduct doping controls at the matches. Consequently, the Host must ensure that the match stadium is equipped with a doping control station which meets the requirements of the UEFA Anti-Doping Regulations. See plan below. All necessary material (drinks in glass bottles, fridge, etc) must be provided for a potential doping control. See Appendix A of the Anti-Doping Regulations.

For every match, the Host must appoint a Doping Control Liaison Officer. If requested by UEFA, the Host will be asked to appoint four Chaperones to assist the UEFA Doping Control Officer. See job descriptions in Appendix E of the Anti-Doping Regulations.



Plan of the Doping Control Station (Appendix B of the Anti-Doping Regulations):



2.10 Security

The Host is solely responsible for guaranteeing the safety and security of all persons attending and participating in the mini-tournament or match, and must ensure that the relevant local authorities and the owners and/or operators of the stadiums take all the necessary measures to this end.






The requirements of the Competitions Regulations as well as the *UEFA Binding Safety and Security Instructions* must be complied with.

The Host should elaborate a security strategy in co-operation with the local or national security authorities and should present this concept at the organisational meeting.

Given that a considerable number of visiting supporters may attend the match(es), the security and ticketing strategies should include a concept to deal with such situations. Such strategies may include a segregation area for the visiting supporters, as well as a car/bus parking concept.

Any special requests from the participating teams should be taken into consideration and discussed with the local or national security authorities.



To guarantee safety and security in the stadium, the Host must ensure:

-  an adequate number of ground staff and police are present
-  no spectators are allowed in the area between the stands and the touchline or goal-line
-  there is access to the field of play that guarantees the safe entry and exit of the players and match officials
-  television cameras and advertising boards around the playing field are positioned in such a way that they do not create a danger for the players and must respect the minimum distances as laid down in Annex Vb of the competition regulations (see also diagram in section 3.3.6)
-  the dressing room area is safeguarded to ensure that no spectators, journalists, media representatives, scouts, etc may enter



An accreditation system may be implemented in order to guarantee the security of the tournament participants (refer to section 4.7).

If deemed appropriate and following consultation with the local security authorities, the Host may:

-  organise security personnel in the teams' hotel
-  organise police escorts on match days

2.11 Insurance

All persons involved in the competition are responsible for their own insurance coverage.

The participating teams are responsible for and undertake to conclude all necessary and adequate insurance coverage for their delegation, including players and officials, at their own expense.

The Host is responsible for ensuring that the stadium owner and/or tenant in question conclude a fully comprehensive insurance policy. If appropriate insurance policies are not provided by the stadium owner and/or tenant in due time, the host association concludes the necessary additional insurance cover at its own cost, failing which it may be concluded by UEFA at the host association's expense.

Claims for damages against UEFA are expressly excluded and all persons involved shall hold UEFA harmless from any and all claims for liability arising in relation with the competition. In any case, UEFA may request anyone involved to provide, free of charge, written releases of liability and/or confirmation or copies of the policies concerned in one of UEFA's official languages.

Hosts must conclude – with reputable insurers and at their own cost – all necessary insurance in connection with staging and organising tournaments and/or matches, including, but not limited to, third-party liability coverage (including force majeure), and are responsible for including UEFA as a co-insured party.

The third-party liability policy must include an appropriate guaranteed sum for damage to persons, objects and property, as well as for purely economic losses corresponding to the specific circumstances of the associations concerned.

3 STADIUM

3.1 General Facilities

3.1.1 General Stadium Conditions



Stadiums must be in good condition in terms of both their playing surface and facilities, fully comply with the *Laws of the Game* and conform to the safety and security regulations of the competent civil authorities.

In the case of a mini-tournament, the Host shall select a sufficient number of stadiums in order to ensure that all six matches are played on good playing surfaces.

Match stadiums must be located within a one-hour bus drive of the team accommodation.

To ensure that the match stadiums are in top condition for the match/mini-tournament, the Host must ensure that the playing fields are not used during the event itself and, if deemed necessary, three days before the first matchday. The playing field must be freshly mowed.

The field of play must measure 68 x 105 metres. Exceptions may be granted by the UEFA Administration only at the written request of the National Association concerned, as long as the size of the pitch is within the following dimensions:

-  length: between 100 and 105 metres, and
-  width: between 64 and 68 metres

The stadium should have at least 3,000 individual, fixed seats with a backrest of at least 30 cm. At least 200 of these seats should be covered.

The use of temporary stands is prohibited.

The stadium must be equipped with a minimum of five flagpoles or other kind of supports allowing five flags to be flown at the stadium.







Seated toilets for all spectators of both sexes, as well as urinals, must be made available in each sector of the stadium, with a ratio of one seated toilet for women and one seated toilet for men per 200 spectators and one urinal per 125 spectators.

The stadium must have adequate and fully-equipped first-aid treatment facilities for the public.

3.1.2 Technical Rooms

Team Dressing Rooms

The team dressing rooms should be of equal size, style and comfort. A dressing room should provide the following minimum installations:





-  at least 25 seats
-  clothes hanging facilities or lockers for 25 persons
-  one massage table
-  one tactical board
-  at least five showers
-  seated toilets

Additional Dressing Rooms

At least one separate dressing-room for male coaches should be available.

Referees' Dressing Room

The referees' dressing room should be equipped with the following items:



-  at least five seats and a desk
-  clothes hanging facilities or lockers for five persons
-  at least one shower
-  a seated toilet

Doping Control Station

The stadium must have available a doping control station meeting the requirements of the UEFA Anti-Doping Regulations (see also section 2.9.6).

3.1.3 Benches and Technical Seats





The stadium must be equipped with

-  two covered benches at pitch level, each with seating room for at least 13 people and positioned at least five metres from the touchline for the substitutes, technicians and officials of each team.
-  a covered bench accommodating at least two persons positioned between the two substitutes' benches for the UEFA officials supervising the match

If space permits, up to five additional technical seats are allowed for the national team staff providing technical during the match (kit manager, assistant physiotherapist, etc). Such seats shall be outside the technical area and positioned at least five metres behind the benches but with access to the dressing rooms. The names and functions of all these persons must be listed on the match sheet.

3.1.4 Goals

Special mention is made with regard to the goals which must comply with Law 1 of the Laws of the Game.

-  The distance between the posts (width) must be 7.32 m and the distance from the lower edge of the crossbar to the ground (height) must be 2.44 m.
-  Both goalposts and the crossbar must have the same width and depth, which do not exceed 12 cm. The goal lines are the same width as that of the goalposts and the crossbar.
-  The goalposts and crossbars must be white.
-  The goalposts and crossbars must be made out of aluminium or similar material and must be round or elliptical.

At least one spare goal must be available within the stadium.

3.1.5 Stadium Questionnaire and Safety Certificate

For each stadium used in the UEFA European Women's Championship, the Host must submit to the UEFA Administration a completed stadium questionnaire and safety certificate at least 30 days prior to the match.

3.1.6 Artificial turf

In accordance with Law 1 of the Laws of the Game, matches may be played on artificial turf, provided that such artificial turf meets all of the following conditions:

- ☞ the artificial turf meets the applicable FIFA quality standards for artificial turf, currently corresponding to the "FIFA Recommended 2-Star Standard" in accordance with the "FIFA Quality Concept - Handbook of Test Methods and Requirements for Artificial Turf Football Surfaces" dated February 2005 as well as all requirements under the applicable national laws and regulations;
- ☞ the artificial turf has passed all the necessary tests (laboratory and field tests) and has obtained the required FIFA licence;
- ☞ the artificial turf has passed all the necessary yearly tests, conducted by a FIFA accredited laboratory, confirming that it still meets the applicable FIFA quality standards;
- ☞ the surface of the artificial turf must be of a green colour;
- ☞ the use of artificial turf meets any other requirements set out in these regulations with regard to the field of play and the stadium.

Associations wishing to play on artificial turf must provide the UEFA Administration with a copy of the "FIFA Recommended 2-Star" field test certificate confirming that the artificial turf still meets the applicable FIFA quality standards by the deadline set for the announcement of match venues. This certificate must have been issued by a FIFA-accredited laboratory within the 12 months before the match.

The owner of the artificial turf and the Host are fully responsible for meeting the above requirements, in particular those related to:

- ☞ maintenance work and ongoing improvement measures; and
- ☞ safety and environment measures as set out in the "FIFA Quality Concept - Handbook of Test Methods and Requirements for Artificial Turf Football Surfaces".




The owner of the artificial turf and the Host must obtain sufficient warranties and/or guarantees related to the material and the installation from the manufacturer and the installer of the artificial turf.

UEFA cannot be held responsible for any damages to third parties resulting from the use of the artificial turf.

A Host organising a qualifying-competition match in a stadium with artificial turf has to inform its opponents and the UEFA Administration accordingly at least 60 days in advance.

3.1.7 Floodlights

If the matches are to be played in the evening, please ensure that the lighting for the field of play according to the following specifications:

-  average of EV (lux) 800 towards the main camera(s)
-  minimum of EV (lux) 500 towards areas of secondary interest
-  Emergency lighting system available, ensuring that a match can be completed even in the event of a power failure.

Exceptions may be granted by the UEFA Administration.

3.1.8 Clocks

Clocks in the stadium showing the amount of time played may run during the match, provided they are stopped at the end of normal time in each half, i.e. after 45 and 90 minutes respectively. This stipulation also applies in the event of extra time being played (i.e. after 15 and 30 minutes).

3.1.9 Giant Screens

Transmissions of any images and/or messages on giant viewing screens inside the stadium are in principle not allowed. However, transmissions of the above and, in particular, replays on such giant viewing screens may be authorised subject to a licence being granted by UEFA. On receipt of a justified request to this effect, the UEFA Administration may grant a participating association such a licence, which may, however, be withdrawn at any time during the season for improper use. The results of other matches can be shown on the scoreboard and/or giant screen during the match without need for a licence, while simultaneous transmissions and replays are authorised for press monitors and closed-circuit channels.

3.1.10 Retractable Roofs

Before the match, the UEFA delegate, in consultation with the referee, decides whether a stadium's retractable roof will be open or closed during the match. This decision must be announced at the match-day organisational meeting, although it may subsequently be altered at any time prior to kick-off if the weather conditions change, again in consultation with the referee.

If the match starts with the roof closed, it must remain closed for the entire match. If the match starts with the roof open, only the referee has the authority to order its closure during the match. Such decision may only be taken if the weather conditions seriously deteriorate. If the referee does order the closure of the roof during the match, it must remain closed until the final whistle.

3.1.11 Hospitality

At each match, the Host should ensure that a VIP hospitality area is provided for the VIP guests of the visiting teams, its own guests and commercial partners, and the UEFA representatives. The size of the hospitality area should be appropriate for the number of guests expected.

The hospitality area should be located near the VIP seating area and the level of the hospitality facilities should be of a good standard. Hospitality (buffet style) should be available before the match, at half time, and after the match.



Tents may be constructed if the stadium does not offer an appropriate hospitality area.



3.2 Advertising and Dressing

For the qualifying competition (preliminary round, group stage and play-off matches), the Host may exploit the Commercial Rights of all matches played under their auspices (see Article 29 of the Competition Regulations or section 1.6 of this Manual).

3.2.1 Advertising Boards

If the Host installs advertising boards at the match stadium, the minimum distances, as indicated in Annex Ib of the competition regulations and section 3.3.6 below, must be respected. Any variation to the minimum distance shall be authorised only by UEFA.

A board configuration plan template may be found in section 10.10 as well as on the accompanying CD-ROM.

If the advertising boards are on the same side as the substitutes' benches, there are three potential solutions:

Centre board in front of the substitutes' benches (closer to the pitch than the other boards) leaving a gap on both sides to enter the pitch).



Boards in front of the substitutes' benches must have two doors to be opened as a passway.

Where the Technical Zone has to be left free (according to the Laws of the Game and the domestic rules): Substitutes' benches to be moved to the other side of the pitch.

3.2.2 UEFA European Women's Championship Competition Board

The Host may decide to produce and install, at its own cost, the UEFA European Women's Championship competition board at the match stadium for all UEFA European Women's Championship matches.

If the UEFA European Women's Championship competition board is displayed, it must comply with the UEFA guidelines for use which include the following:

-  in central position on the main side
-  regular size of 6 m x 90 cm or special long version of 12 m x 1 m (unless otherwise approved by UEFA to fit in with the existing boards)



The artwork for the UEFA European Women's Championship competition board may be found in section 7.3.11 of this Manual as well as on the accompanying CD-ROM.

3.2.3 Directional Signage

The association should also consider installing directional signage in the stadium to guide the VIPs and guests to seats and hospitality areas, media to their seats and working areas (media working area, press conference room) and teams to their dressing rooms, etc.



3.3 Media Facilities

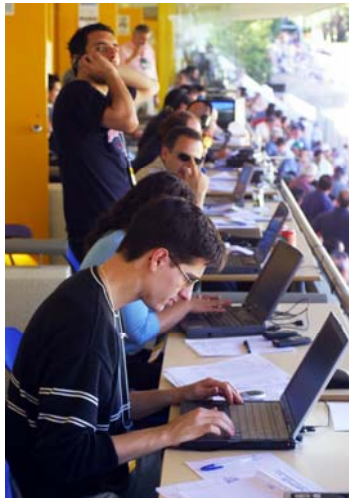
3.3.1 Access

Ideally, there should be a specific media entrance with reception desk where accreditation/media information packs can be collected.



3.3.2 Press Seats

An adequate number of seats – covered, if available, and where possible at least half of which equipped with desks, telephone points and modem plugs - must be put at the disposal of both local and visiting media representatives.



3.3.3 Press Conference Room

A press conference room must be available in the stadium for the post-match press conference.

The Host is responsible for providing the necessary infrastructure (interpreters, interpreting and technical equipment, podium with tables and chairs). The podium should be large enough to accommodate the team media officer, the head coach, one player and, if necessary, the UEFA Media Officer, as well as the interpreter.

In the case of TV coverage, a platform for ENG crews should be considered and proper lighting provided.

Ideally, a UEFA European Women's Championship backdrop should be installed on the podium behind the table.



3.3.4 Media Working Area

A media working area should be provided. If space allows, this area can be included in the press conference room. The media working area should be equipped with tables and chairs, power points and telephone plugs (if ordered). Hospitality should also be available for the media (i.e. refreshments at reasonable prices).



3.3.5 Mixed Zone

At each stadium, a mixed zone – preferably covered – should be set up for the media on the way from the dressing rooms to the team transport area. This area should only be accessible to coaches, players and media representatives to offer reporters additional opportunities to conduct interviews. It should be divided into four areas: one for the TV rights-holders, one for written press, one for radio reporters and one for TV non-rights holders.

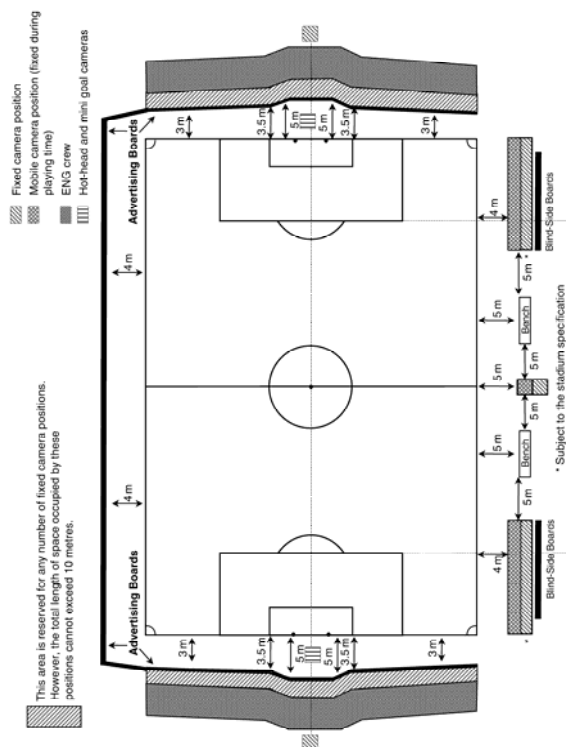


3.3.6 Television Broadcast

In principle, at least six camera positions should be available in the stadium, agreed between the host and the host broadcaster. One main camera position must be provided in the grandstand which must be centrally situated and at a height above the pitch which guarantees optimum picture quality. The main camera platform must be exactly in line with the halfway line and be at a height which forms an angle of 15-20° from the horizontal plane to the centre spot.





If the match will be broadcast on television, the Host should discuss the necessary requirements with the host broadcaster. TV camera positions are indicated in the following diagram:





3.3.7 Media Positioning at Match

No media representatives are allowed on the field of play before, during or after the match, with the exception of the hand-held host broadcaster camera crew covering the team line-ups before the match and the activities after the final whistle, if this has been previously approved by both team press officers and the UEFA media officer, if appointed.

The host broadcaster may use a camera on the pitch to cover the following pre-match on-field activities:

-  Team line-ups – as teams stand facing tribune of honour
-  The coin toss – when the match officials and team captains come together after the Fair Play Handshake and the team photo session. A sound operator carrying a microphone may also join at this point.

The following guidelines for the pre-match on-field camera will apply:

-  Only one camera, belonging to the host broadcaster, is allowed on the pitch
-  The on-field camera should preferably be a radio frequency camera. If not, a cabled camera can be used providing a cable assistant manages the cable.

At the end of the match, the cameras may follow the players off the pitch as far as the tunnel entrance.

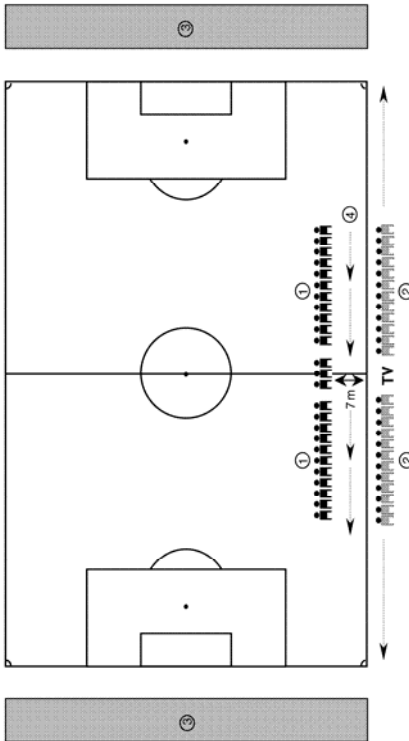
Unauthorised media representatives are not allowed on the playing area or the area between the boundaries of the field and the spectators. Only media representatives who have been granted permission as agreed by the press officer of the host association (and/or the visiting team) are allowed to carry out their work in the specific locations assigned to them (see diagrams in 3.3.6 and 3.3.7).

No media representatives are allowed in the players' tunnel or the dressing-room area, with the exception of flash interviews in the pre-defined positions and a host broadcaster camera in a fixed position covering the teams during the stud control before they enter the field.

The dressing rooms are off limits to media representatives before, during and after the match with the exception of a host broadcaster filming the team kits in the dressing rooms before the arrival of the teams.



Media Positioning at Match:



- ① Teams before the game
 - ② Photographers and TV crews before the game
 - ③ Photographers and TV crews during the game
- Important:** Photographers and TV representatives must keep off the field of play at all times
- ④ Hand-held TV camera of host broadcaster (for individual close-ups during line-up)

3.3.8 Flash Interview Positions

If applicable, space should be provided for a position of approximately 3m x 3m x 2.5m (high) to conduct flash interview with players and coaches after the match. This position should be located between the substitutes' benches and the dressing rooms.

Ideally, a UEFA European Women's Championship backdrop should be installed at the Flash Interview Position.



3.3.9 Television & Radio Commentary Positions

Upon request of the host broadcaster, television and radio commentary positions should be prepared in the press box area at a location to be designated by the host broadcaster, ideally on the same side as the main camera. Each position includes a desk (dimensions: 1.8m wide, 0.7m deep, 0.7m high), power points, telephone lines and, potentially, TV monitor. Note that each position takes up nine normal spectator seats - three for the desk, three for the seats and three for access.



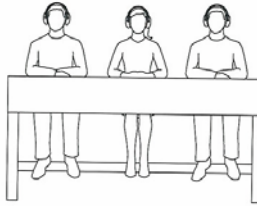


Fig. A

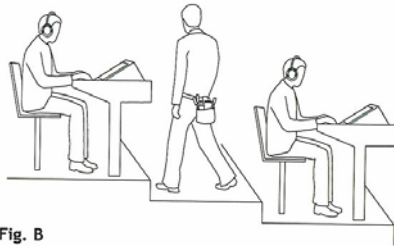


Fig. B

3.3.10 Television Studio

Upon request of the host broadcaster, a television studio should be prepared. Standard dimensions are 5 metres long by 5 metres wide by 2.3 metres high.



If the stadium does not have the necessary space for the preparation of a television studio, studios can be constructed on platforms or a container may be used as a temporary solution.



3.3.11 OB (Outside Broadcast) Van Area

The OB van area is an area which offers sufficient parking space for the trucks used by TV companies for their outside broadcasts of matches. The area should be located as close as possible to the main camera and offer stable ground (tarmac or similar) suitable for heavy vehicles.







4 MATCHDAY ORGANISATION


4.1 Schedule for Preliminary Round Mini-Tournaments

Unless the four teams in question agree otherwise, preliminary round mini-tournaments must be organised according to the following schedule:

Day 1

-  Arrival of the visiting teams
-  Arrival of the referees
-  Arrival of the UEFA representatives
-  Organisational meeting


Day 2

-  First matchday:
1 vs 3 and 2 vs 4

Day 3

-  Rest day

Day 4

-  Second matchday:
1 vs 4 and 3 vs 2


Day 5

-  Rest day




Day 6

-  Rest day

Day 7

-  Third matchday:
2 vs 1 and 4 vs 3

Day 8

-  Departure of the visiting teams
-  Departure of the referees
-  Departure of the UEFA representatives

For reasons of sporting fairness, the matches played on the last match day in all mini-tournaments must kick off at the same time unless the results in a

mini-tournament on the third matchday would not make a difference to the rankings.

Should double-headers (two consecutive matches in the same stadium) be organised on the first and second matchdays, the match stadium, or a building in the immediate vicinity, must be equipped with the appropriate facilities (e.g. four team dressing rooms, two referee dressing rooms plus dressing rooms for male coaching staff).

4.2 Organisational Meeting

In principle, the organisational meeting should take place as follows:





For a single match: 10.00 hours on matchday in the match stadium

For a mini-tournament: the day before the first matchday at the tournament headquarters. The time of this meeting must be determined according to the arrival of the delegations, referees and UEFA representatives. If this meeting cannot take place the day before the start of the tournament, it should be organised on the morning of the first matchday.


For the purpose of this meeting, a room with a capacity for a minimum of 30 persons must be reserved.

The organisational meeting will be chaired by the official UEFA Delegate and will be held in English. If necessary, the host should provide one or more interpreters. This meeting should be attended by the following persons:









UEFA

-  UEFA Delegate
-  UEFA Referee Observer
-  Referees
-  UEFA Tournament Administrator, if applicable

Delegations

-  Heads of Delegations

LOC

-  UEFA European Women's Championship Coordinator
-  Manager for Sports Facilities and Match Organisation
-  Accommodation and Transport Manager
-  Manager for Human Resources
-  Team Liaison Officers (accompanying their team's head of delegation)
-  Referee Liaison Officer
-  Manager for PR, Promotion and Ticketing
-  Manager for TV/Media, Sponsors, Concessions and VIP Hospitality

For a mini-tournament, the standard organisational meeting agenda will be adapted in order to cover several matches and in order to take into consideration additional items specific to mini-tournament organisation.




Agenda

-  Welcome
 - UEFA
 - Host
-  Match schedule
-  Match / Refereeing Matters
-  Disciplinary Matters
-  Safety / Security Matters
-  Administrative Matters
-  Media Matters
-  Hotel Arrangements
-  Transport Arrangements
-  Social Events
-  Confirmation of Team Colours
-  Passport Control

At the end of the meeting, the UEFA Delegate, in cooperation with the UEFA Referee Observer and the heads of delegation, will arrange a timetable to carry out the players' identity check and inspect the team colours for all matches. For this purpose, the heads of delegation are requested to bring with them the official 18-players list, the player's passports and the full first and second choice kits for the field players (shirt, shorts and socks) as well as the full goalkeeper kits.

If deemed necessary, a meeting can be organised every morning in order to review the previous day, to discuss the programme of the day and the following day. In addition, any complaints or suggestions can be raised in the presence of the UEFA Delegate. This meeting should be attended by the UEFA European Women's Championship Coordinator, the heads of delegations, the UEFA Delegate and the UEFA Tournament Administrator, if applicable.

The following documents may be found in section 10 of this Manual as well as on the accompanying CD-ROM:

-  Invitation to Organisational Meeting
-  Organisational Meeting Agenda
-  Team Colours Summary

4.3 Match Organisation

4.3.1 Host Responsibilities

It is important that the Host ensures that the matches are organised in conformity with the Competition Regulations and following the guidelines in this Manual as far as possible. The Host must appoint a person who is able to fulfil the necessary tasks (UEFA European Women's Championship Coordinator – see section 2.2). A checklist with an overview of the various tasks and duties to be fulfilled by a Host prior to a match can be found in section 10.6 (Local Venue Manager Checklist).

4.3.2 Flags, Music and Announcements

The UEFA, FIFA and UEFA Fair Play flags, as well as the flags of the teams taking part in the match, must be flown in the stadium at all matches. The national anthems of both teams involved must be played.

The flag protocol may be seen below:



Away Team, UEFA Fair Play, UEFA, FIFA, (Host Country), Home Team

Music may be played when the teams enter the field, at half time, at full time and during goal moments. Music chosen should be appropriate and must not be offensive to any race or religion.




Any proposed pre-match ceremonies must be discussed in advance at the organisational meeting and require the approval of the UEFA Delegate.



Match announcements with relevant information may be made before, during and after the match. Some examples of announcements may be found in the Organisational Templates section of the CD-ROM accompanying this Manual.

4.3.3 Ball Kids

Use of the multiple ball system is recommended to limit the time the ball is out of play. In this case, 8 to 10 ball kids should be appointed who should be:

-  dressed in different colours than the two teams in neutral clothing
-  capable of performing the task (i.e. not too young)
-  instructed beforehand




Note that sponsor advertising on kit used by ball kids is prohibited under article 59 of the UEFA Kit Regulations.



4.3.4 Players Escorts

If associations decide to use players' escorts (children accompanying the players when entering the field of play), this should be discussed and agreed at the organisational meeting.

The children should be:

-  approximately 8 years old
-  not taller than 1.30 m
-  capable of performing the task



The association can provide either two players' escorts (accompanying the captains) or 2 x 11 players' escorts. In this case 11 players' escorts should wear the away team's official kits and the other 11 the home team's official kits.

All players' escorts have to leave the pitch after the line-up before the handshake procedure and the team photo.

Note that sponsor advertising on kit used by players' escorts is prohibited under article 59 of the UEFA Kit Regulations.

4.3.5 Sales of Beverages in the Stadium

No public sale or distribution of alcohol is permitted within the stadium or its private environs. All alcohol-free drinks which are sold or distributed must be dispensed in paper or open plastic containers which could not be used in any dangerous manner.

4.4 Countdown

The matchday countdown should be distributed to the teams, referees, stadium speaker and UEFA representatives in order to provide all parties with the match details and the exact timing of activities. This document should not be distributed to the public.

A standard countdown follows, which should be amended as appropriate taking into account the specificities of the stadium.

Arrival at the stadium:

-90' Teams, referees, official UEFA
 Delegate or Referee Observer

Match sheet to be completed by:

-75' Both teams

Match timetable:

-60' to -15' Warm-up on the pitch
-8' Stud check in the corridor
-6' Teams come onto the field and stand in line facing the VIP
 box
-4' National anthems played
-2' Hand-shake procedure and team photos
-1' Coin toss
0' Kick-off (no earlier than 11.00 hours and no later than 21.00
 hours local time)

Half-time interval:

15'

After the final whistle:

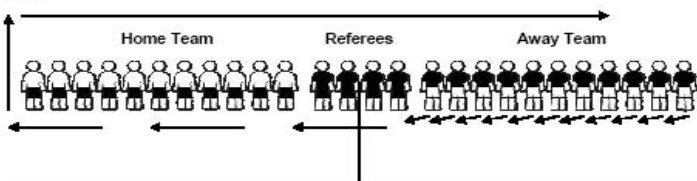
Both teams, referee and assistant referees gather in the centre circle, shake hands with each other, wave goodbye to the spectators and leave the field together.

This standard countdown can be found in section 10.7 of this Manual as well as on the accompanying CD-ROM.

4.5 Handshake Procedure

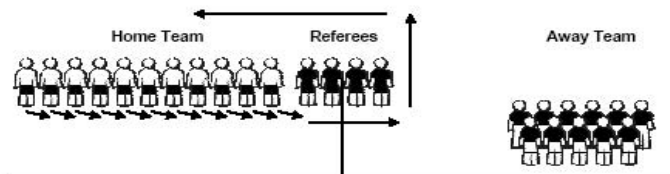
Step 1

Away Team shake hands with Referees and Home Team, and then line up for team photo



Step 2

As Away Team ends their handshake, Home Team begin to shake hands with Referees only and then line up for team photo



Step 3

Both teams line up for team photos



4.6 Match Sheet

In principle, the referee hands the squad list pages of his referee's report to the teams for completion. However, upon agreement with the referees and the UEFA representatives, the Match Sheet provided in section 10.8 of this Manual, as well as on the accompanying CD-ROM, may be used instead. For this purpose the following procedure must be respected:

4.6.1 Preparation of the Match Sheets

Following the identity check performed by the UEFA Delegate, which takes place after the organisational meeting, the Host may produce the Match Sheets by listing the full names of the players as well as their shirt numbers (replace the pre-printed numbers 1 to 18 in the template with the actual shirt numbers). This list should then be double-checked by the UEFA Delegate against the official list of 18 players. Once the Match Sheets for the first match day have been produced, the shirt numbers must remain the same throughout the tournament. The names of the team officials and the UEFA officials for each match must also be included.

On each match day, the sheets must be checked by the UEFA Delegate.

4.6.2 Completion of the Match Sheets

Before each match (ideally the day before), each team should be provided with the relevant Match Sheet and be asked to return it to the referee 75 minutes before kick-off. They must indicate the 11 starting players by placing a cross in the "P" column and the 7 substitutes by placing a cross in the "S" column. The "N" column is reserved for players who cannot be fielded (suspended, injured, additional players above 18, etc.). The players listed in the "N" column are not permitted to sit on the bench but must sit in the main stand. The team captain and goalkeepers must also be clearly indicated on the Match Sheet.

The Match Sheet must be signed by the competent team official.








4.6.3 Photocopying

Ideally, the two squads should be listed on the same Match Sheet. This is possible by copying the away team onto the home team Match Sheet and

having it re-signed by the responsible person of the away team. Alternatively, the two sheets can be folded in the middle and photocopied side-by-side ensuring that both squads can be read clearly.

4.6.4 Distribution

The Host must decide on the number of copies to be produced taking into account the number of media representatives and VIPs expected at the match. As a minimum, the following persons should be provided with the Match Sheet:

-  Referees
-  UEFA Delegate
-  UEFA Referee Observer
-  UEFA Tournament Administrator, if applicable
-  Teams (minimum 8 copies per team)
-  Media
-  VIPs

4.6.5 Original Match Sheets

Whichever form of Match Sheet is chosen, the originals, properly completed and duly signed, must be handed over to the referee.

4.6.6 Responsibility

The referee is ultimately responsible for the Match Sheet procedure.

The Host (Local Venue Manager or Media Officer), assisted by the UEFA Tournament Administrator, if applicable, is asked to produce these sheets and assist the referee in the collection of the documents and are responsible for the production and distribution of the copies.

Please note that while the Match Sheet may replace the squad list pages in the referee's report, it does not replace information on substitutions, goals and cautions. The referee's report will be considered as the official source of this information.

4.7 Accreditation System

As well as ensuring the security of tournament participants, an accreditation system ensures the consistency of access for the tournament participants.

In principle, an accreditation card (without a ticket) will allow the holder entrance into and access within the stadium, in specified areas. However, accreditation passes do not normally allow access to a seat in the stadium.

Posters illustrating the accreditation system should be affixed at defined places throughout the stadium and should be marked accordingly.

Artwork for the accreditation system which follows the UEFA European Women's Championship Brand Identity may be found in section 7.3.9 of this Manual as well as on the accompanying CD-ROM.



5 MEDIA

5.1 Media Activities

Adequate pre-match or pre-tournament media servicing is an important tool to attract more spectators to the match(es) and for promoting women's football in general.

Interviews and presentations may be scheduled before, during and after each UEFA European Women's Championship match.

5.1.1 Teams' Press Officers

Each National Association must appoint a press officer to coordinate cooperation between the team and the media in accordance with UEFA's regulations and guidelines.



Where requested, the press officer assists UEFA in compiling editorial features and statistics to help promote the competition.




The press officer must attend all home matches as well as travel with the team to away fixtures in order to coordinate all media arrangements, cooperate with the press officer of the host association and, if appointed, the UEFA media officer.

The visiting team's press officer must send a full list of media accreditation requests at least five working days before the match to the press officer of the host association. Both press officers must ensure that all accreditation requests come from bona fide media representatives covering football and/or related subjects.

5.1.2 Host's Press Officer

In addition to the tasks mentioned above, the Host's press officer is responsible for:

-  coordinating all media activities surrounding the match/mini-tournament including fulfilling the duties outlined in the media section below
-  undertaking activities in order to promote the event in the region

-  before and during the event, including providing the media with information on training sessions, matches, press conferences, etc. She/he should also co-operate with the visiting team(s) in order to provide information to the relevant foreign media
-  facilitating media access and ensuring a high level of media servicing
-  distributing copies of the official match sheets (line-ups) to media representatives and VIP area as soon as these are available (75 minutes before kick-off)

In addition, at a mini-tournament, the Host's press officer is responsible for the production of statistical material and the running of an information desk at the tournament office, which is located in the hotel or one of the hotels where the teams are staying (see section 2.5.9).

5.1.3 Official Training Sessions

If the teams arrange to hold official training sessions on the day before a match in the stadium where the match will take place, they must be open to media representatives (TV and radio representatives, written press, website journalists and photographers) for at least 15 minutes. The Host, together with the visiting team's press officer or, if appointed, the UEFA media officer, is responsible for ensuring that the stadium is clear of media after 15 minutes and that all cameras are turned off.

5.1.4 Press Conferences

Each team must hold a pre-match press conference the day before the match, ideally in the stadium but, in any case, in the city where the match is to be played. The press conferences of both teams must be arranged so that media representatives can attend both, and so that media deadlines in the countries concerned can be met. Each press conference must be attended by at least the head coach of the team plus one or, preferably, two players. The Host is responsible for providing a qualified interpreter and any technical facilities necessary.

The post-match press conference at the venue must start no later than 20 minutes after the final whistle. The Host is responsible for providing a qualified interpreter and any technical facilities necessary. Both teams are obliged to make their team manager/coach, as well as a player, available for this press conference. The two press officers (or, if appointed, the UEFA media officer)

decide on the order in which the coaches attend the press conference, taking into consideration the broadcasters' interviews.





5.1.5 Interviews on Match Day

- ☞ All interview requests have to be coordinated with and approved by the UEFA media officer, if appointed.
- ☞ All interview locations must be pre-determined by the UEFA media officer, if appointed.
- ☞ All interviews require the prior consent of the interviewees.
- ☞ Interviews are not permitted before, during or after the match on the field of play itself or in its immediate vicinity. However, “upon arrival”, “half-time” and “flash” interviews can take place under the following conditions:
 - ☞ “Upon arrival” interviews are allowed with coaches and players upon their arrival at the stadium, at a pre-determined location where a fixed camera can be positioned before entry to the dressing-rooms. At matches where a UEFA media officer is present, such interview requests must be coordinated and approved by her/him. Once the coaches and players have entered the dressing-rooms, no further interviews are permitted.
 - ☞ A “half-time” interview may only be conducted in a designated area outside the technical zone. If appointed, the UEFA media officer, together with the press officer of the home association, may, upon request, designate an area between the substitutes’ benches and

dressing-rooms. Team, if they agree, may make only one of their listed team officials available for this purpose. No players, including those on the substitutes' bench, may be interviewed at half-time.



-  “Flash” interviews may last a maximum of 90 seconds and take place immediately after the final whistle in an area between the substitutes' benches and the dressing-rooms which is pre-determined by the UEFA media officers, if appointed. Both teams must make their team manager/head coach plus at least one key player available.
-  Players who have been sent off may not be interviewed.

5.1.6 Mixed Zone

After the match, a mixed zone must be set up for the media on the way from the dressing rooms to the team transport area. This area – accessible only to coaches, players and media representatives – must be divided into four areas: one for the TV rights-holders, one for written press, one for radio reporters and one for TV non-rights holders. The Host must ensure that the area is safe and not accessible by the general public and any other unauthorised persons. Players of both teams are obliged to pass through the mixed zone but they are not obliged to give interviews.



5.2 Co-operation with Media

5.2.1 Pre-Season Procedure

Provision of Information to UEFA

In order to promote and raise the level of exposure of the UEFA European Women's Championship, as well as to give interested parties more information on the participating teams, all National Associations are requested to send the following information to UEFA (newsdesk@uefa.ch) no later than **15 January 2007**. This information will be used for promotional purposes including posting on the UEFA European Women's Championship pages of www.uefa.com.






National Association History

-  Individual player statistics:
 - full name of player (including shirt name)
 - date of birth
 - playing position
 - current club
 - former clubs
 - date of international debut and opponents
 - number of national team matches played
 - honours (such as Player of the Year, trophies won)
-  National Team details:
 - Head Coach (full name – date of birth – nationality – career as a player and as a coach – honours)
 - Press Officer
 - History of women's football in the country – key events and milestones

As the official website of UEFA and the UEFA European Women's Championship, uefa.com will endeavour to keep followers of the competition up-to-date with all the latest reports and news. As such, it would be appreciated if your media officer could mail newsdesk@uefa.ch with any interesting news/quotes/features which would be appropriate for the website. The better the information sent, the better the coverage of this flagship event.

Photographs







The National Associations are requested to provide UEFA with the following photographs (on a CD) by the same deadline:

-  Individual player photographs
-  Team group photograph
-  Coach/Manager photograph
-  Assistant Coach photograph
-  Home and away team kits

5.2.2 Matchday Procedures

Press-kit

Prior to a match in the UEFA European Women's Championship, and in order to service the media, UEFA recommends that the Host prepares a press-kit which includes the following information:

-  Latest news from the two teams
-  Updated player list for each National Association (including information for each player such as: matches played / goals scored – for national team, in UEFA European Women's Championship and in national league)
-  Head to head results of the two National Associations (if applicable)
-  Record in Europe for the two National Associations (if applicable)
-  Disciplinary situation in UEFA European Women's Championship
-  Information about the referee and assistant referees

The media officer of the Host should cooperate with the media officer of the visiting National Association(s) for the preparation of the press-kit.






6 SPONSORSHIP AND MARKETING

6.1 Sponsorship Packages

For the qualifying competition (preliminary round, group stage and play-off matches), the Host is entitled to exploit the Commercial Rights. The mini-tournament hosts hold the commercial rights of all matches in the respective mini-tournament. See Article 29 of the Competition Regulations or section 1.6 of this Manual.

Following are some examples of rights that may be sold to sponsors in relation to the UEFA European Women's Championship qualifying-competition matches. Commercial Rights for these matches (excluding the Final Tournament) could be offered as a bonus to the national teams' existing commercial partners.







Sponsorship opportunities include:

-  Exclusivity
-  Broadcast rights
 - Broadcast sponsorship, commercial airtime, on-screen credits, etc
-  Event rights
 - Boards, other advertising (backdrops, magazine, etc), tickets and hospitality
-  Association rights
 - Use of Marks and designation, merchandise
 - Pass-through rights
-  Promotional rights
 - On-site, sole and exclusive promotion (priceless moments), Sponsor Recognition Programme

Sponsorship opportunities should be fine-tuned with potential partners and be delivered in a professional way. More details on some of these opportunities follow.

6.1.1 Exposure on Print Material

The sponsor logo may be shown on all printed material. Standard artwork for the following print materials following the UEFA European Women's Championship Brand Identity may be found in Section 7 *Artwork Templates* as well as on the accompanying CD-ROM.

-  Match/Mini-Tournament Programme
 - sponsor logos on back cover
 - one page, half-page or quarter-page advertisements in the programme (depending on the level of sponsorship/supply)
-  Official Posters, Flyers and Banners
-  Ticket
 - sponsor logos on back of ticket
-  Media Backdrops
-  Press Kit Folders
-  Press Paper

6.1.2 Exposure in the Match Stadium




If there are fixed boards, UEFA would recommend a minimum of two or maximum of four advertising boards in the match stadium to be offered to sponsors or suppliers. Standard board dimensions are: 6m length x 0.9m height.

The number of boards offered to a sponsor or supplier would depend on the level of sponsorship/supply.

To ensure quality standards, boards should be made from a rigid material; PVC boards (banners) should not be used.

6.1.3 Television Exposure

Television rights may be exploited as follows:

-  International rights (outside of the host country)
-  National rights (throughout the host country)
-  Regional rights (regional television)

Rights may be sold on an exclusive or non-exclusive basis to one or more of the above categories.

6.1.4 Services

VIP Package

Based on the level of sponsorship or supply, a partner may be offered a certain number of VIP packages including a match ticket, hospitality access and parking pass.

Invitations

A partner may be invited to official functions and social events organised by the Host.

Product Sales







Provided that the stadium infrastructure allows, and the corresponding local laws are respected, a partner may expose and sell its products in the match stadium.

Other items

The Host may also offer some souvenir items to a partner. For example, UEFA European Women's Championship merchandising articles (approved by UEFA – see section 7.2.4).

6.1.5 Promotional Material

In addition to the exposure on print material, the sponsor logo may also be shown on the following promotional material or communicated through the following tools:



-  Advertisements in newspapers
-  Radio advertising
-  Television advertising
-  Giant City Television Screen
-  Public address system in the stadiums
-  Internet (National Association website)

6.2 Promotion

The success of a Host's promotional activities may be measured by the attendance figures in the stadiums.

The Host should formulate a promotional strategy with the aim of realising maximum stadium attendances and media coverage.

Possible promotional activities include the following:





-  Radio/TV spots
-  Banners and billboards throughout the host city/cities



-  Posters throughout the host city/cities
-  Distribution of flyers
-  Cooperation with newspapers
-  Cooperation with schools (adopt a team, cultural activities related to the countries of the participating National Associations)
-  Cooperation with regional football association
-  Advertising page in men's national team match programme
-  Promotional activities at domestic league matches (women's and men's), such as:
 - information stand
 - announcements at half-time
 - video board
-  Promotion on the National Association's website

Ticket competitions








-  "Football Ambassadors" – involvement of well-known players
-  Activities linked to the mini-tournament/match, e.g. youth teams
-  Competition to become player's escorts and/or ball girls
-  Active approach towards sponsors, inviting sponsors, employees and their children; providing a special sponsor promotion programme

A matchday/mini-tournament programme, which is intended primarily for supporters, is another important means of promotion which the Host may decide to use.

The programme can be sold to the general public or be distributed free of charge. In addition, the programme should be distributed free of charge to media representatives, the competing teams and VIP guests.

The Host should take an active approach towards the local and national media by providing news and comments on the competition including results of the other groups, possible opponents for the next round, information on the final tournament, etc.

Standard artwork following the UEFA European Women's Championship Brand Identity may be found in section 7 of this Manual, as well as on the accompanying CD-ROM, for the following items:

-  city banner
-  entrance banner
-  poster
-  flyer
-  matchday/mini-tournament programme


6.3 Ticketing Strategy

The Host should formulate a ticket strategy with the aim of attracting spectators to the stadium.













Such a strategy should include the following elements:

6.3.1 Ticket Prices:

-  prices should be reasonable so as not to deter attendance

Note, in order to emphasize the top international nature of the matches UEFA does not recommend that entrance into the stadium be free (except for children).

6.3.2 Ticket Categories:

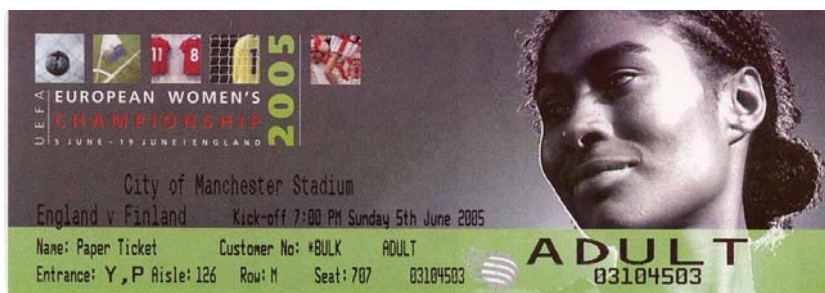
-  individual match tickets
-  mini-tournament pass (valid for any match of the tournament)
-  family ticket e.g. parents attending matches with children under a certain age pay a single price for the whole family
-  ticket offer to local schools
-  ticket offer to communities/municipalities at low prices – the local government may distribute tickets to the population free of charge emphasising the municipalities' support of this tournament
-  ticket offer to sponsors at low prices – the sponsor may distribute tickets to employees and their children
-  supporters wearing the shirt of one of the participating teams may enter free of charge or at reduced fee
-  special offers to local companies
-  team ticket – a certain number of persons may attend the match for a special rate (a team of 15, 20 or more persons)
-  invitation cards for VIPs and guests

6.3.3 Added Value:

The purchase of a ticket may entitle the buyer to an additional added value. For example, a free souvenir item (T-shirt, cap, etc).

6.3.4 Ticket Design

Preferably, the design of the tickets should follow the UEFA European Women's Championship Brand Identity. Standard artwork for a ticket may be found in section 7 of this Manual as well as on the accompanying CD-ROM.



6.3.5 Reserved Tickets

An adequate number of complimentary and purchase tickets must be reserved for the visiting associations.

In addition, the official UEFA representatives and at least four representatives of the visiting team must be provided with top-category seats in the VIP sector.

Visiting teams must advise the Host of the number of tickets required at least 10 days before the date of the match/mini-tournament. The price of tickets for supporters of the visiting team may not exceed the price paid for tickets of a comparable category that are sold to supporters of the home team.



7 UEFA EUROPEAN WOMEN'S CHAMPIONSHIP BRAND IDENTITY

7.1 General Guidelines

7.1.1 Intellectual Property Rights

The UEFA name, the UEFA European Women's Championship Logo and the UEFA European Women's Championship Materials are intellectual property of UEFA and are protected by national and international laws on copyright and/or trademark.

Any and all copyright and other intellectual property rights for all purposes throughout the world, which are created, developed and/or used in relation to the UEFA European Women's Championship Materials and/or the Logo shall remain vested in UEFA or, as the case may be, become the sole and exclusive property of UEFA. The associations shall not claim any right, title or interest in relation thereto. All uses of the above will accrue for the sole benefit of UEFA. Should any right, title or interest in any of the above become vested in the team (by operation of law or otherwise), the associations shall hold the same in trust for UEFA and shall, at the request of UEFA, forthwith unconditionally assign free of charge all such right, title or interest to UEFA and execute any documents necessary in connection therewith.

7.1.2 Use of UEFA European Women's Championship Logo and UEFA European Women's Championship Materials by the National Associations

The National Associations shall not use the UEFA European Women's Championship name, the Logo or the UEFA European Women's Championship Materials in any way which: (i) may damage the distinctiveness or value of the UEFA European Women's Championship name or the Logo; or (ii) may be deceptive or misleading. The National Associations undertake that they will not use any name or Logo which is an imitation of or which is confusingly similar to the UEFA European Women's Championship name, the Logo and/or any UEFA European Women's Championship Materials.

All uses of the Logo and the UEFA European Women's Championship Materials by the National Associations must be in full accordance with the guidelines contained in this Manual and other instructions issued by UEFA from time to time. All uses of the Logo and the UEFA European Women's Championship Materials by the associations shall faithfully and accurately reproduce the colour, language, design and appearance of the Logo/UEFA European Women's Championship Material as transmitted to them by UEFA (including, without limitation, any copyright or trade mark notices).

If requested to do so by UEFA, the National Associations will immediately remove the UEFA European Women's Championship name, the UEFA European Women's Championship Logo and/or the UEFA European Women's Championship Materials from any material if the use thereof is in the reasonable opinion of UEFA in breach of the guidelines provided in the Manual.

7.1.3 Approvals

All proposed uses of the UEFA European Women's Championship Logo and UEFA European Women's Championship Materials that the National Associations wish to make, must be submitted to UEFA for written approval. Unless approval is received in writing, National Associations may not proceed with their proposed use.

Approval requests shall be made to UEFA Brand Management by sending a PDF of the artwork or by sending representative samples or accurate photographic representations of the intended use. UEFA should have ten working days to send its comments/final approval back to the National Association.

UEFA Brand Management

Contact details:

E-mail: brand@uefa.ch
Tel: +41 848 00 27 27













7.2 Use of Logo

The UEFA European Women's Championship Logo is protected by UEFA and all reproduction and any use of these materials without prior written permission from UEFA will be strictly monitored.

This section sets out the conditions under which the National Associations may use the UEFA European Women's Championship Logo. The National Associations must not use any other marks, devices, symbols, and Logos to identify the event.

The National Associations may only use the UEFA European Women's Championship Logo as provided in the pre-defined templates for the purpose of promoting their participation in the UEFA European Women's Championship competition to the exclusion of any commercial or advertising use or association, in accordance with the conditions set out below. These conditions apply to all National Associations.

UEFA recommends that the following materials, if produced by the National Associations, contain the UEFA European Women's Championship Logo:

-  Advertisements in the newspaper
-  Official posters, flyers and banners to promote the UEFA European Women's Championship matches
-  Matchday/Mini-tournament programmes
-  Match tickets and VIP passes
-  Press kit folders
-  Press paper
-  Accreditation pass
-  Parking pass
-  Car and bus signage
-  Media backdrops for press conferences and flash interviews
-  Welcome backdrop
-  Event giveaways (e.g. pennants)

UEFA would appreciate receiving, for its files, hard copies of any promotional materials produced (posters, programmes, etc). These should be addressed for the attention of the UEFA Competition Manager Women's Football.

7.2.1 Conditions

1. No composite or combined Logo is permitted to be created using the UEFA European Women's Championship Logo and the Logo or any other device of the National Association.
2. The relevant copyright and trademark notice must always be used on the Logo: ®
3. All elements of the design of the UEFA European Women's Championship Logo must appear together in the exact configuration provided and may not be used in part, or adapted or modified in any way.
4. The Logo must always be used in the exact forms shown in this section and may not be adapted or modified in any way.
5. The National Association may not authorise or attempt to authorise anyone else to use or associate themselves with the UEFA European Women's Championship Logo.
6. If at any time it appears to UEFA that the UEFA European Women's Championship Logo is not being used by the National Association in the manner approved by UEFA, the National Association will be notified accordingly and shall immediately stop such usage.
7. The National Associations can use the UEFA European Women's Championship Logo only as presented in the templates or for pure editorial use, to illustrate an article about the UEFA European Women's Championship competition.

7.2.2 Logo Versions

Full colour Portrait



Full colour CMYK

Dark Purple:
C=100
M=94
Y=0
K=0

Black Y=100

The ball shadow
is an image



Full colour Pantone®

Dark purple:
Pantone® 2735 c

Black:
Process black



1 colour Pantone® 2735 c



1 colour black




White on Purple
Pantone® 2735 c




White on Black

7.2.3 What to avoid




Do not use the full colour logo over a dark background 




Do not use non approved colours within the logo 




Do not have patterned or complex background 




Do not distort the logo 




Do not crop the logo 




Do not separate the Icon from the Word Mark 



Do not rotate or flip the icon or any elements within the logo 




Do not recreate the logo 




Do not use the logo without legal notice 



Do not put the work mark over the symbol 



Do not use the Icon as a repetitive graphic element or pattern device 

7.2.4 Merchandising

The UEFA European Women's Championship Logo may be used on a non-exclusive basis by participating associations on a limited number of items of merchandise, namely T-shirts, scarves and caps for sale to the public. The distribution of such items should be limited to a merchandising shop, official outlet or official mail order/Internet site.



Such opportunity is subject to:

- a) the prior written approval of UEFA for each use of the UEFA European Women's Championship Logo; pre-production sample requested for final approval.
- b) there being no third party branding appearing on such items;
- c) the manufacture of such products should cease when the National Association is eliminated from the competition.

Should an association want to use the Logo of its opponent association, it should liaise directly with the relevant association.





7.2.5 Promotional Items

If the National Association wishes to use the UEFA European Women's Championship Logo on promotional items bearing their own Logo, it may do so subject to:

- a) the prior written permission of UEFA;
- b) there being no third party branding appearing on such items; and
- c) such items may only be used as gifts and may not be sold, nor used in any other commercial manner – including, but not limited to, promotions run by Sponsors of National Association.

7.2.6 Usage of the Templates

-  The texts within the templates can be replaced with the correct information, or deleted if inappropriate. The recommended typeface is Frutiger. If this is not available, use Arial or Helvetica. To complement the identity, Trajan Pro can be used.
-  The text can be written in local language and does not have to be in English.

- ☞ If the artwork size has been adapted, please make sure that the artwork maintains the exact proportions and is not deformed or distorted in any way.
- ☞ The National Association Logos and names should be used in place of the dedicated boxes.
- ☞ The artwork provided can be adapted to fit with common print dimensions, but the overall 'look' should always stay the same.
- ☞ The different elements cannot be changed proportionally to one another.

Please send the revised versions of your layouts to UEFA Brand Management for approval at: brand@uefa.ch prior to production and implementation.

7.3 Artwork Templates

7.3.1 Poster

Size of artwork provided: A3

- layout can be modified to fit with your poster requirements
- text can be put in your language
- sponsor logos can be added on the bottom
- images may be changed to illustrate your national team players and colours

Material Recommendation: Coated, SK 3, 175gm2

Colours: CMYK



Team A
Team B
Team C
Team D

Mini-Tournament

Team A-Team B	Wed 8 June	18.00
Team C-Team D	Sat 11 June	18.00
Final	Sun 19 June	15.15

Ticket-Hotline: 0444 123 456
Info: www.www.com

SPONSOR SPONSOR SPONSOR SPONSOR

7.3.2 Flyer

Size of artwork provided: A4 folded in 3

- layout can be modified to fit with your flyer requirements
- text can be put in your language
- sponsor logos can be added on the back
- Images may be changed to illustrate your national team players and colours

Material Recommendation: Coated, SK 3, 150gm2

Colours: CMYK

NA LOGO	COACH OR TEAM IMAGE		
Goalkeepers			
1	Last Name	First Name	Date of birth
20	Last Name	First Name	Date of birth
25	Last Name	First Name	Date of birth
Defenders			
1	Last Name	First Name	Date of birth
2	Last Name	First Name	Date of birth
3	Last Name	First Name	Date of birth
4	Last Name	First Name	Date of birth
5	Last Name	First Name	Date of birth
6	Last Name	First Name	Date of birth
Midfielder			
7	Last Name	First Name	Date of birth
8	Last Name	First Name	Date of birth
9	Last Name	First Name	Date of birth
10	Last Name	First Name	Date of birth
11	Last Name	First Name	Date of birth
12	Last Name	First Name	Date of birth
13	Last Name	First Name	Date of birth
14	Last Name	First Name	Date of birth
15	Last Name	First Name	Date of birth
Forward			
16	Last Name	First Name	Date of birth
17	Last Name	First Name	Date of birth
18	Last Name	First Name	Date of birth
19	Last Name	First Name	Date of birth
20	Last Name	First Name	Date of birth
21	Last Name	First Name	Date of birth
22	Last Name	First Name	Date of birth
23	Last Name	First Name	Date of birth
24	Last Name	First Name	Date of birth



UEFA
WOMEN'S
CHAMPIONSHIP®





Mini-Tournament

Team A
Team B
Team C
Team D



UEFA
WOMEN'S
CHAMPIONSHIP®

Stadium Name, City Name
26.09.2006



7.3.3 City Banner

Size of artwork provided: portrait 1m x 4m

- layout can be modified to fit with your banner requirements

Material Recommendation: Fabric or PVC

Colours: CMYK or Pantone® 2735 c



Women's Championship
Citybanner 1m x 4m

■ background colour (C:100/M:94/Y:0/K:0)
■ panel colour (C:80/M:75/Y:0/K:0)

7.3.4 Entrance Banner

Size of artwork provided: landscape 7m x 1m

- size can be modified to fit with your banner requirements
- text can be put in your language

Material Recommendation: PVC

Colours: CMYK



7.3.5 Pennant

Size of artwork provided: portrait 15cm x 20.5cm

- shape can be adapted to your requirements
- text can be put in your language

Material Recommendation: Textile or PVC

Colours: CMYK or Pantone® 2735c + black





7.3.6 Match/Mini-Tournament Programme

National Associations may produce a matchday / mini-tournament programme if they so wish. Guidelines for the production of a programme follow:

Programme Specifications

There are no restrictions on the publication size or the paper weight of the programme.

Programme Language

Programmes may be printed in the local language of the country; however, the UEFA European Women's Championship Logo shall always be used in its entirety and be written in English.

Programme Design









The use of the UEFA European Women's Championship name and/or Logo requires that the National Association follows the proper usage outlined in section 7.2. There are no other design restrictions for the programme.

On any page where the UEFA European Women's Championship name and/or Logo are included, third party association (advertisement or sponsorship) is not permitted.


Programme Content

There are no restrictions on the programme contents. Information about the UEFA European Women's Championship, such as results tables, are available on uefa.com or from UEFA upon request.

The contents may include:

-  welcome messages from the hosting National Association/city
-  all relevant information on the participating teams including squad lists and squad numbers (if available)
-  match schedule
-  information on the hosting city
-  results of previous rounds of the competition
-  player or coach interviews
-  feature articles
-  historic data

Pages in the souvenir programme may be sold to sponsors or suppliers of the Hosts as follows (see also section 6.1.1):

-  sponsor logos on back cover
-  one page, half-page or quarter-page advertisements in the programme (depending on the level of sponsorship/supply)

Size of artwork provided: programme A3 folded in 2 => A4

Material Recommendation: Cover 250gm², laminated
Inside pages: 100gm², coated

Colours: CMYK











7.3.7 Tickets





A standard UEFA European Women's Championship ticket design follows. The design may need to be amended in order to fit the exact size of the ticket to be used.

Guidelines for ticket design

Front of ticket should include in the main section:

-  UEFA European Women's Championship Logo
-  Home team Logo or Name
-  Away team Logo or Name
-  Match date and time
-  Venue details (name of stadium)
-  Seating information
-  Ticket price
-  Security feature, i.e. hologram (optional)

Back of ticket should include:

-  UEFA European Women's Championship Logo
-  Official partners
-  Stadium information – drawing (optional)
-  Legal information (optional)

Size of artwork provided: landscape 16cm x 8cm

- layout can be modified to fit with your ticket requirements
- the idea is to have one UEFA European Women's Championship Logo per part of the ticket, i.e. If you have only 2 parts, 2 Logos are enough.
- on the back, if there isn't any legal text, please keep a grey line for clear delineation between the UEFA European Women's Championship Logo and the National Team's Sponsors.
- images may be changed to illustrate your team, players and colours




Material Recommendation: Will depend on the printers production set-up

Colours: CMYK

Ticket Front

								
MINI-TOURNAMENT								
TEAM 1 vs TEAM 2								
Sector V					15.09.2006		15.09.2006	
Row 11		Stadium XYZ			Sector V		Sector V	
Seat 023		15.09.2006 20:45			Row 11		Row 11	
					Seat 023		Seat 023	

Ticket Back

						
		please insert here the terms and conditions and insurance disclaimers				
sponsor	sponsor	sponsor	sponsor	sponsor	sponsor	
sponsor	sponsor	sponsor	sponsor	sponsor	sponsor	
sponsor	sponsor	sponsor	sponsor	sponsor	sponsor	

7.3.8 VIP Passes

Size of artwork provided: 8.5cm x 9.5cm

- layout can be modified to fit with your pass requirements

Material Recommendation: Paper SK 3, 250gm2, Coated, laminated

Colours: CMYK



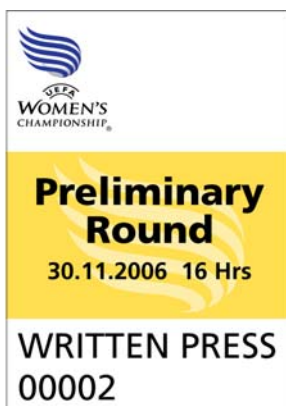
7.3.9 Accreditation Pass

Size of artwork provided: 10.5 x 14.85 (4 accreditations per A4 page)

- layout can be modified to fit with your accreditation requirements
- National Association Logos can be added if necessary
- more colours can be used if needed

Material Recommendation: different options are possible: Paper coated and laminated, plastic or rigid PVC

Colours: CMYK



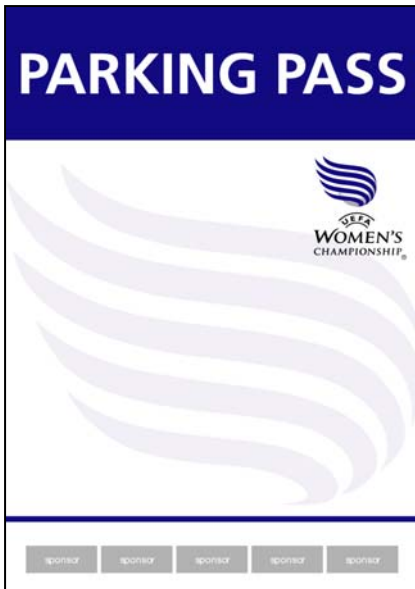
7.3.10 Parking Pass

Size of artwork provided: A5

- layout can be modified to fit with your requirements
- text can be put in your language

Material Recommendation: Paper SK 3, 250gm2, coated, laminated

Colours: CMYK



7.3.11 Competition Board

Size of artwork provided: The regular size is 6m x 0.9m
We have also prepared a special long version of 12m x 1m

- Size can be modified to fit with your board requirements
- UEFA European Women's Championship Logo cannot be modified

Material Recommendation: Wood 6mm Exterior Plywood

Colours: CMYK



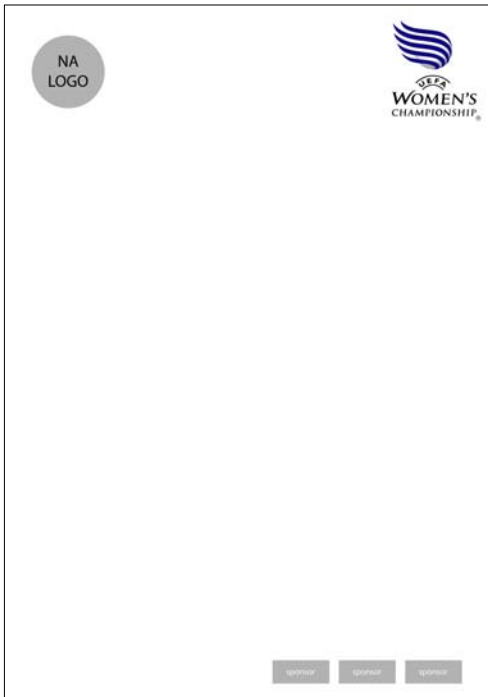
7.3.12 Press Paper

Size of artwork provided: A4

- layout can be modified to fit with your requirements
- National Association Logo can be added
- if you have more Sponsors, boxes can be added on the left in line with the others

Material Recommendation: Paper 80-100gm2, uncoated

Colours: CMYK



7.3.13 Stickers for Substitution Boards

Size of artwork provided: landscape 47cm x 10cm

- size can be adapted to fit with your requirements
- sticker can also be used for other applications and decoration

Colour: CMYK or Pantone® 2735 c



7.3.14 Clipboard

Size of artwork provided:
landscape 23.5cm x 34cm

- size can be adapted to fit with your requirements

Colour: Pantone® 2735 c



7.3.16 Welcome Backdrop

Size of artwork provided: 2m x 2.3m

- layout can be modified to fit with your requirements
- National Association Logo can be added
- grey sponsor boxes are for positional use only and should be replaced with Sponsors Logos
- dates to be modified with your competition dates

Material Recommendation: Correx 4/6mm or Foamex 5mm with supporting structure

Colours: CMYK



Women's Championship
Welcome backdrop 2m x 2.3m




■ background colour (C:100/M:94/Y:0/K:0)

8 COMMUNICATION OF INFORMATION



8.1 Host to UEFA

For the qualifying competition, the Host must provide the UEFA Administration with the following information by the deadlines indicated:



Preliminary Round

 Hotel details (for all MT participants)	Monday, 16 October 2006
 Match venues (stadium names, cities)	Monday, 16 October 2006
 Kick-off times	Monday, 16 October 2006

Group Stage

 Match venue (stadium name, city)	60 days before match
 Kick-off times	30 days before match

Play-off Matches

 Match venue (stadium name, city)	7 days after play-off draw
 Kick-off times	7 days after play-off draw



For each stadium used in the competition, a completed stadium questionnaire and safety certificate must be sent to the UEFA Administration at least 30 days prior to the match.

Should a National Association wish to play on artificial turf, it must provide the UEFA Administration with a copy of the "FIFA Recommended 2-Star" licence and a certificate confirming that the artificial turf still meets the applicable FIFA quality standards by the above-mentioned deadlines.



8.2 All Participating Teams to UEFA

All participating teams must provide the UEFA Administration with the following information by the deadlines indicated:

Preliminary Round

-  Provisional List of Players Friday, 10 November 2006
-  Players Kit Approval Request Form Friday, 20 October 2006
(teams starting in preliminary round only)

Group Stage

-  Provisional List of Players 7 days before match
-  Players Kit Approval Request Form Monday, 9 March 2007
(teams commencing in group stage only)

Play-Off Matches




-  List of Players Friday, 17 October 2008

In addition, information on each national team for media information/promotional purposes, as requested in section 5.2.1, should be provided by 15 January 2007.

Contact details for the UEFA Administration can be found in section 9.2.

8.3 Host to the Visiting Team(s)

In order to facilitate the co-operation between the teams concerned the Host should provide the visiting team(s) with the following information:

-  if requested, a standard invitation letter to fulfil visa formalities
-  information on any special procedures regarding visas, customs clearance, passport controls, etc
-  health information (e.g. recommended vaccinations, suitability of tap water for drinking, etc)

- ☞ information on the nearest international or domestic airport to the tournament headquarters/hotels. Note: the Host may also propose an airport in a neighbouring country if the journey from this airport to the venue is considerably shorter (see also section 2.6.2)
- ☞ information on the vehicles which will transport the teams and their luggage (see also section 2.6.3)
- ☞ information on the LOC including names, functions and contact details
- ☞ the names and contact details of the Team Liaison Officer of each team
- ☞ full details of the tournament accommodation
- ☞ information on the room reservations (singles for the officials, twin rooms for the players, equipment room, massage room, meeting room, separate floor, etc.)
- ☞ details on the room rates to be settled at the hotel before departure for any additional delegation member or for extended stay
- ☞ names of the match stadiums
- ☞ names of the training grounds
- ☞ distances from the hotel to the airport, stadiums and training grounds (in km and minutes) – ideally a map should be provided (see also section 2.4)
- ☞ proposed menu plan
- ☞ mini-tournament schedule including venues and kick-off times
- ☞ information on any official receptions/events

A copy of the relevant correspondence should be sent to the UEFA Administration.

8.4 Visiting Team(s) to the Host

In order to ensure that the appropriate reservations and arrangements are made, a visiting team should provide the Host with the following information/requests, as applicable, well in advance of the match or mini-tournament:

- ☞ flight details
- ☞ exact number of delegation members
- ☞ special wishes regarding hotel room categories (singles, doubles, suites, etc.)

- ☞ rules with regard to mini-bar, Pay TV, telephone lines in the players' rooms, etc
- ☞ training schedule
- ☞ meeting schedule
- ☞ menu plan and any special dietary requests
- ☞ eating times (including pre-match snacks)
- ☞ information on the luggage to be collected at the airport (number of pieces, type of luggage, approximate weight, etc.)
- ☞ whether a cook would travel with the team
- ☞ information on any food/beverages to be brought into the country
- ☞ information on any special equipment (television camera, computer equipment, etc.) to be brought into the country
- ☞ whether the team travels with its own massage table
- ☞ whether the team travels with its own training balls
- ☞ requests regarding equipment/services to be provided at the match stadiums or training grounds (additional massage tables, tactical board, number of balls, mobile goals, small goals, specific quantity of water, tea, fruits, etc.)
- ☞ requests for additional vehicles
- ☞ colours of the first-choice and second-choice team kits
- ☞ colours of the goalkeeper kits
- ☞ requests with regard to attending matches of the other teams
- ☞ information as to how the visiting team will settle its extras, including the expenses of additional delegation members or additional days
- ☞ requests regarding equipment in the meeting room

Ideally, a small folder or tournament guide should be produced and handed over to the visiting teams and UEFA representatives upon their arrival. This document may include the following items:

- ☞ information as outlined above
- ☞ a welcome message
- ☞ the printed souvenir programme, if applicable
- ☞ the names and nationalities of the UEFA Delegate and referees
- ☞ a list of important numbers (LOC members, hospital, police, embassy, etc.)
- ☞ a hotel brochure
- ☞ photos of the match venues

- ☞ important information on the match venues (name, city, capacity, lighting, dimensions of the playing field, etc.)
- ☞ a list of interesting places to visit / a proposal regarding excursions
- ☞ a day-to-day programme (including the activities of each team)
- ☞ training schedule
- ☞ meeting schedule
- ☞ information on television coverage
- ☞ information on any pre-match activities
- ☞ match countdown
- ☞ Host's expectations regarding the conduct of a visiting team during the mini-tournament
- ☞ information on any special habits in the Host's country
- ☞ pre-tournament press releases
- ☞ information on the ticketing procedure, accreditation, etc.
- ☞ information on any security issues at the hotel, training grounds or match venues (police escort, etc.)
- ☞ information on the expected spectator attendance at the matches
- ☞ information on any special activity during the mini-tournament (national holiday, grassroots events before the matches, etc.)
- ☞ feedback form, on which a visiting team can provide the Host with its feedback and suggestions

9 UEFA CONTACT INFORMATION

9.1 Main Address

UEFA - Union des associations européennes de football
Route de Genève 46
CH-1260 Nyon 2
Switzerland

Tel:	+41 22 848 00 27 27
Media Desk Tel:	+41 22 848 04 27 27
Fax:	+41 22 848 01 27 27
Press Fax:	+41 22 707 28 38

www.uefa.com

President

Lennart Johansson

Chief Executive

Lars-Christer Olsson

Director Professional Football

Giorgio Marchetti

Head of National Team Competitions






Mikael Salzer

9.2 **UEFA European Women's Championship Contact Persons**

The following persons may be contacted in case of specific queries or for general assistance or advice with regard to the organisation of a mini-tournament or match of the UEFA European Women's Championship:

Competition Manager Women's Football

Anne Vonz-King (anne.king@uefa.ch)




-  competition format
-  financial conditions
-  Competition Regulations
-  Competition Manual
-  coefficients and draws

Assistant Women's Football

Susan Forrester (susan.forrester@uefa.ch)

Competition Administration

Aldo Kalbermatten (aldo.kalbermatten@uefa.ch)

-  administration of matches/mini-tournaments
(dates, venues, kick-off times, preliminary site visits)
-  players' registration
-  kit approval

Florian Camarena (florian.camerena@uefa.ch)

-  delegates



Refereeing Operations Manager

Luzia Porret (luzia.porret@uefa.ch)

-  refereeing matters

Junior Brand Manager

Mary-Laure Bollini (brand@uefa.ch)

-  use of UEFA European Women's Championship Logo and Artwork Templates
-  approval of designs



Press Officer

Media Services (media@uefa.ch)

-  media matters

uefa.com

Kevin Ashby (newsdesk@uefa.ch)

-  UEFA European Women's Championship editor
-  national teams' information and photographs





10.2 Invitation to Organisational Meeting

Date : Day, xx Month 200x

Time: xx:xx hours




















Place: Hotel Name – Floor x, Room Name










Please bring to the meeting:

-  The final 18 players list
-  The passports or identity cards of the players listed on the above list who are participating in the mini-tournament
-  Field player's official kit and reserve kit (socks, shorts, shirt)
-  Goalkeeper kits (socks, shorts, shirt, gloves)

10.3 Organisational Meeting Agenda (Mini-Tournament)

ORGANISATIONAL MEETING AGENDA

1. Welcome and introduction of all those present by Chairman
2. Welcome by the Host
3. Match Schedule
4. Match / Refereeing Matters
 -  Kick-off
 -  Transport for the referees / delegates / teams
 -  Technical stadium facilities
 -  Substitution boards
 -  Colours of the playing kits
 - Players
 - Goalkeepers
 - Referees
 - Ballkids
 -  Floodlighting
 -  Matters relating to television and the press
 -  Referee's report form
 -  Countdown
 -  Substitutes' bench
 -  Field of play, goal dimensions, etc
 -  Instructions from the referee
5. Disciplinary Matters
6. Safety/Security Matters
 -  Stadium capacities: number of seated/standing places
 -  Expected attendance
 -  Security measures for the visiting teams
 -  Information and measures with regard to the supporters of the visiting teams
 -  Security measures in the stadiums
 -  Television surveillance system in the stadiums
 -  No public sale of alcohol

-  Entry control procedures
 -  Public address announcers
 -  Stadium exit doors and emergency gates
 -  Liaison group
7. Administrative Matters
 -  Doping Controls
 -  Eligibility of players
 -  Seats for the UEFA Delegate, Referee Observer (where applicable) and Doping Control Officer
 -  Flags in the stadium
 -  Accreditation and stadium passes
 8. Media Matters
 9. Hotel Arrangements
 10. Transport Arrangements
 11. Social Events
 12. Confirmation of Team and Referee's Colours
 13. Passport/ID control



















10.4 Organisational Meeting Agenda (Match)

ORGANISATIONAL MEETING








AGENDA





Welcome and introduction of all those present by the chairman

1. Match / Refereeing Matters






-  Kick-off
-  Transport for the referees / delegates / teams
-  Arrival at the stadium of the referees / delegates / teams
-  Technical stadium facilities
-  Substitution boards
-  Colours of the playing kits
 -  Players
 -  Goalkeepers
 -  Referees
 -  Ballkids
-  Advertising on the players' kits
-  Floodlighting
-  Matters relating to television and the press
-  Referee's report form
-  Countdown
-  Substitutes' bench
-  Field of play, goal dimensions, etc.
-  Instructions from the referee

2. Safety / Security Matters

-  Stadium capacity: number of seated/standing places
-  Expected attendance
-  Security measures for the visiting team
-  Information and measures with regard to the supporters of the visiting team
-  Security measures in the stadium
-  Television surveillance system in the stadium
-  No public sale of alcohol

-  Entry control procedures
-  Public address announcers
-  Stadium exit doors and emergency gates
-  Liaison group

3. **Administrative Matters**

-  Doping Controls
-  Eligibility of players
-  Seats for the UEFA Delegate, Referee Observer (where applicable) and Doping Control Officer
-  Flags in the stadium
-  Accreditation and stadium passes

10.5 Team Colours Summary

Match #	Teams	Player Colours		Goalkeeper Colours		Referee Colours		Ballkids Colours
		Shirt	Shorts	Socks	Shirt	Shorts	Socks	
	Home Team							
	Away Team							
	Home Team							
	Away Team							
	Home Team							
	Away Team							
	Home Team							
	Away Team							
	Home Team							
	Away Team							

⊕

10.6 Local Venue Manager Checklist

The following checklist gives an overview of the various tasks and duties which should be fulfilled by a Host prior to a match.

10.6.1 Preparatory Phase

Stadium/Training Ground Matters

- ☞ Supervise any possible renovation and construction work at match stadium to ensure venue ready for match/mini-tournament
- ☞ Supervise preparation and maintenance of the pitches and training grounds
- ☞ Check for roadworks or other potential problems that may hinder access to the stadiums
- ☞ Check all goals in conformity with the *Laws of the Game* (see section 3.1.4)
- ☞ Check all training grounds ready from arrival of teams until their departure (watering and grass cutting, field markings, goal nets, temporary goals, dressing rooms open and cleaned, still bottled mineral water available)

Protocol Matters

- ☞ Prepare list of local VIPs that may attend the matches
- ☞ Prepare seating plan for team officials, VIPs, guests, sponsors, etc.
- ☞ Define VIP hospitality areas in the stadium and planned level of service
- ☞ Check public address system
- ☞ Check national anthems
- ☞ Arrange the necessary numbers of flags
- ☞ Define entrance ceremony for the teams (music, players' escorts, flag carriers, etc.)

Accreditation Matters

- ☞ Define the accreditation policy
- ☞ Prepare instructions for stewards/security/police on all matters related to security, accreditation, etc.

Media Matters

- Preparation of media infrastructure (press seats, electricity, modem plugs, mixed zone, press conference room, etc – see section 3.3)
- In case of TV coverage, provision of necessary facilities (camera positions, electricity, OB-van area, up-links, etc – see section 3.3)

Team Matters

- Dressing rooms equipped with massage benches and tactical boards
- Dressing rooms cleaned and sanitary facilities restocked

Referee Matters

- Dressing rooms cleaned and sanitary facilities restocked
- Dressing rooms equipped with table and chairs

Ball Kids

- Appoint and instruct 8 - 10 ball kids per match
- Uniform and neutral clothing

Signage









- Signage of key areas in the stadium (dressing rooms, benches, medical room, doping control room, media rooms, VIP facilities, toilets, parking, etc.)

Delegate's Room




- Delegate's room equipped with photocopy machine and, if appropriate, a fax
- Check correct functioning of equipment
- Check sufficient paper is available for copies

10.6.2 One day before the match (MD-1)




Stadium

-  In case of doubt, check with referee and UEFA Delegate on use of playing field for training sessions. If negative, UEFA Delegate to inform teams concerned.
-  Check goals
-  Check pitch quality (watering and grass cutting)
-  Check dressing rooms clean and keys available to open/lock doors
-  If applicable, check functioning of floodlights and time lights switched on
-  Check availability of flag poles and flags
-  Check PA system functioning
-  Check scoreboard and stadium clock

Protocol

-  Update VIP list
-  Check sufficient staff available for hospitality area
-  Check hospitality areas are ready and food/drinks ordered



Accreditation

-  Ensure all persons have received accreditation cards
-  Ensure stewards/security staff/police are briefed on tasks, timings and meeting point
-  Define last-minute pick-up point for accreditation cards and tickets

Commercial Matters

-  Check correct installation of advertising boards

Media

-  Check all media facilities are installed and functioning
-  Check broadcasting arrangements (in case of TV coverage)

Teams

- ☞ Check teams are aware of their departure time (in co-operation with transport manager and Team Liaison Officer)
- ☞ Double-check the kit colours and remind teams to bring their second-choice kit

Refereeing matters

- ☞ Check with referee liaison officer:
 - ☞ Electronic substitution boards or traditional substitution panels
 - ☞ Substitution forms
 - ☞ Refreshments ordered for referees

Equipment

- ☞ Prepare 10 match balls to be handed over to the referee for measuring the pressure
- ☞ Check availability of ball pump in stadium

Ball Kids

- ☞ Confirm availability of ball kids
- ☞ Check neutral equipment not clashing with team colours

Players Escorts

- ☞ Confirm availability of players' escorts

Signage











- ☞ Installation of signage
- ☞ Briefing of staff to guide the teams, guests, etc.

Delegates Room

- ☞ Check correct functioning of equipment
- ☞ Check sufficient paper is available for copies
















10.6.3 Match Day

Morning







-  Check items that were not ready during previous check
-  Check with ground keeper watering schedule (if necessary)
-  Check availability of the following material at the stadium:
 -  Minimum 10 match balls
 -  Flags (UEFA, UEFA European Women's Championship, UEFA Fairplay)
 -  Warm-up bibs (2 x 10) – in principle responsibility of the team in question
 -  Sufficient still bottled mineral water for the teams
 -  Massage tables for the teams
 -  Tactical boards for the teams
 -  Signage

Arrival at the Stadium (2 hours 30 min. before kick-off)




Carry out the necessary briefings and check the following:

-  Sufficient number of balls available in the referees' room
-  Ball pump functioning
-  Photocopier and fax functioning (turn on, sufficient paper)
-  Seat labels for VIP seating – officials of the participating teams, representatives of other teams not involved in the match, National Association and National Association representatives, guests, etc.
-  Arrival time of ambulance, fire-brigade, security and ball kids
-  Stretchers and carriers
-  Flag protocol
-  Position of advertising boards and cameras (distances to the touch line and goal line, security)
-  Signage in place
-  Accreditation system
-  Dressing rooms (clean, equipped with massage tables and a tactical board; still bottled mineral water provided)
-  Technical equipment for music, national anthems and announcements
-  Brief announcer and provide announcement text
-  Check hospitality area open
-  Replacement goal available

Arrival of Referees and UEFA Delegate (1 hour 30 min. before kick-off):

-  Welcome
-  Pitch inspection
-  Briefing on match arrangements
-  Check with referee; balls, time, countdown, number of players permitted in warm-up zone
-  Handover of balls to person responsible for ball kids
-  Agree on sign and position for kick-off

Arrival of Teams (1 hour 30 min. before kick-off):

-  Welcome
-  Briefing on match arrangements
-  Guidance and assistance whenever needed

The Local Venue Manager should then oversee the following activities:





Time until kick-off	Activity
- 60 minutes	Warm-up on the pitch
	Check arrival of security, ambulance, fire brigade, ball kids Double check all open items
- 15 minutes	Finish warm-up on the pitch
	Ensure everyone leaves pitch (to dressing room or bench) Ball kids in position Players escorts in tunnel Teams line-up in playing field entrance (tunnel) on correct sides for entrance

- 8 minutes	Start of the Countdown
	Lead teams onto the pitch as per countdown Co-ordinate correct countdown procedure Give sign to stadium speaker (entry music, welcome text, national anthems etc.) Co-ordinate team entrance with TV, if necessary
Kick-off	Give sign to referee
During match	Assist 4th official if necessary Check for problems concerning match arrangements (ball kids, boards, TV, security)
After match	Assist the UEFA delegate and, if applicable, the Tournament Administrator

10.6.4 Potential Problems and Solutions

Below is a list of potential problems that may occur before a match and the action to be taken by the persons responsible.

Match Abandoned

-  Only the referee can decide if a match must be postponed, abandoned or cancelled
-  For cases beyond control (weather conditions, floodlight failure), the LOC and Delegate may provide the referee with their opinion and relevant information (e.g. weather forecast)
-  The LOC is responsible for ensuring that any other problems that could affect the match are avoided (goal dimensions, security problems due to pitch boards, kit problems, etc.)
-  LOC to inform the spectators and teams of decisions taken

Late Arrival of Teams or Referees

- ☞ First priority: the match must be played
- ☞ LOC to find a solution with UEFA Delegate, teams and referees (e.g. delay kick-off)
- ☞ UEFA Delegate and referee to prepare a resolution which must be signed by both teams. The resolution should include a stipulation that protests following the match will not be accepted.
- ☞ LOC to inform the spectators of decisions taken

Team brings Incorrect Kit

- ☞ First priority: the match must be played
- ☞ LOC to check if teams have replacement kits. If not, team official requested to bring the correct kit – LOC to organise this transport
- ☞ If the procedure causes a delayed kick-off, LOC to inform the spectators of the problem and decision

Set-up of Advertising Boards

- ☞ Check all boards correctly placed around the playing field with correct distances to the pitch
- ☞ If the boards are too close to the pitch, arrange to have them moved backwards immediately (to avoid referee refusing to start match)

Position of Teams / Defined Areas / Protocol

- ☞ In principle, away team sits on bench behind first assistant
- ☞ Away team starts hand-shake procedure and lines up on the right side of the referee (when looking from the main stand onto the pitch). To ensure teams are correctly lined up in the tunnel to avoid crossover when coming onto pitch
- ☞ LOC to decide allocation of dressing rooms to teams
- ☞ Referee defines warm-up area (normally behind first assistant or behind own goal)
- ☞ Five flags must be flown (UEFA, FIFA, UEFA Fairplay and the flags of the teams taking part in the match). The standard flag protocol is, from left to right: Away team, UEFA Fairplay – UEFA – FIFA – Home Team.

- Number of persons on the bench (7 substitute players and 6 team officials) and number of players allowed to warm up during the match (normally 3 per team) are reconfirmed before the first match day
- The teams may have more than 6 officials on the bench during the warm-up and in the dressing rooms. The additional persons must go to the five additional technical seats or to the main stand before kick-off
- If a team is not satisfied with their bench position (e.g. not protected from the sun), the players may be seated elsewhere on condition that both teams and the referee agree
- The media is not allowed on the pitch at any time (except for handheld cameras of the host broadcaster during line-up)
- The media is not allowed in the dressing room area at any time
- Interviews of players, substitutes or officials are not allowed during the match
- Photographers may approach the touchline during the line-up. During the match, they must be positioned according to the media officer's instructions (normally behind the goals)

Distribution of team sheets

- LOC to distribute copies of the team sheets to: teams (8 copies each), referees (4), UEFA Delegate, announcer, VIPs and scouts (if applicable)
- Host Media Officer to distribute copies of the team sheets to host broadcaster, if applicable, (10) and the media

Pre-match activities

- As a rule, there should be no activities on the pitch during the warm-up (except in the centre circle if announced beforehand)
- Activities should not disrupt the warm-up or delay the kick-off (e.g. no landing of parachutes on pitch between warm-up and kick-off)

Kick-off on time

- LOC must ensure that the match kicks off on time. LOC should calculate the time needed to walk from the dressing rooms to the pitch and adjust the departure time from the dressing rooms before the match and after half time accordingly.
- LOC to assist the referee to call the two teams on time

- ☞ The clocks should be adjusted according to TV time (if match is broadcast) or according to the referee's watch. Teams should be informed upon arrival of official time

Camera positions

- ☞ LOC together with referee and UEFA Delegate to check camera positions on the playing field
- ☞ 1st priority: no safety risk for the players;
- ☞ 2nd priority: no view obstruction for the substitution benches;
- ☞ 3rd priority: visibility of pitch boards.

10.7 Countdown

Time	Countdown to Kick-Off
-120'	Stadium gates open to spectators and media.
-90'	Pitch inspection by UEFA Delegate, referees and team representatives.
-60'	Teams to deliver Match Sheets to referee.
-60'	Teams warm-up on pitch.
-15'	Players exit pitch.
-15'	Ball kids take up positions around pitch. Players' escorts ready in tunnel.
-8'	Teams join referees in players' tunnel for studs check. Welcome message announced. Players' names announced of away and home teams.
-6'	Referees lead teams out of players' tunnel (with player escorts). Intro music played until team reach line-up position.
-4'	Teams and referees line up facing the tribune of honour. National anthem of away team
-3'	National anthem of home team
-2'	Teams shake hands according to handshake procedure and line-up for team photos.
-1'	Coin toss with referee and captains.
xx:xx:xx	KICK-OFF
Half-Time	
HT	Teams exit pitch.
HT +14 mins	Teams and referees re-enter pitch.
HT +15 mins	Second half kick-off.
Full Time	
FT	Teams, referee and assistant referees gather in centre circle, shake hands, wave to spectators and leave field together.
FT +1 mins	Host media officer escorts selected players for Flash Interviews.
FT + 15 mins	Official press conference begins.

10.8 Match Sheet

Team:	Team:
--------------	--------------

Shirt	NAME	P	S	N	Shirt	NAME	P	S	N
1					1				
2					2				
3					3				
4					4				
5					5				
6					6				
7					7				
8					8				
9					9				
10					10				
11					11				
12					12				
13					13				
14					14				
15					15				
16					16				
17					17				
18					18				



Name of Official:	Function:	Name of Official	Function
	Head Coach		Head Coach
	Assistant Coach		Assistant Coach
	Team Administrator		Team Administrator
	Team Doctor		Team Doctor
	Physiotherapist		Physiotherapist
	XXX		XXXX
National Association Signature:		National Association Signature:	
REFEREE		ASSISTANT	
ASSISTANT		4 TH OFFICIAL	
UEFA DELEGATE		REFEREES'	

P = Playing / S = Substitute / N = Not Playing

C = Captain / GK = Goalkeeper / DF = Defender / MF = Midfield / FW = Forward

10.9 Announcements in the Stadium

10.9.1 Before the Match

-  6 minutes before kick-off
-  in the local language and, if appropriate and possible, in the language of the visiting team

Good afternoon Ladies and Gentlemen.

Welcome to the (stadium name) here in (name of town/city) for the UEFA European Women's Championship (preliminary round/group phase) match between (name of away team) and (name of home team).

We would like to take this opportunity to thank you for coming to watch the match today.

The line-ups today will be the following:

(name of away team, followed by the number, first name and surname of 11 players)

(name of home team, followed by the number, first name and surname of 11 players)

Today's referee is (full name) from (country)

She will be assisted by (full name) and (full name), also from (country)

The 4th official is (full name) from (country)

and the UEFA Delegate is (full name) from (country)





(Information on the current ranking of the mini-tournament and the qualification to the group phase)

We hope that you will enjoy the game, and wish both teams the best of luck in a match played in the spirit of sportsmanship and fair play

10.9.2 During the Match




The announcer may communicate the following information as appropriate immediately after these actions have taken place:

Goals scored:

-  Score
-  Minute
-  Shirt number
-  Name of the player

Text could be: (number & name) of (team) scored (score) in the (minute)

Substitution:






-  Minute
-  Shirt number and name of player substituted
-  Shirt number and name of player entering the field

Text could be: (number), (name) of (team) has been substituted by (number, name) in the (minute)

Note: the announcer must not announce yellow or red cards.




10.9.3 At Half-Time

In order to provide the spectators with some information on the mini-tournament the following information should be announced:

-  Number of spectators at the match
-  Half-time score of the other match, if relevant
-  Information on the next matches in the mini-tournament (dates, kick-off times, venues and matches)
-  Information on any forthcoming domestic league matches of the home club
-  Security announcements

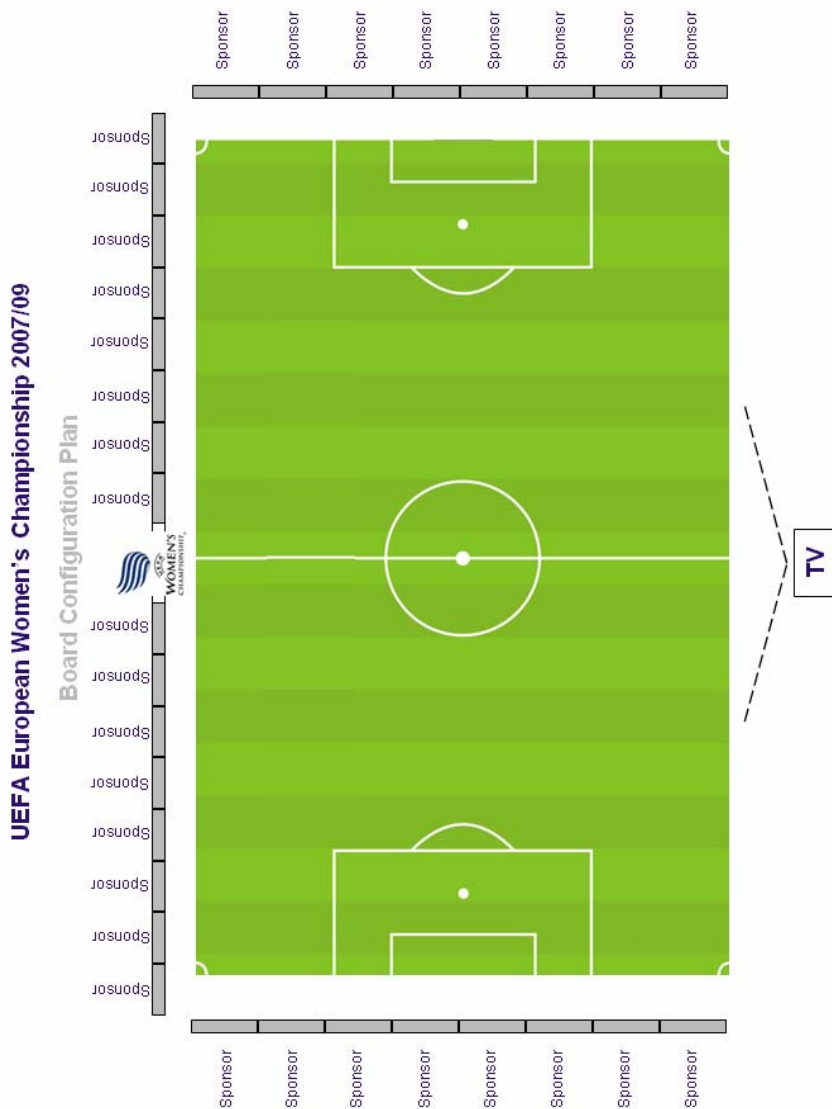
10.9.4 After the Match

The following details should be announced to the spectators:

-  Final score of the other match, if relevant
-  Information on the next matches in the mini-tournament (dates, kick-off times, venues and matches)
-  Farewell message

Thank you once again for having attended this UEFA European Women's Championship match. We hope to see you again soon and wish you a good and safe journey home.

10.10 Stadium Board Configuration Plan



10.11 Mini-Tournament Ranking

GROUP RANKING

X Preliminary Round Group X Mini-Tournament played in XXX

RANKING after Matchday 1

Pos.	Team	Matches played	Points	Goals	
				For	Against
1					
2					
3					
4					

RANKING after Matchday 2

Pos.	Team	Matches played	Points	Goals	
				For	Against
1					
2					
3					
4					





RANKING after Matchday 3

Pos.	Team	Matches played	Points	Goals	
				For	Against
1					
2					
3					
4					

10.12 Mini-Tournament Statistics

X Preliminary Round Group X Mini-Tournament played in XXX

FIRST MATCHDAY STATISTICS



	TEAM	-	TEAM		x'	x - x	N°	x
					x'	x - x	N°	x
					x'	x - x	N°	x
	x	-	x					Attendance: x
	TEAM	-	TEAM		x'	x - x	N°	x
					x'	x - x	N°	x
					x'	x - x	N°	x
	x	-	x					Attendance: x



Pos.	Team	Played	Won	Draw	Lost	For	Against	Points
1								
2								
3								
4								

Cards

Min.	No.	Team	Yellow Card	Red Card	Suspended for next match
x'	_____	_____	X	_____	_____
x'	_____	_____	X	_____	X
x'	_____	_____	X	_____	_____
x'	_____	_____	_____	X	X

SECOND MATCHDAY STATISTICS

	TEAM	-	TEAM		x'	x - x	N°	x
					x'	x - x	N°	x
	x	-	x		x'	x - x	N°	x
								Attendance: x



	TEAM	-	TEAM		x'	x - x	N°	x
					x'	x - x	N°	x
	x	-	x		x'	x - x	N°	x
								Attendance: x

Pos.	Team	Played	Won	Draw	Lost	For	Against	Points
1								
2								
3								
4								



Cards

Min.	No.	TEAM	Yellow Card	Red Card	Suspended for next match
x'			X		
x'			X		X
x'			X		
x'				X	X
x'			X		

THIRD MATCHDAY STATISTICS


TEAM - **TEAM**


 x - x N° x
 x' - x' N° x
 x' - x' N° x
Attendance: x


TEAM - **TEAM**


 x - x N° x
 x' - x' N° x
 x' - x' N° x
Attendance: x

Pos.	Team	Played	Won	Draw	Lost	For	Against	Points
1								
2								
3								
4								

Cards

Min.	No.	TEAM	Yellow Card	Red Card	Suspended for next match
x'			X		
x'			X		X
x'			X		
x'				X	X
x'			X		

Goal Scorers

TEAM	Player's Name	Goals Scored	No. of Matches Played	Against

