

# UEFA



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## ANYONE, ANYTIME, ANYWHERE

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**Theodore Theodoridis**  
UEFA General Secretary

# INNOVATION THROUGH CONSULTATION

**T**he first few months of the 2018/19 season have brought excitement and innovation for UEFA and European football: a new competition, new technology, and new tournament hosts.

The UEFA Nations League has got off to a thrilling start; the Executive Committee has decided to introduce video assistant referees (VAR) in the 2019/20 UEFA Champions League; and Germany has been selected to host the UEFA EURO 2024.

UEFA is not in the business of making changes without good reason or by diktat. All these initiatives are the result of dialogue and consultation, and all have the same end goal: the continued success and further development of European football. UEFA, its member associations, and key stakeholders in the European Club Association and the European Leagues are working together for the good of the game. Football is a team game and UEFA is a team player.

Consultation underpinned the creation of the UEFA Nations League, which kicked off in September. Turkey's ecstatic celebrations after Emre Akbaba's late double saw them come back from 2-0 down to win against Sweden; Kosovo's joy at their first competitive match win, against the Faroe Islands; and Spain's victories over England and Croatia after a disappointing World Cup showed how much this competition already means to players.

Just as the UEFA Nations League was only introduced after extensive research and debate, UEFA has been careful not to rush the introduction of video assistant referees. Bringing in VAR in August 2019 will give us enough time to put in place a robust system and train match officials to ensure it is efficient and successful.

Finally, I would like to congratulate Germany on winning the vote to host UEFA EURO 2024, and to pay tribute to both Germany and Turkey, two strong footballing nations, for submitting such impressive bids.

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*Parm Gill from Gravesend (England) received the gold UEFA Grassroots Award for her work with the Guru Nanak FC Ladies team.*

(Image credit: UEFA)



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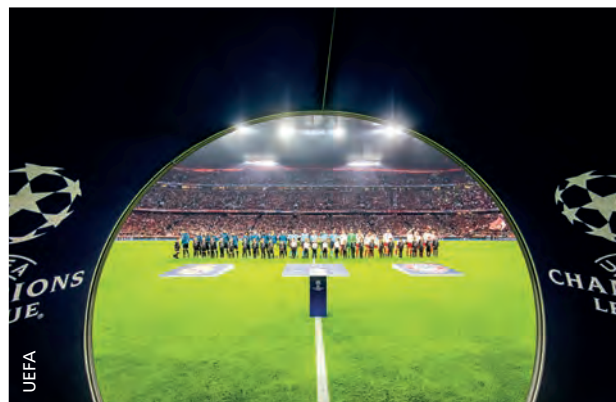
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Heri Joensen



FAROE ISLANDS



F.M.F.



MOLDOVA



SWEDEN

SVFF



Joe Borg



MALTA



AUSTRIA

ÖFB



# VIBRATING LIKE A GUITAR STRING

Another successful UEFA Grassroots Week strikes the right chords all over Europe.

**F**or UEFA Direct, the UEFA Grassroots Week poses a perennial challenge: how to do justice in relatively few words to a mind-boggling spectrum of events staged at venues across the length and breadth of the continent. Or, maybe more importantly, how to transmit the sheer enthusiasm that provides the driving force of a pan-European phenomenon which knows no frontiers of language, gender, ability, age or social background. It was the great Pelé who said “enthusiasm is everything. It must be taut and vibrating like a guitar string.” In late September, strings were vibrating all over Europe – and the only thing these pages can do is to offer snippets of the immensely diverse music they produced.

Music, of course, can be generated by soloists, philharmonic orchestras or a myriad of in-betweens. Among the

philharmonics, few could match the sheer dimensions of the Rentrée du Foot project run by the French Football Federation (FFF). The idea is to mark the kids’ return to school by organising events on a city-by-city or regional basis, with parents sharing their enthusiasm with about 10,000 volunteers to create a festive day-long football event, along with a similar number of what the French call

“Wind and rain didn’t prevent children from playing football and having fun. They went home smiling and with red cheeks! Perfect!”

**Christina Ravnsfjall**  
Grassroots coordinator of the  
Faroe Islands Football Association

‘educators’ – instructors qualified to guide the boys and girls through their football activities. At the time of writing, the final balance had yet to be drawn up. But the estimate was for the total to amply surpass the 2017 total of 273,000 participants and, indeed, to nudge the half-million mark. The take-home message, however, was not expressed in numbers. It was neatly stated in one of the videos posted on the FFF website, where one of the regional presidents commented: “The important thing was to see the children, the parents and everybody else so happy.”

## Small is also beautiful

To colour the other end of the spectrum – numerically, but not in terms of enthusiasm – the ideal destination could be the Faroe Islands, where some target groups might be counted on six hands. The fact that quantity had nothing to do with quality was illustrated by a football for all abilities event for both genders in the 15+ age group. At the same time, a Ball & Play programme was staged at six venues where, due to the great variety in local populations, participation levels were as high as 150 or, again, as low as 30. But a total of 550 signed up for a project designed to bring football into the lives of boys and girls born in 2012 and 2013. Rough weather reduced the figure to 460, plus 100 kindergarten teachers and assistants. At five of the events, 141 students from local schools also lent a hand in explaining and demonstrating the activities with and without a football at nine ‘workstations’ along the route.

Christina Ravnsfjall, grassroots coordinator at the national association, explains: “The main purpose was to encourage children to start playing at the age of five – or even four – by letting them enjoy being active on a football pitch →



KEYSTONE/Nick Soland



and, hopefully, inspiring them to play at a local club. The autumn weather gave us some challenges but proved that wind and rain don't prevent children from playing football and having fun – even if some of them turned up in rainwear! They went home smiling and with red cheeks! Perfect!"

Staying light years away in the football universe from the six-figure totals in France, 1,135 participants added up to great success in Armenia, where ten venues offered football to a public ranging from four-year-olds to veterans. Lala Yeritsyan, head of the grassroots unit at the Football Federation of Armenia, painted the picture with some neat brushstrokes: "The Grassroots Week in Armenia was all about huge enthusiasm. The FFA created a programme of activities, extending them through many regions of the country. Various activities like football for all, girls' tournaments, fun football, street football or disability football were organised within this great football-devoted week. And we involved as many parts of the population as we could: children, including those with impairments, children at schools, teenagers, veterans, etc. It was a great festival of sport full of laughter and smiles. Our activities aimed to promote grassroots football while attracting parents, supporters and sponsors to develop their interest in the game.

The Georgian Football Federation has multiplied events throughout the country.

"In some remote regions, the FFA also delivered football equipment to grassroots teams. The Grassroots Week is a football festival we love to organise every year."

Still on the small is beautiful theme, it is worth paying a visit to San Marino – one of the venues for the European Under-21 Championship final tournament next summer. The national association of the diminutive republic not only staged (and promoted via media and social networks) mini-tournaments, games and football activities on their Giornata del Grassroots (grassroots day), but also set up a stall and a mini-pitch at the Sportinfiera – a fair organised by the national Olympic committee. In the Netherlands, the KNVB also teamed up with the Olympic committee to open the doors of sports clubs throughout the country to new members who fancied sampling some football or other sports.

### The broader picture

Those two examples illustrate that, while UEFA Grassroots Week evidently focuses on football, the 'beautiful game' is fully integrated into the greater scheme of things, dovetailing neatly into the European Commission's European Week of Sport –

which transports us to Austria, where the Prater Park in Vienna was chosen to stage the official launch of this year's #BeActive campaign aimed, as the EC put it, to "get Europeans moving".

The Austrian national association put its shoulder to the wheel in the organisation of a Tag des Sports (sports day) in Vienna – a day designed to offer activities to anyone, regardless of age, who was interested in sport in general and football in particular. Apart from the street football tournaments on mini-pitches or the Goal Wall, one of the most popular grassroots activities was the 2 v 2 contest played in the so-called 'soccer cage'. The whole day was made even more attractive by meet and greet sessions involving the various national team coaches. By the way, Austria joined France in the philharmonic category with a participation level that also stretched into six figures.

### Social responsibility

A sight of the stars also added glitter to events in Croatia where, apart from the perennial goal of ensuring free fun football to everybody, this year's theme was based on inviting clubs, regional associations and other organisations to show support for the community of abandoned children in the country. A similar thread ran through the week in Greece where, in a dozen cities, refugees and children with



# 10

venues hosted  
**1,135** participants  
across events  
in **Armenia**

# 118

events took  
place across  
the week  
in **Moldova**

# 3,000

girls took part  
in club open  
days in **70** cities  
across **Italy**

disabilities were embraced by a programme of fair-play tournaments, games of all shapes and sizes ranging from 3 v 3 to 11 v 11 and, importantly, educational sessions aimed at guiding parents on the art of encouraging their children to participate in sport. Games in five formats from 3 v 3 to 11 v 11 also formed the basis of the Eat, Move, Sleep programme for boys and girls from 6 to 16 conducted during Grassroots Week in Norway.

A similar path was trodden in Malta, where the children of refugees were integrated into a range of nursery-level football activities and, to highlight one of the other striking features of the week, a tournament designed for previously inactive female players – part of a programme to promote football among the over-35s and, by urging former players to serve as inspiration, to strengthen the future of the women's game in the fields of administration and coaching. But, as explained by Maria Mifsud, responsible for grassroots football and youth development at the FA: "The basis was the belief that the beautiful game, with its endless benefits, should be open to everyone, so UEFA Grassroots Week was the opportunity to promote football for everyone. Although the message of integration may sound like a cliché, it is still a hurdle in certain parts of the world, so it underlined that football is not only a sport but a vehicle for inclusion. But the overriding message across all our activities was that the beautiful game can be enjoyed by all."

The inclusion of female players provided one of the common denominators of this year's UEFA Grassroots Week, with Switzerland, for example, focusing on football for boys and girls in the 6-11 age bracket; Albania setting up mini-pitches in the city centres of Durrës, Fier and Vlorë for 10-11 year-old girls to join the boys in street football events; and

Scotland going a step further by staging girls' festivals, including the launch of a project designed under the banner of UEFA's #WePlayStrong campaign.

Belarus provided a further example. The national association's grassroots manager, Gleb Stakhovsky, commented: "We held a great final of the republic's largest football tournament, Leather Ball, in Minsk for more than 40,000 children aged 9-14 from all over the country. For the first time, girls participated – about 1,500 aged 10-12, who had never played football before. The children visited a Nations League national team match, so we also offered them good social activities. During the whole week, Belarus was conquered by grassroots football. Leagues were organised across the whole country for boys and girls aged 6-12, totally supported by local municipalities, regional football associations, schools and, of course, clubs, which aimed to attract these children to play on a regular basis. We also held a football marathon in the small town

of Senno, where children, men, women, veterans and whole families played football without any break for 12 hours. It was a new format of event for us, but we successfully implemented it and about 300 people took part."

## Silence, please

Novelties adorned the Grassroots Week in Northern Ireland, including the Silent Sidelines concept at all small-sided games, defined as 'minimal instruction from parents, coaches and spectators, which helps to create a pressure-free environment'. The schedule for the week also featured a maxi futsal tournament at Newry Leisure Centre for some 300 boys and girls at post-primary school levels – a relative rarity among the myriad of UEFA Grassroots Week activities, though the caveat is that many of the small-sided events in other countries afforded passable simulations of futsal conditions. The major novelty, however, was the cycle of events within the national association's employability programme, with 100 male and female candidates, aged 16+, engaging in courses aimed at preparing them for would-be careers in sport – including a workshop dedicated to refereeing. In addition, coaching sessions were held with young female pupils at Rosetta Primary School in south Belfast →



Young girls at Rosetta Primary School in Northern Ireland took part in football training.

to encourage them to play football.

"It was an outstanding success," reports Malcolm Roberts, grassroots development officer, "and we're grateful that the UEFA Grassroots Week gave us an opportunity to highlight so many activities."

The Swedish FA also introduced novelties. Anna Malmén, the FA's club development officer, explains: "We staged a walking football match between two clubs in the Stockholm area which have been offering walking football once a week for people over 55 (even though most of them are older) since spring. There were two 7 v 7 games: women against women and men against men. The players were – obviously! – not allowed to run, kick the ball higher than waist height and the throw-in was replaced with a kick-in. Then a large disability football tournament was hosted by the Huskvarna club in Jönköping. Thirty-five teams played 5 v 5 or 7 v 7. It was a day filled with joy and solidarity!"

A further novelty was reported by Ketil Goliadze from the national association of Georgia (the GFF), where the city of Batumi hosted a football festival for children on the autism spectrum. "Cooperation between the GFF and the Warriors club for children with autism has given youngsters aged 6–15 the opportunity to enjoy football in five cities across the country for the past three years. The Batumi branch of the Warriors, formed

two years ago, has been supported by the local government in organising regular training sessions for children with autism. The GFF's other activities during Grassroots Week opened with the Papa Cup, with mixed teams of girls and boys – coached by their fathers! – competing. The number of participants doubled compared with the previous year, with 22 teams at the Petriashvili Arena in Tbilisi. A football event was also organised at the Caritas children's day centre – one of eight establishments where the GFF has funded youth football teams for more than three years, allowing up to 400 children across the country to play the game and enjoy a healthy lifestyle. Football fever spread into the provinces. For example, in the village of Bokhvauri, GFF representatives and female players, together with the local population, renovated the football ground and inaugurated it with a match. Batumi was also the venue for showcasing the GFF's latest project, GOALBACK, an app that connects everyone who wishes to play football, thereby enabling the development and growth of grassroots football."

### The greatest challenges

Harking back to the perennial difficulties of condensing impressive diversity into relatively few words, maybe the greatest challenges were posed by Moldova and Italy. The week in Moldova featured

regional tournaments, a Respect League for U11 boys, Live Your Goals events for girls of the same age, football festivals played under a Pro Football Volunteer School banner, regional tournaments for veterans, and much more. Perhaps the best way to pay tribute to a symphony of 118 events involving so many sectors of society from nine-year-olds to veterans is simply to doff hats and offer congratulations.

"Events were organised in various localities across the country, attended by tens of thousands of children, volunteers, coaches, veterans and parents," reports Valentin Chicu, grassroots projects coordinator at the Moldovan federation (FMF). "The FMF's regional development officers and associations, regional coaches and municipalities endeavoured to bring the spirit and the joy of football to every part of the country."

Sergiu Ursul, manager of the south regional development agency, added: "I have an enormous satisfaction when I see the children's sincere emotions and their love for the ball. I hope that these grassroots festivals will be a great career start in football for some children. Our goal is to make children experience the emotions of joy for football, for movement, and by doing so, to bring them closer to this wonderful sport." And one of the week's many volunteers,

HJK Helsinki won the UEFA Best Grassroots Club award. With 3,100 players, it is Finland's second largest club.

Getty Images



Irina Caraman, expressed the sentiment that: "These grassroots festivals have an enormous impact on the child's personality and bring the child out of anonymity. Football is not only an environment in which characters are formed, but also a good socialisation platform."

### An Italian feast

In Italy, the FIGC's youth and education sector, in cooperation with the presidency of the council of ministers, offered a similar diversity of footballing options to all sectors of the community. Massimo Tell, the FIGC's grassroots manager, tried to summarise the 100 events, which involved, as he put it, "thousands of people, young athletes and adults, in all regions of Italy: boys, girls, parents and grandparents ... they were all involved. We organised a women's football week and open days when clubs had the opportunity to promote football for girls and to involve families. In 70 cities all around Italy 3,000 girls took part."

"Then we had all the activities at the 37 local football development centres opened last year by the Italian FA all around the country. One of the great successes for the seniors was the opportunity to try walking football or penalty-shooting contests during the White Night – a special event held at all 37 centres, engaging players, coaches and parents, and promoting the EC's #BeActive campaign. Then there was the Trofeo CONI Kinder+Sport with the Italian Olympic committee for squads of six – three boys and three girls. The tournament was highly appreciated and gave us the opportunity to better understand the values of football and the values that girls add to our sport. Then there were 20 men's teams and 20 women's teams at the finals of the high school championships, which also gave us the chance to appreciate the peculiarities of each region and sample traditional meals. It added up to a very important week to start the new season and to give opportunities for thousands of people to look forward to playing sport, especially football."

After that, it is maybe appropriate to give an Italian the last word. It was Antonio Conte who said: "When your technique doesn't perform at the best level, you can still perform with heart, head, enthusiasm, passion and work." He surely will not mind his words being used to describe the common denominators in another successful UEFA Grassroots Week. 🍷

## 2018 UEFA GRASSROOTS AWARDS

# A round of applause

## UEFA's Grassroots Awards salute service to the community

Clichés about pictures being worth a thousand words can be applied to the UEFA Grassroots Awards, which have become an annual tradition since 2010. The route to the pictures and words that tell the 2018 story is the home page of UEFA.com, followed by clicks on the Inside UEFA and Football Development buttons. The videos touchingly illustrate that the common denominator among the award winners is not only service to the game of football but also service to communities. The round of applause was led by the UEFA president, Aleksander Čeferin, during a presentation ceremony at the House of European Football in Nyon.

### Best Grassroots Leader

**Gold: Parm Gill (England)** provided a prime example. Her work at Guru Nanak FC in the English town of Gravesend has entailed fighting for Sikh women to be allowed to play football. The citation describes her as "the epitome of the ThisGirlCan campaign who has overcome every barrier with a positivity and a passion second to none."

**Silver: Kristina Surdokaitė (Lithuania)** – a dedicated kindergarten teacher who integrates children with special needs into the festivals she organises.

**Bronze: Jane Lavery (Scotland)** – not only club secretary at Pollok United but also coach of the girls' teams and the disability section.

### Best Grassroots Project

**Gold: FC Sækö (Iceland)** won gold for their sterling work with men and women beset by mental health problems, giving them opportunities to relate with people, play football and inject some fun into their lives.

**Silver: the Amateur League Concept (Georgia)** has, in three years, spread grassroots football to 9,000 players in 400 teams.

**Bronze: Ghetto Football (Latvia)** has converted a run-down suburb of Riga into, no matter how much a contradiction in terms it might appear, a ghetto to be proud of.



Kai Koskinen (HJK Helsinki), Parm Gill (Guru Nanak Ladies FC) and Bergthor Bodvarsson (FC Sækö) were at UEFA headquarters in Nyon on 11 September to receive their awards from the UEFA president.

UEFA

### Best Grassroots Club

**Gold: HJK Helsinki (Finland)** – a leading professional club that teams up with city authorities to promote the grassroots game and take responsibility within the community.

**Silver: City Pirates Antwerp (Belgium)** – a social platform based on 1,100 youth players of more than 80 nationalities.

**Bronze: Carrigaline United FC (Republic of Ireland)** – a community-led club reliant on volunteers to run over 100 teams with some 1,200 registered players.

Kaká, winner of the UEFA Champions League and the Ballon d'Or in 2007, made the draw alongside the UEFA deputy general secretary, Giorgio Marchetti.



## Beckham honoured with UEFA President's Award

**ENGLISH** football icon David Beckham received the 2018 UEFA President's Award at the UEFA Champions League group stage draw ceremony.

"It's amazing to be up there with some of the best," said the 43-year-old Londoner in accepting the award from the UEFA president, Aleksander Čeferin. "So I'm very honoured. I've been lucky to have played with some of the biggest clubs, with some of the best players in the best teams, under some of the greatest managers."

"We all followed David's career, and he was a fantastic football player," said the UEFA president. "He changed football image-wise."

Beckham made his name over a decade with Manchester United, winning the UEFA Champions League in 1999 thanks to a sensational last-gasp comeback against Bayern Munich – United scoring twice in added time in the Barcelona final to come from behind and take the trophy. "Winning the Champions League the way we won it was incredible," Beckham said.

Beckham won six English Premier League titles before moving on to Real Madrid for a four-year stint in 2003. He also played for LA Galaxy and had a loan spell with AC Milan, before ending his career with Paris St-Germain in 2013. He made 115 appearances for England in all, captaining his country 59 times and scoring 17 goals.

# Monaco events whet the appetite

**As always, the closing days of August created great anticipation among European football fans far and wide.**

**THE 2018/19 CLUB** competition season officially kicked off in Monaco with the UEFA Champions League and UEFA Europa League group stage draw ceremonies. UEFA also presented various awards, not only to reward players' excellence in the 2017/18 season, but also to honour footballers who have made significant contributions to the status of the game.

There was considerable excitement in the late summer air. Sure enough, the draws threw up a wealth of fascinating encounters between Europe's top clubs and their star players for this season's group stages, which are now in full swing. And there was pride and honour for the winners of UEFA's prestigious awards. Once again, Monaco provided an ideal setting for a kick-off festival that left everyone eager for the action to get under way.



## Modrić and Harder win UEFA player of the year awards

**REAL MADRID'S** Croatian midfielder Luka Modrić and VfL Wolfsburg and Denmark striker Pernilla Harder were voted as UEFA Men's and Women's Players of the Year 2017/18. Both expressed their pride at the honours at the UEFA Champions League group stage draw.

The UEFA Player of the Year awards recognise the best players, irrespective of their nationality, who have played for a football club within the territory of a UEFA member national association. The awards are based on players' performances during the previous season in all competitions, both domestic and international, and at club and national team levels.

Modrić helped orchestrate Real Madrid's third successive UEFA Champions League title last season, and was a key figure in Croatia's superb run to the World Cup final in Russia. "It's an incredible moment for me," he said, "and I feel excited and proud to have won this great award."

The jury was composed of 80 coaches of the clubs that took part in the 2017/18 UEFA Champions League and UEFA Europa League group stages, together with 55 journalists selected by the European Sports Media (ESM) group, representing each of UEFA's member associations. Real Madrid striker Cristiano Ronaldo, now at Juventus, finished second in the vote, and Liverpool's Egyptian contender Mohamed Salah was third.

Harder spearheaded Wolfsburg's run to the UEFA Women's Champions League final with her versatile forward play. "I am extremely proud and honoured to receive this award," she said, "as I have always dreamed of playing at the highest level since I was a kid."

Lyon and Norway forward Ada Hegerberg came second in the vote, and another Lyon player, French international Amandine Henry, finished third. The jury comprised coaches from the 12 highest-ranked teams in the latest UEFA women's national team rankings, together with the coaches of the eight clubs in the 2017/18 UEFA Women's Champions League quarter-finals. Also on the panel were 20 journalists specialising in women's football, who were selected by the ESM group.

Meanwhile, four players were honoured with 2017/18 UEFA Champions League positional awards during the Champions League group stage draw: Keylor Navas (Costa Rica, Real Madrid – Best Goalkeeper); Sergio Ramos (Spain, Real

Madrid – Best Defender); Luka Modrić (Croatia, Real Madrid – Best Midfielder) and Cristiano Ronaldo (Portugal, Real Madrid, now at Juventus – Best Forward).

Atlético de Madrid's French striker Antoine Griezmann, who helped lead the Spanish outfit to the UEFA Europa League title, was voted as the UEFA Europa League Player of the 2017/18 season.

The jury for these awards comprised the coaches of the 32 clubs that participated in the group stage of the 2017/18 UEFA Champions League, together with 55 journalists selected by the ESM group. The final result was based on the total number of points from the votes cast by the coaches and journalists.



Keylor Navas,  
Luka Modrić and  
Sergio Ramos.

## #EQUALGAME award for Kashia



**IN AUGUST**, UEFA unveiled its new #EqualGame award, which recognises a player who has acted as a role model in promoting diversity, inclusion and accessibility in European football.

The inaugural winner is Georgian international Guram Kashia, who plays for MLS outfit San Jose Earthquakes

in the United States. The 31-year-old defender made a stand for diversity and inclusion by wearing a rainbow armband – signifying support for the LGBT community – while captaining the Dutch top-division team SBV Vitesse in a domestic league match in the Netherlands last autumn.

Kashia joined other Dutch

club team captains in championing tolerance and acceptance by wearing the rainbow armband as part of a Dutch awareness campaign. Kashia was subject to hostility and abuse for his actions from some circles in his native Georgia, but remained defiant, vowing to continue to support equality and equal rights.

## Atlético victorious in all-Spanish affair

**CLUB ATLÉTICO** de Madrid retained their 100% record in the UEFA Super Cup, winning the title for the third time by defeating city rivals Real Madrid 4-2 at Tallinn's Lilleküla stadium on 15 August. The two clubs from the Spanish capital kept the 12,424 spectators on the edge of their seats in a match packed with goals and suspense that was decided in extra time.

Diego Costa opened the scoring for Atlético in the first minute, before Karim Benzema equalised in the 27th. After Real had taken a 63rd-minute lead with a Sergio Ramos penalty, it was Costa who levelled things up again in the 79th minute. Goals from Saúl Ñíguez (98) and Koke (104) sealed Atlético's victory.

Atlético therefore join Liverpool in fourth place in

the all-time list of UEFA Super Cup winners. FC Barcelona and AC Milan lead the way with five victories each, while Real Madrid have four titles under their belt. Atlético have always qualified for the UEFA Super Cup by winning the UEFA Europa League, and have seen off the UEFA Champions League holders every time.



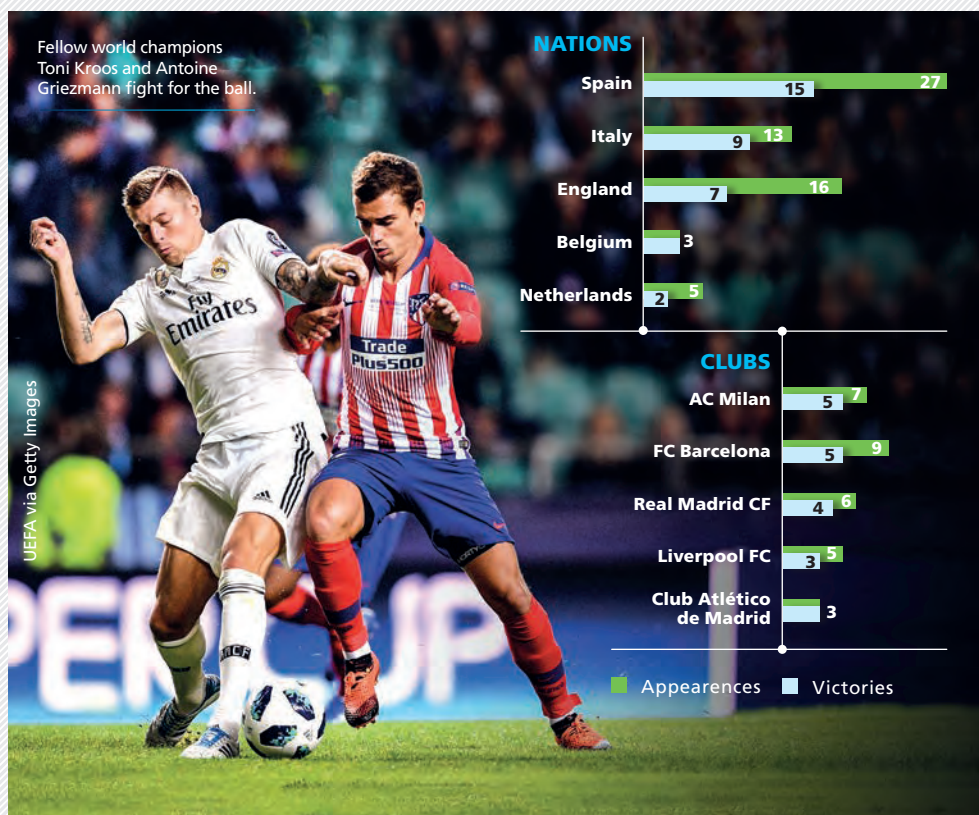
### UEFA Foundation for Children makes dreams come true

**A GROUP** of visually impaired and normal-sighted children from Tallinn enjoyed an unforgettable experience when they participated in the UEFA Super Cup opening ceremony in the Estonian capital and met the stars of Real Madrid and Club Atlético de Madrid.

The boys and girls aged between 7 and 15 formed a choir that performed the Florence + The Machine song You've Got The Love before the match kicked off in the sold-out Lilleküla stadium.

The choir was made up of children from Tallinna Heleni Kool (Helen's School), which teaches children with hearing and/or visual impairments or multiple disabilities, and the Tallinna Poistekoor (Tallinn boys' choir). The event was organised by the UEFA Foundation for Children.

Before the match, the children had the chance to meet players from both teams as part of an initiative that highlighted football's universal popularity and the importance of integrating children with disabilities into society. "It's the first time our students have been involved in such a big project, and I am very happy," said Erki Korp, head of Tallinna Heleni Kool. "An event like this will raise awareness of the problems faced by blind children in our society, and people will start to talk about it, which is very important in bringing about positive change."



## Tickets distributed on mobile phones

**FOR THE UEFA SUPER CUP** match in Tallinn, UEFA successfully deployed a new ticket distribution system that aims to make its ticket sales process simpler and safer.

The new system is designed to provide secure ticket distribution by preventing the replication and duplication of tickets. It was fully deployed for the match between Real and Atlético, whereby UEFA distributed all the match tickets sold to the general

public through a dedicated iOS and Android app.

To achieve this, UEFA chose a blockchain-based ticket distribution system combined with mobile Bluetooth devices at the stadium entrances. Fine-tuning and improvements took place at several test events, and the system was first used for 50% of the tickets distributed to the general public for the 2018 UEFA Europa League final between Atlético and Olympique de Marseille in Lyon.



## Video assistant referees given the go-ahead

**Video assistant referees (VAR) will be introduced in various UEFA club and national team competitions in the near future, as decided by the UEFA Executive Committee at its meeting in Nyon on 27 September.**

**VAR**, which assists referees in their decision-making process, will be implemented in the 2019/20 UEFA Champions League, starting from the play-offs in August 2019. The system will also be deployed at the 2019 UEFA Super Cup in Istanbul. UEFA plans to subsequently use VAR at UEFA EURO 2020, in the 2020/21 UEFA Europa League (group stage onwards) and at the 2021 UEFA Nations League finals.

"We are confident that introducing video assistant referees in August 2019 will give us enough time to put in place a robust system," said the UEFA president, Aleksander Čeferin, "and to train match officials to ensure an efficient and successful implementation of VAR in the UEFA Champions League, the world's flagship club competition."

The Executive Committee also approved the procedure for the 2020 European Qualifiers draw in Dublin on 2 December this year. The participating national associations will be drawn into ten groups of five or six teams to decide 20 of the 24 finalists, with the remaining four coming from the European Qualifiers play-offs, for which the teams will qualify via the UEFA Nations League.



The proposed draw procedure for the first four-team UEFA Nations League finals in 2019 was also given the green light. That draw will also take place in Dublin, on 3 December.

In other business, the committee designated Gondomar in Portugal as the venue for the finals of the inaugural UEFA Women's Futsal EURO. Four teams – Portugal, Russia, Spain and Ukraine – will take part, with the semi-finals, a third-place match and the final taking place between 14 and

17 February 2019. Meanwhile, Latvia were appointed as hosts of the first UEFA Under-19 Futsal EURO, which will feature eight teams and take place in September 2019.

Finally, the Football Federation of Kosovo (FFK) was admitted as a new member of the UEFA Referee Convention.

Dublin will welcome the Executive Committee for its last scheduled meeting of the year on 3 December.

## Germany to host UEFA EURO 2024

**THE ANNOUNCEMENT** was made at a ceremony held at the House of European Football in Nyon on 27 September, attended by representatives of the two bidding associations, Germany and Turkey.

Following final presentations by the two bidders, the Executive Committee deliberated and voted to select the hosts of EURO 2024, under the supervision of an independent notary.

In the ballot, the 17 members of the Executive Committee entitled to vote were asked to indicate their preferred bid.

The ballot produced the following results:

- Germany – 12 votes
- Turkey – 4 votes
- Invalid – 1

"Let me offer my congratulations to both the German and Turkish football associations for their excellent bids," said the UEFA president, Aleksander Čeferin.

"I am really looking forward to another celebration of the best of European national team football in 2024, and I know that Germany will be fantastic hosts, and that we will see a wonderful tournament both on and off the pitch."

"I would like to thank the UEFA Executive Committee for its trust and confidence," said the president of the German Football Association (DFB), Reinhard Grindel.

"I am fully aware of the



Reinhard Grindel,  
president of the DFB

responsibility, and how much this tournament means to UEFA. Tomorrow we will start doing all we can to meet the high expectations you have of us."

## UEFA and FIFA team up to promote female leadership in football

**UEFA AND FIFA** are working together on a joint programme to promote and increase female leadership in football. Until now, the two organisations have run separate programmes, in which more than 140 women have taken part since 2014, with many graduates moving up into key football leadership positions as a result.

The programme structure allows participants to take part in an intensive week of self-awareness sessions, leadership training and discussions, as well as individual coaching. During the one-year mentoring scheme that follows, they will then progress through a long-term development journey, learning from established mentors from the football environment.

The week-long session will be hosted at UEFA's headquarters in Nyon from 3 to 7 December.

This joint programme is open to 30 participants, 15 from Europe and 15 from the rest of the world.

## U-20 Women's World Cup – Europe foiled by Japan

**THE FIVE** European teams (England, France, Germany, the Netherlands and Spain) in the U-20 Women's World Cup played in France from 5 to 24 August all made it through to the quarter-finals. Two failed to make it any further: Germany lost to the future winners, Japan, while the Netherlands were knocked out by England. In the semi-finals, Spain beat France and Japan disposed of England, who finished the tournament in third place after beating the hosts on penalties in the consolation match. Spain took the runner-up spot, losing 3-1 to Japan in the final.



## Referees ready for duty



The 94 referees followed practical and theoretical training during their three-day course in Nyon.

**EUROPE'S** leading referees were primed for the 2018/19 campaign at their annual pre-season course in Nyon

from 1 to 3 August.

Ninety-four referees from UEFA's elite and first categories – 73 male and 21 female

officials – were given a comprehensive briefing as they looked forward to assignments in UEFA's club and national team competitions.

During the three-day gathering, a review took place of the 2017/18 club competition knockout phase, and UEFA Referees Committee members were on hand to give the officials crucial guidance and advice for the season ahead.

The referees – now considered athletes in their own right in the modern high-pace top-level game – also underwent stringent fitness testing at the course.

## New season of Open Fun Football Schools

**UEFA'S LONG-STANDING** social responsibility partner the Cross Cultures Project Association (CCPA) is launching a new season of its popular Open Fun Football Schools programme, which UEFA has been supporting since 2001 in Armenia, Azerbaijan, Bosnia and Herzegovina, Croatia, Georgia, Kosovo, FYR Macedonia, Moldova, Montenegro, Serbia and Ukraine.

The fun football approach brings teachers, leaders and trainers from different ethnic and social backgrounds together to work with children. The focus is on training programme volunteers to work in local communities. So far 39,000 coaches have been trained, including 11,500 women.

The season kicked off at the end of July in the CCPA's oldest partner country – Bosnia and Herzegovina. Over 200 men and women attended three days of seminars on Mount Jahorina near Sarajevo, to acquire the tools to run the Open Fun Football Schools programme



Open Fun Football volunteers at a training seminar near Sarajevo in Bosnia and Herzegovina in late July

in their local communities, but also to develop collective child protection guidelines for the neighbourhoods taking part. The concept specifically provides for cooperation between different ethnic communities and across the divides that still linger in Bosnian society.

After the seminars, 12 Open Fun Football Schools will be held in Bosnia and Herzegovina, with a total of over 50 in the Balkans as a whole.



# Nations League gets off to a flying start

**THE HISTORY BOOKS** will record that the inaugural match in the UEFA Nations League took place at the Astana Arena between Kazakhstan and Georgia on 6 September 2018 and that the visiting team's Giorgi Chakvetadze scored the first goal of the new competition 69 minutes into the game. The visitors went on to win the match 2-0, leaving most of the 28,736 crowd disappointed at the result yet

proud nonetheless to have been present at this historic event.

The match was also the first time that the official UEFA Nations League anthem filled a stadium. The anthem was composed by the Dutch duo Giorgio Tuinfort and Franck van der Heijden with Latin lyrics that capture the unity of the supporters and the spirit of the competition.

The first phase of the Nations League runs until 20 November,

when the teams that have won promotion to the next league up, or are heading for the next league down, will be known, as will the names of the four League A group winners that will go on to compete for the inaugural title in the first Nations League finals, to take place from 5 to 9 June 2019. The draw for those finals will be held in Dublin on 3 December.



Georgia's Nika Kvekveskiri outmanoeuvres his Kazakh opponents in Astana and helps his team to become the first to win a match in the UEFA Nations League.

## NOTICES

- On 18 August, **Donal Conway** was elected president of the Football Association of Ireland, succeeding Tony Fitzgerald.
- On 22 August, **Kieran O'Connor** was elected president of the Football Association of Wales, taking over from David Griffiths.
- On 22 September, **Artur Vanetsyan** was elected president of the Football Federation of Armenia, taking over from Ruben Hayrapetyan.
- The football associations of Armenia, Belgium, Slovenia and Switzerland have new general secretaries: Football Federation of Armenia: **Armen Melikbekyan**, Royal Belgian Football Association: **Peter Bossaert**, Football Association of Slovenia: **Martin Koželj**, Swiss Football Association: **Robert Breiter** (acting).

## OBITUARY

Former Spartak Moscow player **Aleksei Paramonov** (Russia), holder of the UEFA Order of Merit in Ruby, died on 24 August aged 94. He served UEFA as a member of the Club Competitions Committee from 1988 to 1992 and as a member of the Futsal Committee from 1992 to 1994.

## Dublin to set the ball rolling for EURO 2020

Sportsfile

**THE DRAW** for the EURO 2020 qualifying competition will be held in the Irish capital on 2 December. Marking the 60th anniversary of UEFA's flagship national team competition, the final tournament will be played out in 12 different European cities. All 55 UEFA member associations will compete in the initial qualifying group stage for 20 of the 24 berths at stake. In a new twist, 16 of those teams that do not make it through the qualifying group stage will be given a second chance, with play-offs between the top UEFA Nations League teams to determine the occupants of the last four berths.

The ten qualifying groups (five groups of five and five of six) will be drawn at Dublin's Convention Centre. The seeded teams will be determined according to the results in the Nations League and the four teams that qualify for the Nations League finals will be placed in four of the groups of five. The first qualifying matches are scheduled for 21 March and the last for 19 November 2019. The winners and runners-up of each group will qualify for EURO 2020, for which the draw will be held on 1 December 2019.

The last four of the 24 EURO 2020 contenders will only be known after the play-offs on 26/27 and 30/31 March 2020 as drawn on 22 November 2019. The play-off teams will be decided on their Nations League results: each league will have four play-off teams, starting with League D. The group winners will only be entitled to a place if they have not already qualified for the final tournament. Otherwise, the next best-ranked team in that league will earn the place. If fewer than four teams in one league take part in the play-offs, the remaining places are allocated to the best-ranked teams in the overall Nations League rankings, with the proviso that the group winners cannot be placed alongside teams from a higher league.

# KEEPING AHEAD OF SECURITY PROBLEMS

One Step Ahead was the theme of the 17th UEFA-EU Stadium and Security Conference in Munich on 13 September. The gathering stressed the need to be proactive and anticipate, to help nip security issues in the bud before they happen.

**T**he 360 participants included representatives of UEFA, the European Union, national football associations, football clubs, police forces and other stakeholders. This annual event takes place at the start of each new club competition season, and the aim of the Munich summit was to help participants keep pace with latest developments in stadium safety and security, and seek ways of ensuring that football matches can take place in a safe, welcoming and secure environment.

This year, the conference examined how every available resource could be deployed to respond in a proactive way to safety and security dangers at football matches.

"Safety and security incidents continue, despite our efforts," said the chairman of the UEFA Stadium and Security Committee, Michael van Praag. "So this conference aims to get us on the front foot. We want to do more to prevent problems before they happen, as well as reacting when they do."

The conference heard that incidents of violence, especially outside stadiums, the use of pyrotechnics and resulting dangers, pitch incursions and incidents of a political nature were just some of the issues that were still causing concern in European football. Necessary measures included information

exchanges between stakeholders, a partnership approach to match organisation, working with supporter groups and liaison officers during match preparation, and increased implementation by countries of the 2016 Council of Europe convention on an integrated safety, security and service approach at sporting events.

Social media can also help counter hooliganism ahead of incidents. Hooligans and 'ultras', the conference was told, used social media to communicate with each other. Consequently, social media was invaluable in finding networks and their leaders, discovering the actions of individuals, and detecting any plans that were afoot.

Effective exclusion measures were crucial in keeping troublemakers away from matches. Because serious incidents of violence and disorder continue to break out in Europe, the best means of preventing the problem was to prevent the troublemakers from coming to matches in the first place. Governments were urged in Munich to enact effective national legislation, for instance, to stop spectators excluded from matches in their own country going to matches abroad.

UEFA is giving significant funding to its 55 member associations within an ambitious

four-year safety and security strategy and development programme that runs until 2021. "The UEFA Executive Committee has allocated money to help national associations improve their capabilities," Michael van Praag explained. "This is why we have been rolling out a programme of strategy summits, expert seminars, masterclasses and other training over the last 12 months."

In Munich, UEFA repeated its call for a pan-European, multi-agency partnership approach to safety and security, involving governments, local authorities, police, security forces, football authorities, supporters and local communities.

This year's conference also featured a new communications departure to stimulate the exchange of news, ideas and information about stadium and security matters. There was live coverage from the room – participants were encouraged to tweet about the conference and follow the conversation on Twitter. In addition, seating arrangements were made according to country for the first time. The objective was to facilitate exchanges between stakeholders in the same country, and emphasise the national partnerships that exist between government and football authorities with clubs and agencies. 🌐





# UEFA MEETS TOP CLUB COACHES

Europe's foremost club coaches meet annually with UEFA to discuss the development of UEFA's club competitions and examine the future of European football. This year's gathering in Nyon on 4 September brought forth several interesting ideas and proposals.

The UEFA Elite Club Coaches Forum took place for the first time in 1999. It gives the cream of European club coaching the opportunity to come together in a relaxed and informal atmosphere to exchange ideas and opinions, and to give UEFA proposals that have European club football's well-being in mind. UEFA takes the coaches' feedback on board, puts forward its own opinions, and goes on to consider the coaches' proposals within its committees and expert panels.

Since 2013, UEFA has invited coaches who have overseen more than 100 UEFA Champions League appearances, as well as coaches from the UEFA Champions League round of 16 clubs and UEFA Europa League semi-finalists. The distinguished group of coaches who came to Nyon for the latest meeting comprised Massimiliano Allegri (Juventus), Carlo Ancelotti (Napoli), Rafael Benítez (Newcastle United), Sérgio Conceição (Porto), Paulo Fonseca (Shakhtar Donetsk), Rudi Garcia (Olympique de Marseille), Şenol Güneş (Beşiktaş), Julen Lopetegui (Real Madrid), José Mourinho (Manchester United), Diego Simeone (Atlético de Madrid), Thomas Tuchel (Paris Saint-Germain) and former Arsenal coach Arsène Wenger.

This year's discussions at the House of European Football centred, among other things,

on transfer matters such as the harmonisation of transfer windows, and refereeing issues, including the video assistant referee (VAR) system. Analysis was made of the tactical and technical aspects of last season's UEFA club competitions, and the 2018/19 competitions came under the spotlight.

UEFA is grateful to the coaches for the ideas and proposals they put forward, formed through years of experience on the touchline. "It's important for us to meet, and for us to hear your expertise," the UEFA president, Aleksander Čeferin, told the coaches in opening the meeting.

"Discussions were intensive," said UEFA's deputy general secretary, Giorgio Marchetti. "We undertook a long technical review of the season – a topic which is the coaches' bread and butter. We also took them through certain changes to the regulations which are important for them, such as the possibility to make a fourth substitution in extra time."

The summer transfer window was also on the agenda. "The coaches were of the view," Giorgio Marchetti said, "that there should be a unified window – and that the window should not overlap with the start of competitions."

UEFA's chief refereeing officer, Roberto Rosetti, gave a technical presentation of various VAR situations that occurred at the World Cup in Russia this summer. Finally, the coaches asked UEFA to undertake a review of the away-goals rule used to decide the outcome of two-legged matches that finish level on aggregate.

The coaches welcome the opportunity to come together with UEFA at the start of each new season. "There are always topics to discuss, so it's always positive to meet to try to improve football as a spectacle," said Juventus coach Massimiliano Allegri. "Every year we put forward ideas, some of which have been put into practice, and they are all intended to improve football."

"These forums are interesting occasions," added Napoli coach Carlo Ancelotti. "We reflect on the technical and tactical side of the game, and how football is changing. Part of a coach's education is through these events that give you a chance to talk with others and get to know people." ⚽

Front row, left to right: Rudi García, Rafael Benítez, Julen Lopetegui, José Mourinho, Aleksander Čeferin, Arsène Wenger, Thomas Tuchel. Second row: Giorgio Marchetti, Paulo Fonseca, Massimiliano Allegri, Şenol Güneş, Carlo Ancelotti, Diego Simeone, Sérgio Conceição, Roberto Rosetti.



#EQUALGAME





HANNAH BRYNDÍS PROPPÉ BAILEY – ICELAND

# "I WON'T LET SCHIZOPHRENIA CONTROL MY LIFE"

Hannah Bryndís Proppé Bailey from Reykjavik has been dealing with depression and schizophrenia for over half her young life. Thanks to football, the 24-year-old has found ways to express herself and have fun.

"Can you imagine having flu every single day? Being tired all the time? Struggling to get out of bed?"

That is the daily battle Hannah faces. She is adamant she "cannot just give up" because she has a mental illness. Football has played its part in bringing fun and enjoyment into her life. A few years ago, she joined the team FC Sækó (FC Psycho in English), which is mainly for people with mental illness. "It's open to all ages and for people in all kinds of shape," Hannah says, adding that it gives her the opportunity to get some exercise and be with people who she would otherwise not have met.

In her spare time, Hannah also enjoys doing stand-up comedy. Her material is sharp and honest and she uses the opportunity to talk about her schizophrenia and other illnesses in a light-hearted way.

Hannah has big plans for the future and aims to go to university to study psychology. "I am in control of my life; my schizophrenia isn't," she explains. With the support of her family and friends, and the confidence she gains through football, Hannah is determined to show and help others to realise that it is "possible to have a good life even if you have a mental illness."

SCAN HERE  
to see the video



**"PEOPLE WITH MENTAL ILLNESS OFTEN FEEL ALONE AND CLOSE THEMSELVES OFF. FOOTBALL IS GOOD FOR THEM BECAUSE THEY CAN GET SOME EXERCISE AND BE WITH PEOPLE THEY DON'T USUALLY TALK TO."**

# UNDERSTANDING THE TEAM BEHIND THE TEAM

Today's football coaches have large medical teams to help keep their players in optimum physical condition ... but what exactly do all those people do? UEFA Direct takes a closer look.

**F**rance's victorious 2018 World Cup campaign did not stem solely from the brilliance of men like N'Golo Kanté, Paul Pogba and Antoine Griezmann. Nor, indeed, from the experience and tactical acumen of national coach Didier Deschamps. When you travel to a major tournament with a 20-strong backroom team, as happened with Les Bleus, there will inevitably be a long list of unsung heroes.

What, for instance, about the contribution made by Franck Le Gall, the 54-year-old team doctor who journeyed around Russia with a portable ultrasound machine? Or Grégory Dupont, the fitness coach, whose suggestions to his players included drinking cherry juice to help them sleep? As Deschamps himself noted at the FIFA Football Conference in London in September: "I need them – they are there to support me at all times."

In an era when 'marginal gains' is a sporting mantra, the little details matter. Coaches have always had an assistant or two to help them with the football side of things, but as Sir Alex Ferguson recognised in his later years at Manchester United, it is essential to work on the medical side as well. Hence, for instance, Sir Alex's decision to employ an optometrist for his players. Meanwhile, on the other side of town at Manchester City, Pep Guardiola's current backroom team includes a doctor, three physiotherapists, six sports scientists, a strength and conditioning coach, a nutritionist and five sports therapists.

This is a clear illustration of Manchester City's desire to be the best – by giving their players the best possible care. →





France's coach Didier Deschamps with his assistants during a training session at the 2018 FIFA World Cup.



FIFA via Getty Images



However, size is not everything. No matter how big the backroom team is, the pivotal factor, as Deschamps said, is the relationship between the head coach and the individual members of that team. Sir Alex once said that “if you micromanage and tell people what to do, there is no point in hiring them”, and the wisdom of those words has recently been borne out by a study suggesting that good communication between a coach and their medical staff is correlated with a reduced incidence of injuries.

That study, which was carried out by Professor Jan Ekstrand and colleagues working on the UEFA elite club injury study, looked at 36 elite European teams and found that players were at greater risk of injury when a head coach did not communicate well with their medical staff: “The incidence of severe injuries on a team was significantly lower with coaches that employed a transformational or democratic leadership style than with coaches that employed more aggressive styles.”

According to Professor Ekstrand, risk management plays a central role in the handling of injuries, and trust between a coach and their staff is highly important.

“From a medical point of view, there are certain injuries, and illnesses, where doctors should have the final say – for example, in the case of a fever. The same applies to concussion and major ligament problems like ACL injuries. But these make up less than 5% of all injuries, and most coaches understand the situation.

“In 95% of cases, injuries are very minor and there is no risk of later problems,” he adds. “What you risk is a re-injury, which will take time but will heal eventually. In most cases, the doctor will need to talk to the coach about risk management. The doctor has to provide the coach with information about the extent of the risk, and I’d say that the ideal scenario is for them to agree about whether or not the person should play. In many cases, you have to accept that it is up to the manager and say: ‘Are you willing to take this risk?’ This communication is very important and is built on trust.

“The risk is not all on the coach’s side, though. There is also risk on the medical side. A person in a medical team working at elite level has to understand the specificity of professional football: you sometimes need to take a chance, and that is very

unusual for medical professionals.”

Looking at the issue from a coach’s perspective, Mixu Paatelainen, the head coach of Latvia’s national team and a UEFA technical observer, says: “If there’s an illness and your doctor advises you not to play a certain player, you have to listen to the doctor, as you don’t want to risk anybody’s health. Sometimes it’s a bitter pill to swallow, but you have to accept it.”

### A club doctor’s perspective

At club level, it helps to have constant communication between a team doctor and their head coach, according to Dr Aboul Shaheir, the director of medical service at Premier League side Everton. “I used to feel a bit uncomfortable when I contacted the coach after work but I’ve realised it’s extremely important and it’s my job to keep everyone up to date, regardless of the time of day,” he says.

Dr Shaheir’s day begins with a meeting with his medical team, followed by a briefing with the manager. “On a daily basis I have to brief the manager about the players’ health, injuries and the time to return to training and playing from injury,” he explains. “I give the coach an update on



player's scans results, specialists' advice and recommendations.

"I usually meet up with my medical team first thing in the morning before the players arrive to have a general run-around with all the players' general health and injuries, and we discuss the logistics of the day in terms of who's having what treatment, going for a scan, who's leading the rehab of each particular player and any update on the progress of each of the injured players. I also discuss with the sport scientists the data produced by the GPS during training sessions."

The club's medical team includes three physiotherapists, two masseurs, a podiatrist, three sport scientists, a sport nutritionist, a second doctor (who works as a 'tunnel doctor' on matchdays) and, finally, a head of performance who oversees the medical and sports science departments.

Such is the attention to detail in elite football that Everton's players are required to provide a daily update via a well-being app before arriving at the training ground each morning. "It's an app which is used daily by the players to record their sleep quality, fatigue, muscle soreness etc," he explains. "The results are accessible to medical staff and sport scientists and we discuss them in our morning medical meeting and address players who scored low in any of these parameters."

On top of this, of course, is the data made available by GPS vests. "Sports science has revolutionised the way sport is played and how the game and training are analysed, because with the invention of GPS it gives us an idea, like with the dashboard in a car," Dr Shaheir reflects. "Without the dashboard you'd not be able to know how far you travelled and how much fuel is in the tank." Or, in the case of a footballer, "working time, total distance covered, high-speed sprinting, explosive distance and deceleration parameters", all of which, he says, "helps to customise the training loads subsequently."

### Changing attitudes

Jari-Pekka Keurulainen, the Finnish national team's physio, agrees that modern technology is an aid to good communication. His long career has involved spells on the other side of the fence, as the assistant coach of Finland's national team and a title-winning manager with HJK Helsinki, so he appreciates the pressures on coaches and their desire to have players available.

"Sometimes we have a different view from our coaches," he says. "If you think about it, the national coach only gets to work with the players for a few days a month. He might want to do three against three or four against four in training, and I'll say: 'Hold on, we have to give them a rest so they are fit for the game.' Sometimes we have discussions about that kind of thing – how long we train for, and at what tempo. Coaches today have more knowledge about the physical side of things, and they understand its importance. The GPS data helps us to ascertain players' fitness levels and monitor their recovery, so that's not such a big problem nowadays."

Keurulainen – or 'Gene', as he is known in Finnish football circles – also sees players showing more interest these days. "They're very interested in the physical side. They will ask what their maximum heart rate is or say 'I'm feeling this and that' or 'I'm eating this and that'. I can't say the same about players in the 1980s. After a game, they'd have a few beers and go to a disco. That's not possible nowadays."

Although the riches in football today mean greater access to technology at the top end of the game, they can also bring complications, with other voices also wanting to be heard when it comes to analysing a player's condition. It is not unknown for superstar players to have their own physio – as happened at Manchester United with Zlatan Ibrahimović.

"I've been aware of it on a couple of occasions, and it's a really difficult question," says Paul Balsom, head of performance for the Swedish national team, as well as England's Leicester City and Oud-Heverlee Leuven in Belgium.

"I can understand the player, because there might be someone there that you've worked with for a long time, but when that person isn't completely in sync with what everyone else is doing or suggesting things that the club's medical or sports science staff aren't in favour of, it can definitely become difficult."

A more common practice, Balsom adds, is for players to hire their own



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**"The players are very interested in the physical side ... I can't say the same about players in the 1980s. After a game, they'd have a few beers and go to a disco. That's not possible nowadays."**

**Jari-Pekka Keurulainen**

Finnish national team's physiotherapist



Jussi Eskola

chef, although these will often work closely with the club's nutritionist. "This is a happier relationship. Together, they will work out a weekly menu based on game time, training and intensity that is specifically tailored to the individual player in question."

Another question for clubs is whether to bring in new staff when they sack their coach and recruit a new one – something that happens with greater regularity these days. "One model involves the manager having an entourage of backroom staff that follow him wherever he goes," Balsom says. "And the other model involves having all the staff in place already, so the manager comes in and works with the existing staff. There are advantages and disadvantages with both models. A manager will want his wingmen and his allies – people he can trust – but a club will want the stability of not having to rip up contracts, pay people off and start all over again if things go wrong."

### Growth industry

Mixu Paatelainen has his own reflections on the way that that medical teams have grown considerably since he started playing in the 1980s. In national-team football today, even a mid-ranked side may well have two doctors together with two physios, two masseurs, a head of performance and analysts, and Paatelainen says: "This is a very important part of our daily work with the players. Masseurs, for example, give players a little massage before training and make sure there are no knots in their muscles, helping them to avoid injuries. Of course, the back is also essential for any athlete, and that is where chiropractors come in. Football puts a lot of stress on your hips and pelvis, and these people who specialise in these areas and crack you back into line again are very important."

The treatment room is a place where players can relax, according to Jari-Pekka Keurulainen. "People enjoy the treatment they receive," he says. A central element of his work is Pilates, which he considers important for control. "We don't have so many problems with hip joints or groins once they've started doing that," he says. "When we warm up, I normally use Pilates. We start with running, then we do some exercises and some ball work, and then we do Pilates. It's only a few minutes, but they work on it every day. When the squad have recovery training the day after a game, it's mostly Pilates."



"We educate players about modern sports psychology, as influenced by cognitive behavioural therapy, and try to implement those ideas in a football context."

**Daniel Ekvall**  
Swedish national team's performance psychologist

"If you think about the lower back, the hips and the pelvis, it all has to be able to move. You need flexibility and fluidity so you can run and turn without getting injured. Body control is so important, and you have to learn it. It's not a question of power; it's a question of feeling."

### Working on the mind

Medical teams do not just work on players' bodies. These days, it is common for clubs to have a part-time psychologist available for consultations when necessary. As Dr Shaheir at Everton explains, no machine can measure a player's mental well-being, so it is important to earn their confidence. "There aren't any gadgets for assessing the player's mental health and telling you if a player is happy, stressed, anxious, or sad. You need to rely on the human touch here, not the machine. You need to eyeball your player, watch how they perform, how they react, and interact."

Paul Balsom believes that psychologists are becoming increasingly important, given the growing pressure on players. He cites the example of Sweden's play-off against Italy for a place at the 2018 World Cup, explaining that one player said he felt his heart thumping with tension at lunchtime on the day of the game. "When Sweden play Italy at San Siro and the game is estimated to be worth €1bn to Italy, you're putting players under pressure to make thousands of decisions per game, and a single bad decision could potentially cost



A swarm of doctors and physios take care of Germany's players before extra time in their EURO 2016 match against Italy.



their nation €1bn. Now, that's a lot of pressure," says Balsom, who eventually helped Sweden to reach the quarter-finals in Russia.

"And then you've got that game at the World Cup where Jimmy Durmaz made a poor decision and a poor tackle in the last minute of Sweden's match against Germany. Germany scored, Sweden lost 2-1, and he received racial abuse," Balsom adds. "We were forced to go out and make a stand as a team the following day, making it clear that such abuse was not acceptable. With social media, every game, every angle and every action is scrutinised. How much more mentally demanding can it really get?"

Indeed, the Swedish national team's performance psychologist, Daniel Ekvall, played a key role at the World Cup, carrying out group sessions, with the Swedish squad divided into groups according to their positions on the pitch.

Ekvall explains that he focuses on the 'next action', asking players: "If you've missed a chance or the other team have scored a goal, or you're upset with the referee, how can you focus and carry out your next action to a high standard?" He also gets players to focus on how they can help their team-mates.

"We have group meetings, in smaller groups, where we talk about these things, and we back them up with video clips," he says. "In these meetings, we also educate players about modern sports psychology, as influenced by cognitive



**"There aren't any gadgets for assessing the player's mental health. You need to rely on the human touch here, not the machine."**

**Dr Aboul Shaheir**  
Director of medical service,  
Everton Football Club

behavioural therapy, and try to implement those ideas in a football context. "One important message here is that it's normal to be nervous and think negatively sometimes, but we can learn to perform and do our jobs in spite of those feelings and thoughts, instead of fighting to get rid of them and striving for a perfect environment in which to perform.

"If your goal is always to be positive, feel good and so on, you might get more stressed if your body doesn't react in the way that you want it to, and ironically you might end up feeling even more anxious. But if, instead, you can accept those thoughts and feelings and learn that you can perform pretty well with all sorts of things going on inside – as is perfectly natural – you can feel pretty safe."

It is a measure of Sweden coach Janne Andersson's regard for the contribution Ekvall makes that he is involved in pre-match team talks, delivering a closing message with the use of slides. "Often I summarise the group meetings and create an image which illustrates what the players have said to me – a kind of mental plan for the match – which goes on the wall together with the tactical information."

This is all a far cry from Totò Schillaci psyching himself up before 1990 World Cup matches by listening to the Rocky theme tune on his Walkman. As Didier Deschamps would testify, the team behind the team has taken on a whole new dimension since then. 🧠



Sweden coach Janne Andersson (second from right) surrounded by his staff before his team's match against Germany in the World Cup in Russia.

# THE ROLE AND IMPORTANCE OF BRANDING

Branding is no longer simply a case of adorning a product or a service with a logo. Branding is integrated strategic thinking that defines what a product or service stands for, why it exists and what it will do for its consumers. A well-crafted brand is built from inside out, with the strategy being manifested externally.

**B**rands are promises and ideas that exist in a person's mind. A brand can radiate values that consumers want to be associated with and as such it can create and drive consumer preference.

In football, creating a powerful brand portfolio is therefore key. A strong brand can attract more sponsors, develop an emotional bond with fans and other stakeholders, and support the association's strategic objectives.

A vital part of any national association's brand development programme is to understand what assets the organisation has available, and what assets are most valuable in terms of developing the association and the game in that country.

It is important for the organisation to prioritise and focus on elements that have the most commercial relevance in order to raise capital that will fund growth development activities. It is also important to look at components that have the potential to engage and drive the positive image of the association and football in general.

Since 2015, UEFA GROW has been helping national associations across Europe to systematically and strategically grow the game. The programme provides tailor-made consultation services in a number of different business fields with the aim of ensuring that football remains the number one sport throughout the continent.

UEFA GROW offers national associations five different services under its brand pillar, aimed at catering to their various needs.

- Organisational purpose – defining what the association stands for, its mission and its vision
- Team, competition and initiative positioning – defining the brand essence, proposition, values and personality
- Team, competition and initiative architecture – defining how the various brands fit together and how they can support each other



In 2017 the Liechtenstein Football Association revamped its brand portfolio with the help of UEFA GROW.

- Marketing strategy – integrating the brand in the association's overall marketing strategy and defining concrete brand activation plans
- Visual identity development – creating a new look and feel for the association's brand portfolio

Liechtenstein may have one of the smallest populations in Europe, but the country's national association has been working tirelessly to ensure that it maximises its brand potential.



### Crucial elements

In 2017, the Liechtenstein Football Association (LFV) decided to carry out a holistic review of its brand portfolio and create a new visual identity that would reflect its ambitions and the new direction it wanted to take.

UEFA GROW offered its advice and expertise in support of the rebranding project, convinced that a strong brand would increase the value of football in the country. The result is a clear brand story that conveys the brand values and the uniqueness of Liechtenstein as a nation.

"The creation of a new brand and design for a national association is very exciting, although it is a very challenging process that has a number of potential pitfalls," said the LFV's Andrea Schneider, who played a key role in the branding overhaul.

"Experience and knowledge are crucial elements when trying to create a new brand, as this will be the face of a national association for years to come. So we are delighted we had the opportunity to work with UEFA GROW, who offered us tremendous support in developing our brand."

### Strategic tool

There are numerous other national associations in Europe that have benefited from UEFA GROW's branding expertise, from Albania and Andorra to Romania and Ukraine.

In July 2018, the Latvian Football Federation (LFF) embarked on an exciting journey to overhaul the brand identity of the national team and the association itself. The LFF and UEFA GROW are now working together to develop all-inclusive positioning of the various brand properties and corresponding brand architecture.

"We have been working on football development in a number of areas, starting with strategy creation, good governance, public affairs and commercial aspects," said the general secretary, Edgars Pukinsks, following the LFF's first brand workshop with UEFA GROW.

"The workshop provided us with the opportunity to link all those areas, because it focused primarily on the organisational culture, values and strategic objectives. I can already see that, by the end of this process, we will have a clear business development plan and a nice visual identity to go with it."

UEFA GROW will continue to help national associations adopt a best-practice approach for realising the full potential of their brands. The ultimate aim is to ensure that national associations use branding as a strategic tool to create value for the organisation, football and society as a whole. 🐾

**The new story of Latvian football**

»»» ✚ ✚ ✚ ✚ «««

**FIGHTING SPIRIT, UNITY, PRIDE**

»»» LAIMA HAPPINESS MARK SYMBOLISES UNITY, HAPPINESS, GOOD LUCK AND RESULTS «««

✚ MĀRA CROSS SYMBOLISES PRIDE, PROTECTION AND GOODWILL ✚

✚ THIS SYMBOLISES MOVEMENT, DYNAMICS, AND FIGHTING SPIRIT ✚

**FLAG**  
national  
unity  
symbol

**SHIELD**  
main element,  
sense of belonging

**FOOTBALL**  
sport,  
belonging

**WOLF**  
Latvian  
nature  
legend

Latvian national  
team's official  
identity

Latvian football  
and fan movement  
identity

Wolf  
mascot

**WOLF**

Lives in packs of up to 11 - **Core team**  
Usually has one leader - **Captain**  
Defends other members of the pack - **Leader**  
Teaches youngest ones - **Football pyramid**  
Never betrays other members of the pack - **Team**

**#11wolves**

**WELCOME TO THE PACK!**

Latvia took inspiration from its values and culture to define the visual identity of its national team.

### The 2018 UEFA GROW awards ceremony is being held in Riga on 31 October

A record 106 applications were submitted by 44 national associations in five categories, with those shortlisted to be presented at the conference before an independent jury of European experts choose the winners for this biennial event.

In addition to promoting individual national association initiatives, the awards scheme aims to collect knowledge and experience from all over Europe that will be shared as best practices with all member associations.

# TO UNIFY OR NOT TO UNIFY?

Should people with disabilities train and play football with non-disabled players?  
A recent UEFA seminar held in the Netherlands opened the debate.

Experts from 44 national associations and seven international federations belonging to UEFA's Football for All Abilities portfolio recently took part in a UEFA Study Group Scheme seminar in the Netherlands. Held in Zeist – home to the impressive headquarters of the Royal Netherlands Football Association (KNVB) – from 31 July to 3 August, the event featured practical demonstrations by top-class athletes and animated debate on the most fundamental of issues.

Midway through the opening day, there was a revelation of potentially seismic proportions: while the KNVB looks to separate disabled players into relevant categories, the German Football Association (DFB) favours the 'unified approach', which involves players of all abilities playing together.

As those two highly influential national associations explained the rationale for their completely different approaches to providing opportunities for disabled groups in society, it soon became clear that there are actually very good arguments for each approach.

Nico Kempf from the DFB's Sepp Herberger Foundation explained that, after the Second World War, Germany had focused on ensuring that disabled people had ample opportunities in life. He described how a parallel world had been established for disabled footballers, giving them opportunities to play against similarly disabled players in a well-organised system.

## Seeking the happy medium

The DFB soon realised, however, that having players operating in parallel worlds did not meet one of the primary objectives of Football for All Abilities – namely, the integration of disabled groups into society. In fact, the DFB now considers that excluding people who do not fall into specific disability categories actually constitutes discrimination. Hence, its current philosophy ensures that, if friends or family members want to play together on the same team, they have ample opportunities to do so.

In contrast, the KNVB's philosophy, as explained by disability football manager Marcel Geestman, is that the opportunity to play football with similarly disabled players is what the majority of people want. While

# 390

players took part in a disability football tournament in Barendrecht organised by the KNVB and the Dutch professional coaches association

the KNVB acknowledges that unified football has its place in one-off matches or grassroots tournaments, it is not regarded as a sustainable approach, because the game ceases to be competitive – and therefore meaningful. David McArdle, para-football and equality manager at the Scottish Football Association, supports this stance. In his view, disabled players should remain in mainstream activity wherever possible. However, when this ceases to be an option, either because of physical ability or a lack of enjoyment of the game, para-football – as it is branded in Scotland – allows players





to continue to play at the appropriate level, in an environment that allows them to “compete, socialise and enjoy our beautiful game”. Watching the English and Ukrainian national cerebral palsy football teams competing in the 2018 IFCPF European Championships in Zeist, which coincided with the seminar, the level of competitiveness was plain for all to see. Similarly, seminar participants were also treated to a highly impressive demonstration by some of the world’s finest amputee and powerchair footballers – elite players at the very top of their game.

However, as with all debates, when you delve a little deeper, it seems that things are not quite so black and white, with neither the Netherlands nor Germany adopting an entirely uniform approach in this area.

### Integration and fun

Indeed, delegates also attended a disability football tournament in Barendrecht organised by the KNVB and the Dutch professional coaches association. A total of 390 players took part – men and women of all ages with various different disabilities, including mobility problems and learning disabilities. Those players had been selected by their clubs to play together with others they had never met before. The challenge was to work together as a team, drawing on the abilities of all players, and progress through the tournament.

When asked about the competitive element in Germany, Nico explained that people seeking such games were certainly able to find them, and that there were indeed clear pathways to the elite national teams in the various disability categories. However, he also pointed out that Germany offers plenty of opportunities to play unified football at a competitive level as well. Further to that, Nico underlined two things: first, that disabled players can often be seen to outperform non-disabled players; and second, that you always have to consider the needs of the individual and try to find the best solution for each person.

Ultimately, all national associations are looking for that happy medium between competitiveness and societal integration. With that in mind, delegates from the KNVB, the Royal Belgian Football Association and the Football Association of Norway talked about sports clubs in their respective countries, explaining that even if players opt to play for ability-specific teams, they all still wear the same shirt and belong to the same club. And often, when those clubs organise social or community events, players from all teams come together under the same club badge.



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**The topic of Football for All Abilities is gaining increasing amounts of attention, both for the inclusive values that football promotes and for the enjoyment its competitions provide.**

### No uniform approach

In countries with small populations, such as Liechtenstein, Andorra and the Faroe Islands, unified football is a fantastic opportunity to bring disabled and non-disabled people together in mixed teams, with a focus on integration and fun.

Many of the national associations also agreed that they are essentially reacting to demand from the grassroots. Grassroots specialists have their ear to the ground, and if they hear that there is a real desire for unified teams within their communities, they will react to that.

For now, at least, this debate will not be a stumbling block to progress. The topic of Football for All Abilities is gaining increasing amounts of attention, both for the inclusive values that football promotes and for the enjoyment its competitions provide. The growing success of this initiative is testament to the expertise and dedication of everyone who attended this seminar in the Netherlands, as well as all the people who are working so hard on the ground across Europe. ⚽



# NEW PITCHES AT ZAATARI AND AZRAQ CAMPS

Following the completion of a first football pitch in September 2017, a second ground exclusively for girls has been opened in Zaatari, Jordan, with the help of UEFA Foundation.





The UEFA Foundation for Children, Lay's (a brand of PepsiCo, a UEFA Champions League official partner) and the Asian Football Development Project (AFDP) have joined forces for a second year to build new football pitches for refugees in northern Jordan. Unsafe playing areas in two refugee camps in northern Jordan have been turned into artificial pitches. A dedicated girls-only pitch will enhance Zaatar's current football facilities, while a newly upgraded pitch will enable even more girls and boys in the Azraq camp to play their favourite sport.

Lay's first teamed up with the UEFA Foundation for Children and the AFDP in September 2017 to build a full-size, permanent artificial pitch for Zaatar residents. Over the past 12 months, 35,000 children and adults have used the pitch, with 600 matches played in 20 tournaments and regular football training courses on offer. Additionally, 40 men and 40 women have become certified football coaches.

HRH Prince Ali Bin Al Hussein, AFDP founder and chairman, returned to Zaatar at the end of September to officially open the girls-only pitch, having inaugurated the first pitch last year. The special guests for the official opening ceremony in Azraq, meanwhile, included Kairat Boranbayev, UEFA Foundation for Children board member and President of the National Paralympic Committee of Kazakhstan, Urs Kluser, UEFA Foundation for Children general secretary, and Mazen Al Masri, PepsiCo Middle East and North Africa (MENA) snacks director, who met members of the community and local certified football coaches. UEFA ambassador and French international Laura Georges attended the ceremonies at both camps.

The UEFA president, Aleksander Čeferin, said: "These new football pitches have been designed to help create an everyday environment where youngsters can enjoy recreational time and remain children even in wartime. The new girls-only facility in Zaatar meets a growing need to promote girls' participation in sports at the camp, while supervised sports activities at both camps will help reduce tensions, encourage dialogue and improve conflict resolution and well-being."

"When children enter these football pitches, they dare to dream big. They are football players, defenders, strikers, goalkeepers, referees and fans"

HRH Prince Ali Bin Al Hussein  
AFDP founder and chairman



**35,000**

people have used the new **Zaatar** pitch in the last year



More than

**600**

matches have been played on it



**300**

refugees have been trained as coaches for over **6,800** Syrian children at the camp

"When children enter these football pitches," HRH Prince Ali Bin Al Hussein added, "they dare to dream big. They are football players, defenders, strikers, goalkeepers, referees and fans, having a good time while learning how to play in a team. In many, lasting ways, their lives will be transformed well beyond the final whistle."

"I was extremely moved," said Laura Georges after her visit to the Zaatar camp, "to see how football represents a means of escape for all these young girls who know nothing else than life in the camp. I wish to stay in contact with them and their coaches to support them in our common passion, football."

Since 2013, the AFDP and UEFA have been organising regular football training sessions and workshops for displaced persons, particularly children, who are the most vulnerable victims of war. This long-term cooperation has given rise to many different projects that use sport, especially football, as a platform for social development.

Additionally, the UEFA foundation-AFDP partnership has trained 287 refugees (190 men and 97 women) to become coaches for over 6,800 Syrian youngsters (4,150 boys and 2,650 girls) at Zaatar. The coaches, in turn, have launched their own football league and hope to establish a football club in the near future.

The AFDP aims to support concrete development and knowledge-sharing programmes within its region. Launched in April 2015, the UEFA Foundation for Children was established to reflect UEFA's desire to play an active role in society. 🌍



Young refugees in the company of Laura Georges, a French international and one of the Foundation's ambassadors.

AUSTRIA

www.oefb.at

## BALLSCHULE ÖSTERREICH APP SUCCESSFULLY LAUNCHED

CARMEN REDL

 After several years of development work, the results of a project unique in Europe, coordinated by the Austrian Football Association and involving Austria's three general sports governing bodies as well as five other national ball sport associations, were unveiled in time for the start of the new academic year.

In cooperation with Ballschule Heidelberg, the project partners have designed a free app that uses professional video-based training guides to help teachers, coaches and parents plan and devise physical workouts for children in a creative way. The app contains a total of 186 exercises that are relevant to all ball sports and also available offline.

The initiative aims to provide boys and girls aged between 3 and 10 with a broad basic education in different ball sports, in the hope that they will discover the joy that physical exercise and team sport can give them as they grow older.




AZERBAIJAN

www.affa.az

## UEFA GROW WORKSHOPS IN BAKU

YEGANA ABBASZADE

 The UEFA GROW team organised a two-day brand and commercial workshop in Baku on 16/17 August. It was attended by representatives of the UEFA national associations business development unit; brand consultant



Alena Kavanagh from RRD Creative; commercial advisor Tom Liston from Sports Matters; and the marketing and sponsorship team of the Association of Football Federations of Azerbaijan (AFFA).

On the first day, the workshop reviewed the AFFA's brand positioning strategy and new brand guidelines and developed a detailed brand activation plan for the AFFA as a whole, the national teams, women's football, the youth leagues and grassroots football.

The second day was dedicated to the AFFA's current commercial strategy, sponsorship, merchandising and matchday revenues, with discussions of its longer-term commercial strategy and alternative income sources.

The AFFA was one of the first six UEFA member associations to benefit from the UEFA GROW collaboration programme when it was launched in the summer of 2015.

UEFA's central business development support programme to nurture football across Europe, UEFA GROW, is currently being applied by more than 40 of the 55 UEFA member associations.

The programme supports national associations in nine different areas. The main four growth areas are image, participation, engagement, and revenues, while additional follow-up support is available for strategic planning, communications, insights, brand and public affairs.



BOSNIA AND HERZEGOVINA

www.nfsbih.ba

## GRASSROOTS EVENT SHOWS FOOTBALL'S UNIVERSAL APPEAL

FEDJA KRIVAVAC



As part of UEFA's annual Grassroots Week at the end of September, girls and boys from all over the country attended a major event organised by the Football Association of Bosnia and Herzegovina (NFSBiH) at its national training centre in Zenica.

Opening the event, the NFSBiH's general secretary, Jasmin Baković, said: "Your presence here today is proof that our sport is a thing of the utmost importance and a football is the most universal object in the world – something that binds us much more tightly together than any of the other things we have in common. This annual event is organised by the NFSBiH in cooperation with UEFA, which promotes grassroots football with a view to supporting this wonderful sport of ours. We have large numbers of boys and girls here with us today, from all over Bosnia and Herzegovina, making this a great day for our association and football



F. Krivavac

as a whole and showing not only that we are a socially responsible organisation, but also that football is for everyone – girls and boys alike."

The NFSBiH's grassroots programme seeks to give everyone access to football, regardless of their gender, race, religion and nationality.

The event was attended by boys and girls from the following football schools: Piksi (Pale), Akademija Atletico 1919 (Orasje), OFK Bihać (Bihac), FK Borac

(Jelah), Udruženje Mali most (Mostar), Don Bosco (Zepce), JU Mjedenica (Sarajevo), ŠF Ačko (Doboj), FK Glasinac (Sokolac) and NK Fojnica (Fojnica).

Ahmet Kečalović, a coach at OFK Bihać, said: "This is a fantastic event. Our kids are overjoyed at being here and having the opportunity to socialise with peers from other clubs across the country. We are delighted to be here representing our club and the city of Bihac."

CROATIA

www.hns-cff.hr

## THREE SILVER MEDALLISTS BID FAREWELL

NIKA BAHTIJAREVIĆ



The new competition season started off on a sad note for fans of the Vatreni, the nickname of the Croatian national team.

The first of three announcements came from vice-captain Vedran Ćorluka, who said his goodbyes in an open letter to fans: "I gave all I had for this jersey. I expect nothing less from those to wear it in the future, and I will be their biggest supporter."

Two more farewell letters followed soon afterwards. "As of today, my place is among the most loyal Croatia fans," announced powerhouse striker Mario Mandžukić. "I am a fulfilled, happy man who played for his country wearing the most beautiful shirt in the world," wrote

penalty-saving hero Danijel Subašić.

Though the three players' absence is sure to be felt at many matches to come, team captain Luka Modrić did his best to lift fans' spirits by ending his best year to date with two awards: UEFA Men's Player of the Year and the Best FIFA Men's Player.

Meanwhile, vice-captain Ivan Rakitić earned his 100th national team cap, which served as the perfect opportunity for the country to reminisce on a glowing career as a Croatia international.

In other news, the completion of the Croatian Football Federation's largest infrastructure project to date, the construction of hybrid pitches for five first-tier clubs – made possible by UEFA's



HNS

HatTrick programme – gave the association another cause for celebration. Additionally, new head coaches are certain to contribute to future proud moments for Croatia's Under-20s (Robert Jarni), Under-19s (Ivan Gudelj), and Under-15s (Tomislav Gričar), as they join the association's central cause – the development of football at all levels.

ENGLAND

www.thefa.com

## KICK IT OUT HONOURED WITH HISTORIC FOOTAGE

AMY HART



The FA honoured Kick It Out's 25th anniversary by broadcasting the first 25 seconds of the recent international friendly between England and Switzerland in black and white.

Viewers tuning into the live coverage on Sky Sports saw the teams enter the pitch in black and white, before the footage switched back to full colour.

It was the first time in almost half a century that the Three Lions had been shown in this format.

The historic footage was commissioned by The FA in recognition of Kick It Out's landmark anniversary and to acknowledge the impact the organisation has made in tackling racism and all forms of discrimination in the game since 1993.

It follows The FA's recent launch of its In Pursuit of Progress plan, which is part of the association's commitment to ensuring that the diversity of those leading and governing football better reflects what is seen on the pitch in the modern game. The plan will deliver initiatives focusing primarily on gender and ethnicity across The FA's general workforce and leadership roles, including coaching staff across the England teams.

Lord Herman Ouseley, chairman of Kick It Out, said: "We at Kick It Out are delighted with this gesture in recognition of our work to make football a better sport for all across the last 25 years. We hope the footage will be a powerful reminder of how far football has come in the last 25 years to make the a game a more open and diverse place – welcoming to all regardless of age, disability, gender, race, religion or sexual orientation."



ESTONIA

www.jalgpall.ee

## FIRST FOOTBALL ACADEMY GROWING PLAYERS

MAARJA SAULEP



The Estonian Football Association (EFA) has started a football academy project together with local clubs and Tallinn Arte secondary school, in which players are able to combine their studies with football.

For years the EFA and Arte have cooperated in a programme offering 10th-12th grade students the opportunity to study in a 'football class'. In addition to the usual school curriculum, the pupils train twice a week under national youth team coaches and are also taught football theory.

Now the cooperation between the two institutions has expanded and this year 22 boys from 11 clubs started training and

studying in the 8th grade.

"The aim is to offer the best players in their age group a chance to develop by training and studying together," said the academy's director, Marko Lelov. "Every year 20 to 24 new students will attend the academy. The EFA can offer good training conditions, which are especially important in winter."

The players study and train together on weekdays. At the weekend they train and compete in championships with their individual clubs.

"For the players to progress it is vital for every training session to be a challenge and for them to train against ambitious opponents," said Lelov. "At the same

time, the academy needs to ensure that the educational and athletic sides are properly balanced."





GIBRALTAR

www.gibraltarfa.com

## INTERNATIONAL FOOTBALL COMES HOME

STEVEN GONZALEZ



Thursday 6 September 2018 will go down as a historic day for football in Gibraltar. After four years of having to play competitive international matches at the Estadio Algarve in Portugal, Gibraltar's national team finally came home.

Significant upgrades to lighting, broadcast and media facilities, as well as a state-of-the-art new playing surface meant that the Victoria Stadium was finally able to host competitive international football.

What better way to kick off the new UEFA Nations League competition than at home in the shadows of the iconic Rock of Gibraltar?

The inaugural match pitched Gibraltar against FYR Macedonia, arguably the most difficult opposition in League D Group 4.



Nevertheless, there was an air of optimism on the day. This was the day Gibraltarian fans had been waiting for: their national team, in their stadium, in their country under their Rock. The stadium was sold out well before kick-off and Gibraltar's new head coach, Julio Ribas, had issued a battle cry: the whole of Gibraltar, as a family, were in this together and he urged everyone to wear their colours with passion and pride, whether they were in the stadium, watching in bars and pubs, or at home on TV.

True to form, seeding and ranking, FYR Macedonia did not disappoint. Pandev, Trickovski and Alioski both stood out with Trickovski and Alioski both scoring to give the visitors a 2-0 win.

However, for the home crowd the result proved secondary on this historic day. Gibraltar's national team had come home, to a sold-out Victoria Stadium, playing under a passionate new head coach, re-engaging with their community and supporters. They are now looking forward to taking on Liechtenstein in October!

ITALY

www.figc.it

## NEW-LOOK WOMEN'S SERIE A TAKES TO THE FIELD

DIEGO ANTENZIO



A new season is under way in Italy's senior women's league, the Campionato Serie A Femminile, which – for the first time – is being organised directly by the Italian football association (FIGC). A double round-robin format features 22 matchdays, with 12 teams playing each other home and away over the course of the season.

The list of teams reveals a number of significant developments. For instance, the number of professional 'men's' clubs with a team in the women's top flight now stands at eight, with AS Roma, Milan, Atalanta-Mozzanica and Hellas Verona joining last season's champions, Juventus, reigning Coppa Italia holders, Fiorentina Women's FC, Sassuolo and ChievoVerona Valpo. Completing the roll call are Tavagnacco and Pink Bari, plus the two clubs promoted from Serie B, Orobica Bergamo and CF Fiorentina.

The rising status of the women's game is underlined by the acquisition of television rights by Sky Sports, whose dedicated coverage – including a live match every Sunday and additional programming from Friday to Monday – will only raise that profile further. The FIGC, meanwhile, has overhauled its own web platform to provide a much wider range of information and services relating to women's football ([www.femminile.figc.it](http://www.femminile.figc.it)).

More broadly, the association has implemented a programme of reforms that have helped lay the groundwork for the increasing involvement of professional clubs, Reggio Emilia's success in staging the 2016 UEFA Women's Champions League final, and the development of competitions for younger female players (at Under-15 level, for example, or the Danone Nations Cup for Under-12s), all of which have given the sector an additional



boost. The culmination of this process came on 8 June, when Italy's senior women's team secured qualification for the 2019 Women's World Cup in France, 20 years on from its last involvement in the finals.

Along with the top division, the women's Serie B is being played this year for the first time under the aegis of the FIGC. Serie C (formerly the Campionato Interregionale) and the regional Eccellenza and Promozione divisions (formerly Serie C and Serie D respectively) will be run by the Lega Nazionale Dilettanti, the governing body for amateur football in Italy.

LATVIA

www.lff.lv

## FOOTBALL IMPORTANT TO THE NATIONAL ECONOMY

TOMS ĀRMANIS



Latvia is one of the few countries to have undertaken thorough research under the UEFA GROW social return on investment model that aims to show the benefits of mass participation in ensuring sustainable investment and strategic partnerships in Latvian football.



This research has provided the Latvian Football Federation (LFF) and local government with unique tangible evidence that investing in mass participation has a significant impact in terms of economic value, social and health benefits, and elite football performance. The results illustrate the potential impact of additional grassroots investments on participation.

In September the scope of the research and the results were presented to the Latvian government and made public by the LFF president, Kaspars Gorkšs, and Tim Crabbe from the research and technology company Substance.

The research shows in particular that

football currently makes a direct annual contribution to the Latvian economy of €27.8 million, together with social benefits of €2.1 million and healthcare savings of €15 million. Calculations show that an additional €1 million in annual football investments would result in 8,500 new registered players in Latvia, which translates to €12.8 million in benefits to the national economy.

"The LFF is in the process of highlighting benefits from investing in football thanks to the support it gets from UEFA. We invite our government to become an important ally in furthering the societal and economic benefits from football and sport in general," said Kaspars Gorkšs.

MALTA

www.mfa.com.mt

## HIBERNIANS TAKE SUPER CUP TO START THE SEASON

KEVIN AZZOPARDI



The 2018/19 women's season got under way at Malta's Centenary Stadium on 18 September in the Super Cup clash between champions Birkirkara and last season's runners-up, Hibernians, who claimed the first victory of the new campaign by beating their rivals 3-0.

An own goal by Ann-Marie Said and a strike from Francesca Chircop gave Hibernians a 2-0 half-time lead. Birkirkara tried to force their way back into contention in the second half but the Hibernian women held firm before a third goal by Emma Xuereb wrapped up their victory in this curtain-raiser.

In other news, the Malta FA refereeing centre recently held its annual pre-season seminar for elite match officials in Duisburg, Germany. A total of 43 match officials and nine administrators took part in this five-day event, held under the auspices of FIFA and UEFA.



The schedule featured both theoretical and practical sessions together with assessments related to the Laws of the Game. The match officials also underwent the FIFA fitness test under the supervision of the Malta FA refereeing centre's own fitness coaches.

The seminar's keynote speaker was FIFA

instructor Juan Antonio Fernández Marin, who also occupies the position of vice-chairman on the Hellenic Football Federation's referees committee.

Six of the match officials at the seminar were also appointed to officiate two friendly matches that doubled up as a match observation exercise for the group.



MOLDOVA

www.fmf.md

## 12TH VIITORUL YOUTH TOURNAMENT

PRESS OFFICE



The Football Association of Moldova (FMF) recently organised its annual Viitorul ('the future') tournament for talented 13 and 14-year-old players from all regions of Moldova.

In the final match, FC Zimbru Chişinău secured a 2-1 win against CSCT Buiucani-Dacia Chişinău thanks to a last-minute goal by Marius Scutaru.

In the third-place play-off, FC Sheriff Tiraspol imposed themselves on FC Zaria Bălţi to win 1-0 after a goal scored by Artiom Voitco.

In the fifth-place match, the central region beat the northern team on penalties 6-4, while the seventh-place match proved to be a very one-sided affair, with the southern region demolishing the easterners by an incredible 5-0.

The winners received their trophies from Ruslan Berzoi, the FMF vice-president. Several awards were also presented to the tournament's best players. Artur Nazarciuc (FC Zaria) was named the best goalkeeper of the

tournament; Gabriel Nogai (CSCT Buiucani-Dacia) the best defender; Artiom Voitco (FC Sheriff) the best midfielder; and Iulian Bejan (FC Zimbru) the best forward.

"We are very proud to organise our Viitorul tournament for the 12th year running, this time with eight teams taking part," said Ruslan Berzoi.

"This tournament will have a major impact on the future development of football in Moldova, and I am confident that some of these talented players have a great football career ahead of them. All coaches working with young players had the opportunity to see many new things during the tournament. There is also an impact on grassroots football and increased participation in sport in general," he added.

The tournament attracted great interest from the public and from youth team coaches. The aim of the Viitorul tournament is to discover talented young players, and it has very much become a regular feature of the FMF's fixture list.



NORTHERN IRELAND

www.irishfa.com

## FIRST FEMALE CENTURION RECEIVES SPECIAL RECOGNITION

NIGEL TILSON



UEFA and the Irish Football Association have been marking the achievements of Northern Ireland's latest centurion.

In early September Julie Nelson became the first senior women's player to achieve 100 caps for Northern Ireland when she played in a Women's World Cup qualifier against Slovakia. The veteran defender, who made her debut against Portugal in 2004, received a medal and cap from UEFA to mark the occasion and a special Irish FA cap was also presented to her.

The 33-year-old defender is only the fourth player to reach a century of caps for Northern Ireland after legendary

goalkeeper Pat Jennings (119), Aaron Hughes (112) and Steven Davis (103). Hughes and Davis are both still key members of the men's senior squad.

The Irish FA president, David Martin, who presented the player with her UEFA medal and specially commissioned caps, said: "Julie has always given her all in the green shirt and is a great ambassador for the women's game here, both on and off the pitch."

Northern Ireland's national women's coach, Alfie Wylie, praised the defender's "14 years of service, loyalty and commitment" to Northern Ireland.



REPUBLIC OF IRELAND

www.fai.ie

## IRELAND AIMING FOR THREE IN A ROW IN VICTORY SHIELD

GARETH MAHER



In November, the Football Association of Ireland will host the 2018 Victory Shield, an Under-16 tournament involving Northern Ireland, the Republic of Ireland, Scotland and Wales.

The Republic of Ireland have triumphed in the last two of these tournaments under the guidance of head coach Paul Osam and they will be hoping to make it three in a row this year. The games will be played in the southwest of Ireland, in County Kerry, where grassroots football is thriving and youth development is reaping the benefits of having a team from Kerry compete in the youth tiers of the SSE Airtricity League.

Speaking at an event to launch this



Paul Osam

year's Victory Shield, Paul Osam said that he hoped his side could win the tournament for the third year running after previous successes in Northern Ireland and Scotland. "It would be lovely to win for the third time in a row. This tournament is a great addition to the calendar for the Under-16 group. We're really looking forward to it," he said.

The mayor of Tralee, Graham Spring, believes it is a massive coup for the town to host an international tournament and he is looking forward to the action getting started. "The town has a great sporting tradition. It's fantastic for Tralee to host an international tournament of this calibre. Hopefully it will offer inspiration for young players in the region," he said.

ROMANIA

www.frf.ro

## SEVERAL REFORMS FOR A NEW APPROACH

PAUL ZAHARIA



The Romanian Football Federation's (FRF) new philosophy and approach to discovering, monitoring, stimulating and promoting young talent reached a most important milestone on 30 August, when the FRF executive committee approved several reforms aimed, in particular, at increasing the number of younger Romanian players in the professional leagues, thereby boosting the future level of domestic competitions and the national teams.

From the 2019/20 season each top-division team will have to field at least two eligible home-grown Under-21 players, one of whom must play the whole match. This rule will be piloted for two seasons; then the FRF will decide whether to continue with it or whether it needs adapting. Currently, top-division teams are only obliged to field one eligible Romanian Under-21 player for the whole match.

For top-division squads in general, the FRF executive committee also decided to increase match participation for home-grown players. Currently, each 25-player squad must include at least six association-trained players and at least two at club level. Given that the youth teams and, subsequently, Under-21 and senior national teams are now the top priority, and also the need to develop top-division club academies, starting with the 2019/20 season each club will have to add at least ten association-trained players to the 25-man list, while in 2020/21 they must add at least 12. Additionally, from 2021, four of the 12 association-trained players will need to come from the club's own academy or have been through the club's youth development system.

The FRF executive committee also decided that, from next season, all top-division clubs must have an Under-16

team, which will be included in the FRF competition system.

Gradually these and upcoming reforms will prove their worth, as the FRF president, Răzvan Burleanu, emphasised. "Everyone can see how beneficial these changes are," he said.

"I am happy that all executive committee members, including its first two league representatives, unanimously approved these decisions. This is for the good of Romanian football, for its future."

Another new rule applies to youth players in the second and third divisions. In the second division, teams must field at least three association-trained Under-22 players for the entire game, while third-division teams must play the whole game with at least two association-trained Under-20 players and one association-trained Under-21 player.



RUSSIA

www.rfs.ru

## A SUCCESSFUL WOMEN'S FOOTBALL WEBSITE

EKATERINA GRISHENKOVA



On 16 May the Russian Football Union (RFS) launched a new website for its women's football league. Players, coaches, officials and all fans of Russian women's football can now find the latest news at wfl.rfs.ru.

Eight teams are taking part in the 2018 Russian women's championship from April to October: Zvezda-2005 (Perm), Ryazan-VDV (Ryazan), Chertanovo, CSKA, Lokomotiv (all three in Moscow), Kubanochka (Krasnodar), Enisey (Krasnoyarsk) and Torpedo (Izhevsk).

The new website features match information, live streaming of games, photos and video stories, comments by players and coaches, exclusive interviews,

statistics, and the latest news from the teams. You can also read about the



history of the championship, which has been running since 1992, along with information about the other women's competition, the Russian women's cup.

In line with UEFA's policy to promote the development of women's football, the website is one of the RFS tools to popularise women's football in Russia and keep the general public informed. Since the website was first published, it has featured articles by experts on a variety of subjects, such as analysing the best goals or the best goalkeeper saves, or predictions based on a team odds assessment. And many more ideas are in the pipeline.

SCOTLAND

www.scottishfa.co.uk

## SCOTLAND'S WOMEN MAKE HISTORY BY REACHING WORLD CUP FINALS

MICHAEL LAMONT



The Scotland women's national team have qualified for their first-ever Women's World Cup, with a 2-1 victory in Albania securing their passage to next year's tournament in France.

Following on from their qualification for Women's EURO 2017, Shelley Kerr's players have now taken the next step in

their journey by reaching football's biggest stage – and, moreover, in Kerr's first season at the helm of the national team. They went into their final qualifying group match knowing that they had to do better than Switzerland to qualify, having won six of their seven matches to sit level on points with the Swiss at the top of Group 2.

Kerr's team arrived for the showdown in Shkoder on top form, buoyed by a well-earned 2-1 victory over Switzerland in Paisley, which was watched by a crowd of 4,098 – a record attendance for a Scottish women's international fixture.

Scotland had a dream start to their pivotal fixture, with Kim Little's early strike putting them in control. Despite being pegged back, Jane Ross's second-half goal ensured that the three points went to Scotland.

As the news filtered through that Poland had held the Swiss to a goalless draw, scenes of jubilation unfolded on the pitch as the scale of the team's achievement sank in.

Kerr herself was ecstatic afterwards: "I think this will be massive, not just for women's football, but for football in general in Scotland. For us to qualify for a World Cup is incredible; hopefully people can now see the good work that gets done in Scottish football. We always set out to entertain and to inspire a nation, and hopefully we've done that."



SLOVAKIA

www.futbalsfz.sk

## WOMEN'S TEAM WINS 2018 UNIFIED CUP

PETER SURIN



The Slovak Football Association (SFZ) is supporting the development of football at every level as part of its grassroots project, and that includes people with learning disabilities. The association is working closely with Special Olympics Slovakia on a variety of football projects, with one shared goal: to integrate people with learning disabilities into mainstream society.

Back in July, the Slovak women's unified team was the only European team out of 24 men's and women's sides to play at the 2018 Special Olympics Unified Cup, held in Chicago and marking the 50th anniversary of Special Olympics in the presence of Didier Drogba, the tournament's ambassador.

The Slovakian team did extremely well, beating the USA 6-2, Brazil 5-0 and Kenya 4-0 in the group stage, then in the knockout phase eliminating South Korea 2-0 before beating Brazil 2-1 again in the



final, played at Toyota Park, where local club Chicago Fire play their MLS home matches.

Head coach Stanislav Mráz and special needs educator Eva Jantáková did a fantastic job with the girls, working hard training them from March to July.

The Slovak unified women's team consisted of players from the unified football school in Žilina – Lenka Jendrušáková, Júlia Bariová, Erika Ďurdíková, Janette Kadučáková, Mária Kubíková, Karolína Sádecká – and from

the local club MŠK Žilina – Jana Červíková, Viktória Čudrnáková, Vanesa Pagáčová – together with Slovakian national team players Veronika Sluková and Veronika Jančová.

With six goals, Veronika Sluková was awarded the golden boot for finishing as the tournament's top scorer.

The Slovak Football Association and Special Olympics Slovakia are in no doubt that sport is the best way to achieve inclusion and diversity, as events such as this clearly show.

SWITZERLAND

www.football.ch

## EX-INTERNATIONALS VISIT EASTERN SWITZERLAND

PIERRE BENOIT



Numerous former members of the Swiss national team accepted the invitation of Peter



Gilliéron, president of the Swiss Football Association, and took part in the traditional excursion for ex-internationals.

The day began with a visit to Lipo Park in Schaffhausen, the new stadium of Challenge League club FC Schaffhausen. Expertly guided by the club's CEO, Marco Truckenbrod Fontana, the group of former elite players enjoyed a tour of the 8,100-capacity stadium, where the home club had recently given the current Swiss champions, BSC Young Boys, a run for their money in an enthralling cup encounter.

The participants then took to the water, travelling by boat along the Rhine towards Stein am Rhein, although the low water level meant they had to complete the

journey from Diessenhofen by road. After a stroll through the old town of Stein am Rhein, they socialised together in glorious autumn weather at the restaurant at the historic Hohenklingen Castle. The head chef delighted the ex-footballers by pulling out all the stops, pampering them with a wonderful meal and a selection of exquisite wines. Even today, the castle's silhouette, with its walls and rooftops, looks exactly as it did between 1200 and 1422. Andy Egli, winner of 80 caps for the Swiss national team, once again demonstrated his impressive knowledge of Swiss football by answering all eleven quiz questions correctly as the day's activities drew to a close.



TURKEY

www.tff.org

## 2017/18 SUPERS AWARDED

EGE ERSÖZ



The first 'Supers' have just been awarded by the Turkish Super League at a ceremony held in the Istanbul congress centre.

Nine jury members, including Turkey's head coach, Mircea Lucescu, and French World Cup winner and European champion Marcel Desailly, voted for the winners in ten different categories.

The TFF president, Yıldırım Demirören, attended the ceremony along with the UEFA honorary president, Lennart Johansson, UEFA Executive Committee members Servet Yardımcı and Juan Luis Larrea Sarobe, minister of youth and sports Mehmet Kasapoğlu and the CEO of the beIN media group, Yousef Al-Obaidly, along with many Super League club officials.

Former Galatasaray striker Bafétimbi Gomis, who was the Super League's top scorer in 2017/18, with 29 goals, was named Player of The Year and Striker of The Year, and was nominated for the Team of The Year. Beşiktaş centre back Pepe received the Defender of The Year award. The Midfielder of The Year award went to Emre Belözoğlu. Galatasaray's head coach and 1999/2000 UEFA Cup and 2000 UEFA Super Cup winner, Fatih Terim, received Coach of The Year.

Finally, the players voted into the 2017/18 Team of The Year were: Fernando Muslera (Galatasaray), Mariano (Galatasaray), Pepe (Beşiktaş), Martin Škrteľ (Fenerbahçe), Adriano (Beşiktaş), Edin Višća (İstanbul Başakşehir), Talisca (Beşiktaş), Emre Belözoğlu (İstanbul Başakşehir), Garry Rodrigues (Galatasaray), Bafétimbi Gomis (Galatasaray), and Burak Yılmaz (Trabzonspor).



WALES

www.faw.cymru

## FOOTBALL AS PART OF LOCAL CULTURE

ROB DOWLING



As part of its summer events calendar, the Football Association of Wales (FAW) worked in partnership with the National Eisteddfod to showcase football to a wider audience in Wales. The National Eisteddfod is an annual festival that celebrates Welsh language and culture and was held this year at Cardiff Bay, in the country's capital city.

As part of the festival schedule, the FAW and the FAW Trust ran bilingual coaching sessions at the Grange Gardens maxi-pitch, which was donated by UEFA as part of the Champions League final legacy in 2017. Spanning three days, the sessions were attended by local children as well as Eisteddfod visitors.

Jayne Ludlow's Women's World Cup qualifiers squad was also announced at the festival, which proved to be an ideal

location to exhibit the team and players as ambassadors for Wales and inspire others to become involved in football.

In addition to the summer sessions at the National Eisteddfod, the FAW and the FAW Trust hosted fun beach football activities at several locations across Wales throughout August. Aimed at boys and girls aged 5–16, from all football abilities

and backgrounds, these activities comprised small-sided games, football tennis and an array of skill challenges.

Providing these activities and boosting children's physical activity throughout the summer enabled exciting, diverse opportunities for more youngsters from different backgrounds and abilities to enjoy the game all over Wales.



# CLUBS SHARE MORE THAN €1.412bn

The clubs that participated in the 2017/18 UEFA Champions League group stage and the ten eliminated in the play-offs have shared more than €1.412bn in payments from UEFA.

**U**nder the distribution system for the 2015–18 commercial cycle, all net revenue from the club competitions – including the sale of tickets and hospitality packages for the Champions League and Europa League finals and the Super Cup – was centralised and reallocated to the UEFA Champions League and UEFA Europa League clubs.

Once again, €50m was shared among the 20 clubs that took part in the play-offs. The ten clubs that went through to the UEFA Champions League group stage received €2m each, with the other ten, who joined the UEFA Europa League group stage, each receiving €3m.

Every club was guaranteed a minimum payment of €12.7m for participating in the group stage, while additional performance

bonuses of €1.5m for a win and €500,000 for a draw were also paid out. The €500,000 not distributed for each drawn match was pooled and redistributed to all of the clubs participating in the group stage in accordance with their number of wins. Further bonuses were paid for each knockout round reached: €6m for the round of 16, €6.5m for the quarter-finals, and €7.5m for the semi-finals. Runners-up Liverpool earned €11m, while winners Real Madrid received €15.5m. Monies from the market pool were divided according to the value of the TV market in each country.

Finally, a surplus of €89m was allocated to all group stage clubs at the end of the season in proportion to the amounts generated by each club during the season.





## 2017/18 UEFA CHAMPIONS LEAGUE: PAYMENTS TO CLUBS (IN EUROS)

	Play-offs	Participation bonus	Performance bonus	Market pool	Round of 16	Quarter-finals	Semi-finals	Final	Total
<b>Group A</b>									
FC Basel 1893		12,700,000	6,524,000	3,556,000	6,000,000				28,780,000
SL Benfica		12,700,000		4,751,000					17,451,000
PFC CSKA Moskva	2,000,000	12,700,000	4,893,000	3,432,000					23,025,000
Manchester United FC		12,700,000	8,155,000	13,492,000	6,000,000				40,347,000
<b>Group B</b>									
Paris Saint-Germain		12,700,000	8,155,000	35,203,000	6,000,000				62,058,000
FC Bayern München		12,700,000	8,155,000	29,639,000	6,000,000	6,500,000	7,500,000		70,494,000
RSC Anderlecht		12,700,000	1,631,000	4,726,000					19,057,000
Celtic FC	2,000,000	12,700,000	1,631,000	16,145,000					32,476,000
<b>Group C</b>									
Club Atlético de Madrid		12,700,000	3,631,000	15,399,000					31,730,000
Chelsea FC		12,700,000	5,893,000	40,563,000	6,000,000				65,156,000
FK Qarabağ	2,000,000	12,700,000	1,000,000	1,119,000					16,819,000
AS Roma		12,700,000	5,893,000	45,209,000	6,000,000	6,500,000	7,500,000		83,802,000
<b>Group D</b>									
Sporting Clube de Portugal	2,000,000	12,700,000	3,762,000	3,333,000					21,795,000
FC Barcelona		12,700,000	7,524,000	24,715,000	6,000,000	6,500,000			57,439,000
Juventus Football Club		12,700,000	5,893,000	48,964,000	6,000,000	6,500,000			80,057,000
Olympiacos FC	2,000,000	12,700,000	500,000	15,872,000					31,072,000
<b>Group E</b>									
Sevilla FC	2,000,000	12,700,000	4,762,000	16,469,000	6,000,000	6,500,000			48,431,000
NK Maribor	2,000,000	12,700,000	1,500,000	2,244,000					18,444,000
FC Spartak Moskva		12,700,000	3,131,000	4,077,000					19,908,000
Liverpool FC	2,000,000	12,700,000	6,393,000	29,190,000	6,000,000	6,500,000	7,500,000	11,000,000	81,283,000
<b>Group F</b>									
SSC Napoli	2,000,000	12,700,000	3,262,000	21,005,000					38,967,000
Feyenoord		12,700,000	1,631,000	10,714,000					25,045,000
Manchester City FC		12,700,000	8,155,000	30,466,000	6,000,000	6,500,000			63,821,000
FC Shakhtar Donetsk		12,700,000	6,524,000	4,213,000	6,000,000				29,437,000
<b>Group G</b>									
Beşiktaş JK		12,700,000	7,524,000	17,048,000	6,000,000				43,272,000
RB Leipzig		12,700,000	3,762,000	18,057,000					34,519,000
AS Monaco FC		12,700,000	1,000,000	32,874,000					46,574,000
FC Porto		12,700,000	5,393,000	5,318,000	6,000,000				29,411,000
<b>Group H</b>									
Borussia Dortmund		12,700,000	1,000,000	13,639,000					27,339,000
Real Madrid CF		12,700,000	7,024,000	33,430,000	6,000,000	6,500,000	7,500,000	15,500,000	88,654,000
APOEL FC	2,000,000	12,700,000	1,000,000	1,999,000					17,699,000
Tottenham Hotspur FC		12,700,000	8,655,000	33,952,000	6,000,000				61,307,000
<b>Clubs eliminated in UCL play-offs</b>									
TSG 1899 Hoffenheim	3,000,000			6,255,000					9,255,000
OGC Nice	3,000,000			7,244,000					10,244,000
İstanbul Başakşehir F.K.	3,000,000			1,687,000					4,687,000
BSC Young Boys	3,000,000			197,000					3,197,000
HNK Rijeka	3,000,000								3,000,000
SK Slavia Praha	3,000,000								3,000,000
F.C. København	3,000,000								3,000,000
Hapoel Beer-Sheva FC	3,000,000								3,000,000
FC Astana	3,000,000								3,000,000
SC Fotbal Club FCSB	3,000,000								3,000,000
<b>Sub-totals</b>									
Allocated to the European Club Association in accordance with the Memorandum of Understanding with UEFA	50,000,000	406,400,000	143,956,000	596,196,000	96,000,000	52,000,000	30,000,000	26,500,000	1,401,052,000
UEFA Super Cup 2017 (Real Madrid CF - Manchester United FC)									7,000,000
<b>Total</b>									<b>1,412,602,000</b>

# OVER €428.1M DISTRIBUTED TO PARTICIPATING CLUBS

UEFA has distributed €428,183,000 in total to the 48 clubs that took part in the group stage of the 2017/18 UEFA Europa League, as well as the eight UEFA Champions League clubs that joined the competition in the round of 32.

**M**ore than €428.1m in payments from UEFA have been shared by the 56 clubs that took part in the 2017/18 UEFA Europa League group stage and/or knockout phase – compared with over €423.1m in 2016/17.

Club competition revenue – centralised in a single pot and allocated to the Champions League and Europa League clubs – was distributed to clubs involved in the Europa League as of the group stage as follows: 60% was distributed in fixed amounts, while the remaining 40% was distributed in variable amounts calculated on the basis of the commercial value of each national market.

In terms of fixed amounts, clubs received €2.6m for taking part in the group stage, €360,000 for each group stage victory and €120,000 for each draw. Any undistributed money (i.e. €120,000 per draw) was redistributed among all of the clubs participating in the group stage, in proportion to the number of wins achieved by each team.

Each group winner received €600,000, and the runners-up €300,000. Every club taking part in the round of 32 earned €500,000, while clubs participating in the round of 16 each received €750,000. The eight-quarter-finalists received €1m each, and the four semi-finalists €1.6m each. Winners Atlético de Madrid earned €6.5m, and runners-up Olympique de Marseille received €3.5m.

Monies from the market pool were divided according to the value of the TV market in each country.

The total amount of €428.1m includes a surplus of €28m allocated to all group stage clubs at the end of the season, in proportion to the amounts obtained by each club during the season.

The figures in the table opposite do not take account of solidarity payments made to clubs that participated in the qualifying rounds.





## 2017/18 UEFA EUROPA LEAGUE: PAYMENTS TO CLUBS (IN EUROS)

	Participation bonus	Performance bonus	Market pool	Round of 32	Round of 16	Quarter-finals	Semi-finals	Final	Total
<b>Group A</b>									
Maccabi Tel-Aviv FC	2,600,000	528,000	490,333						3,618,333
Villarreal CF	2,600,000	2,064,000	4,551,959	500,000					9,715,959
FC Astana	2,600,000	1,644,000	513,546	500,000					5,257,546
SK Slavia Praha	2,600,000	1,056,000	507,225						4,163,225
<b>Group B</b>									
FK Partizan	2,600,000	1,356,000	657,713	500,000					5,113,713
FC Dynamo Kyiv	2,600,000	2,352,000	1,457,550	500,000	750,000				7,659,550
KS Skënderbeu	2,600,000	648,000	500,961						3,748,961
BSC Young Boys	2,600,000	768,000	803,510						4,171,510
<b>Group C</b>									
PFC Ludogorets 1945	2,600,000	1,476,000	1,150,726	500,000					5,726,726
TSG 1899 Hoffenheim	2,600,000	648,000	4,711,675						7,959,675
SC Braga	2,600,000	1,944,000	1,405,400	500,000					6,449,400
İstanbul Başakşehir F.K.	2,600,000	1,056,000	5,769,807						9,425,807
<b>Group D</b>									
AEK Athens FC	2,600,000	1,308,000	4,816,270	500,000					9,224,270
FK Austria Wien	2,600,000	648,000	1,054,285						4,302,285
AC Milan	2,600,000	2,064,000	8,023,221	500,000	750,000				13,937,221
HNK Rijeka	2,600,000	936,000	703,053						4,239,053
<b>Group E</b>									
Olympique Lyonnais	2,600,000	1,764,000	6,476,832	500,000	750,000				12,090,832
Atalanta BC	2,600,000	2,472,000	6,701,352	500,000					12,273,352
Everton	2,600,000	528,000	10,989,263						14,117,263
Apollon Limassol FC	2,600,000	360,000	604,415						3,564,415
<b>Group F</b>									
FC Lokomotiv Moskva	2,600,000	2,064,000	2,531,269	500,000	750,000				8,445,269
FC Zlin	2,600,000	240,000	542,565						3,382,565
FC Sheriff	2,600,000	1,176,000	364,627						4,140,627
F.C. København	2,600,000	1,476,000	3,159,398	500,000					7,735,398
<b>Group G</b>									
FC Viktoria Plzeň	2,600,000	2,232,000	669,323	500,000	750,000				6,751,323
Hapoel Beer-Sheva FC	2,600,000	528,000	490,333						3,618,333
FC Lugano	2,600,000	1,224,000	803,510						4,627,510
SC Fotbal Club FCSB	2,600,000	1,644,000	2,138,707	500,000					6,882,707
<b>Group H</b>									
1. FC Köln	2,600,000	816,000	4,711,675						8,127,675
FK Crvena Zvezda	2,600,000	1,476,000	592,341	500,000					5,168,341
FC BATE Borisov	2,600,000	648,000	435,200						3,683,200
Arsenal FC	2,600,000	2,352,000	28,977,447	500,000	750,000	1,000,000	1,600,000		37,779,447
<b>Group I</b>									
FC Salzburg	2,600,000	2,184,000	2,239,020	500,000	750,000	1,000,000	1,600,000		10,873,020
Olympique de Marseille	2,600,000	1,356,000	11,660,178	500,000	750,000	1,000,000	1,600,000	3,500,000	22,966,178
Konyaspor	2,600,000	768,000	7,574,150						10,942,150
Vitória SC	2,600,000	648,000	1,252,201						4,500,201
<b>Group J</b>									
Athletic Club	2,600,000	2,064,000	5,426,098	500,000	750,000				11,340,098
FC Zorya Luhansk	2,600,000	816,000	1,021,134						4,437,134
Östersunds FK	2,600,000	1,764,000	1,756,199	500,000					6,620,199
Hertha BSC Berlin	2,600,000	648,000	4,711,675						7,959,675
<b>Group K</b>									
S.S. Lazio	2,600,000	2,352,000	10,048,363	500,000	750,000	1,000,000			17,250,363
SV Zulte Waregem	2,600,000	936,000	1,551,936						5,087,936
OGC Nice	2,600,000	1,524,000	5,453,450	500,000					10,077,450
Vitesse	2,600,000	648,000	4,226,283						7,474,283
<b>Group L</b>									
Rosenborg BK	2,600,000	648,000	2,750,871						5,998,871
FK Vardar	2,600,000	120,000	424,573						3,144,573
Football Club Zenit	2,600,000	2,760,000	2,064,405	500,000	750,000				8,674,405
Real Sociedad de Fútbol	2,600,000	1,932,000	4,551,959	500,000					9,583,959
<b>Clubs from UEFA Champions League</b>									
Borussia Dortmund			2,137,547	500,000	750,000				3,387,547
Club Atlético de Madrid			5,777,422	500,000	750,000	1,000,000	1,600,000	6,500,000	16,127,422
FC Spartak Moskva			139,271	500,000					639,271
Celtic FC			469,806	500,000					969,806
SSC Napoli			719,565	500,000					1,219,565
RB Leipzig			3,705,399	500,000	750,000	1,000,000			5,955,399
Sporting Clube de Portugal			650,207	500,000	750,000	1,000,000			2,900,207
PFC CSKA Moskva			701,797	500,000	750,000	1,000,000			2,951,797
<b>Total</b>	<b>124,800,000</b>	<b>62,664,000</b>	<b>188,319,000</b>	<b>16,000,000</b>	<b>12,000,000</b>	<b>8,000,000</b>	<b>6,400,000</b>	<b>10,000,000</b>	<b>428,183,000</b>

# 2017/18 YOUTH DEVELOPMENT PAYMENTS

European top-division clubs are receiving increased solidarity payments from UEFA this year to develop their youth programmes. The payments are made from the revenue generated in UEFA's club competitions in the 2017/18 season.

A total amount of €125.44m from the 2017/18 UEFA Champions League and UEFA Europa League revenue is being made available for distribution to clubs via their respective professional leagues or national associations. This compares with €124.37m for 2016/17.

Out of this total amount, 80% will be distributed to clubs of national associations and/or leagues with at least one club participating in the UEFA Champions League group stage, and 20% to national associations and/or leagues with no clubs taking part in the UEFA Champions League group stage. Clubs must use the payments for their youth development programmes and local community schemes.

Only clubs not participating in the group stage of either the UEFA Champions League or UEFA Europa League in 2017/18 will be entitled to a share of these solidarity payments.

The following amounts are available for the 2017/18 season:

- 17 associations and/or leagues with participants in the 2017/18 UEFA Champions League group stage (€100.36m, up from €99.49m in 2016/17);
- 38 associations and/or leagues without participants in the 2017/18 UEFA Champions League group stage (€25.09m, up from €24.87m in 2016/17).

The payments are based on the distribution system introduced three years ago, agreed by UEFA in close cooperation with the European Club Association (ECA).

The solidarity share earmarked for youth development programmes in clubs not involved in the UEFA Champions League or UEFA Europa League group stage represents 5% of the two competitions' overall gross revenue.

In addition, this distribution to national associations and/or leagues is no longer based purely on their market value. Under the new distribution arrangements, 60% of





### PAYMENTS TO NATIONAL ASSOCIATIONS REPRESENTED IN THE GROUP STAGE

2017/18 SEASON	€
England	13,613,290
Italy	11,612,370
Spain	9,496,170
France	8,900,765
Germany	8,169,062
Turkey	4,790,317
Scotland	4,661,121
Greece	4,646,846
Netherlands	4,259,473
Portugal	4,254,093
Russia	3,922,316
Belgium	3,816,506
Ukraine	3,721,457
Switzerland	3,687,419
Slovenia	3,633,581
Cyprus	3,618,157
Azerbaijan	3,553,057
<b>TOTAL</b>	<b>100,356,000</b>

### PAYMENTS TO NATIONAL ASSOCIATIONS NOT REPRESENTED IN THE GROUP STAGE

2017/18 SEASON	€
Norway	2,454,199
Denmark	2,251,969
Poland	1,765,967
Romania	1,244,085
Austria	957,050
Sweden	914,647
Hungary	865,720
Republic of Ireland	777,653
Serbia	763,301
Bulgaria	635,179
Israel	630,873
Croatia	612,934
Czech Republic	580,642
Albania	506,926
Bosnia-Herzegovina	501,283
Finland	493,879
Iceland	471,047
Malta	470,395
Montenegro	443,518
Slovakia	442,996
FYR Macedonia	442,670
Belarus	438,429
Lithuania	422,120
Kazakhstan	420,490
Georgia	412,466
Latvia	402,550
Moldova	401,897
Armenia	400,593
Estonia	399,288
Andorra	396,026
Faroe Islands	396,026
Gibraltar	396,026
Kosovo	396,026
Liechtenstein	396,026
Luxembourg	396,026
Northern Ireland	396,026
San Marino	396,026
Wales	396,026
<b>Total</b>	<b>25,089,000</b>

the available amounts will be distributed in equal shares among all national associations and/or leagues, and 40% will be distributed according to the value of the TV market of each association in the UEFA Champions League, which results in greater benefits for clubs from non-top associations.

In principle, the money is to be shared equally among all top-division clubs not involved in the UEFA Champions League or UEFA Europa League group stages, but the national associations/leagues may propose to include second divisions clubs or different distribution criteria to be approved, provided they are based on defined youth training criteria.

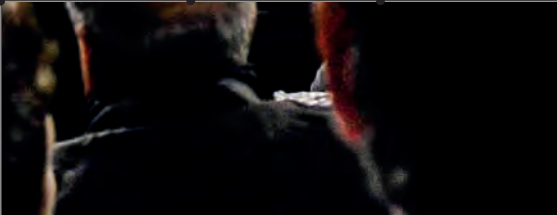
Any club, in order to receive funding, must run an approved youth development programme in accordance with the national club licensing manual accredited by UEFA. ⚽



## NOVEMBER BIRTHDAYS

<b>1 THURSDAY</b> Marc Batta (France)	<b>2 FRIDAY</b> Francesco Bianchi (Switzerland) Mark Bullingham (England) Gianluca D'Aloja (Italy) Amir Navon (Israel) <b>40th</b> Jenny Palmqvist (Sweden) Matthew Paris (Malta) Łukasz Wachowski (Poland)	<b>3 SATURDAY</b> Anne McKeown (Scotland) Damien Neven (Belgium) Pedro Proenca (Portugal) Georgios Vourvachis (Greece)	<b>4 SUNDAY</b> Diana Bianchedi (Italy) Andrea Ferretti (Italy) Luis Figo (Portugal) Dilan Deniz Gökçek (Turkey) Lars Richt (Sweden)	<b>5 MONDAY</b> Lennart Johansson (Sweden) Fernand Meese (Belgium) Georgi Popov (Bulgaria)	<b>6 TUESDAY</b> Efraim Barak (Israel) Kaspars Gorkšs (Latvia) Mircea-Mihaiu Pascu (Romania) Nadezhda Ulyanovskaya (Russia)	<b>7 WEDNESDAY</b> Vladimir Badura (Slovakia) Peter Gardiner (Scotland)
<b>10 SATURDAY</b> Andy Ambler (England) Siniša Mitrović (Slovenia) Marc Van Geersom (Belgium)	<b>11 SUNDAY</b> Muharrem Zihni Aksoy (Turkey) Mehmet Murat Ilgaz (Turkey) Kadir Kardaş (Turkey) Uno Tutk (Estonia)	<b>12 MONDAY</b> Nasser Al-Khelaifi (France) Karol Belanik (Slovakia) Milan Spirkoski (FYR Macedonia) Milan Vojtek (Slovakia)	<b>13 TUESDAY</b> Howard Wilkinson (England)	<b>14 WEDNESDAY</b> Peter Fröjdfeldt (Sweden) Samira Huren (Bosnia and Herzegovina) Ciprian Paraschiv (Romania)	<b>15 THURSDAY</b>	<b>16 FRIDAY</b> Sylvain Grimault (France) <b>40th</b> Sue Hough (England) Radenko Mijatović (Slovenia) Wolf-Günter Wiesel (Germany)
<b>19 MONDAY</b> Petr Fousek (Czech Republic) Cécile Grandisimon (France) Jacques Liénard (France) Horst Schmidt (Germany)	<b>20 TUESDAY</b> Johan Johqvist (Sweden) Jean-Louis Piette (France)	<b>21 WEDNESDAY</b>	<b>22 THURSDAY</b> Dimitrios Davakis (Greece) Jyrki Filppu (Finland) Conrad Kirkwood (Northern Ireland) Izabella Łukomska-Pyżalska (Poland) Emilia Wnuk (Poland)	<b>23 FRIDAY</b>	<b>24 SATURDAY</b> Georgios Koumas (Cyprus) Clive Whitehead (England)	<b>25 SUNDAY</b>
<b>28 WEDNESDAY</b> Marios Lefkaritis (Cyprus) Andrey Medintsev (Bulgaria) Tomaž Ranc (Slovenia) Ante Vučemić (Croatia) Šimunović (Croatia) Linda Wijkström (Sweden)	<b>29 THURSDAY</b> Rūta Banytė (Lithuania) Marko Ilešič (Slovenia) Alojzije Šupraha (Croatia)	<b>30 FRIDAY</b> Stavros Tritsonis (Greece)				

## DECEMBER BIRTHDAYS

<b>1 SATURDAY</b> John Ferry (Northern Ireland) Sergei Rouras (Belarus) Tibor Sisa (Hungary)	<b>2 SUNDAY</b> Carmel Agius (Malta) David Griffiths (Wales) Ligita Ziedone (Latvia)	<b>3 MONDAY</b> Sean Dipple (England) Juan Antonio Fernández (Spain) Marin (Spain) Josipa Flam (Croatia) Gylfi Thor Orrason (Iceland)	<b>4 TUESDAY</b> Janusz Basalaj (Poland) <b>60th</b> Adrian Ixari (Moldova) Miroslav Liba (Czech Republic) <b>60th</b> Georg Luchinger (Liechtenstein) Desislava Ralkova (Bulgaria) <b>40th</b>	<b>5 WEDNESDAY</b> Christiaan Van Puyvelde (Belgium)	<b>6 THURSDAY</b> Andrea Agnelli (Italy) António Manuel Almeida Costa (Portugal) Alberto Pacchioni (San Marino) Erol Salihu (Kosovo) Pavel Saliu (Kazakhstan) Stilian Shishkov (Bulgaria) Marko Simeunović (Slovenia) Christiaan Timmermans (Belgium)	<b>7 FRIDAY</b> Andreas Akkelides (Cyprus) Riili Ellermaa (Estonia) Ray Ellingham (Wales) Johan van Geijn (Netherlands)
<b>10 MONDAY</b> Christian Andreasen (Faroe Islands) Dušan Bajević (Bosnia and Herzegovina) <b>70th</b> Alain Hamer (Luxembourg) Laura McAllister (Wales) Meta Römers (Netherlands)	<b>11 TUESDAY</b> Avi Halevi (Israel) Trefor Lloyd Hughes (Wales)	<b>12 WEDNESDAY</b> Alvaro Albino (Portugal) Esther Azzopardi Farrugia (Malta) Fiona May (Italy) Ivan Anthony Robba (Gibraltar)	<b>13 THURSDAY</b> Björn Fecker (Germany) Stephan Kammerer (Germany) <b>50th</b> Stefan Messner (Austria) Kaj Natri (Finland)	<b>14 FRIDAY</b> Bülent Konuk (Germany) Daniel Niedzkowski (Germany)	<b>15 SATURDAY</b> Ged Poynton (England) Stefanie Schulte (Germany) Dušan Svoboda (Czech Republic)	<b>16 SUNDAY</b> Stefano Pucci (Italy) Steve Stride (England)
<b>19 WEDNESDAY</b> David Casserly (Republic of Ireland) Ludvik Georgsson (Iceland) Harri Talonen (Finland)	<b>20 THURSDAY</b> José Nebot (Spain) Edgars Pukinskis (Latvia) Amirzhan Tussupbekov (Kazakhstan)	<b>21 FRIDAY</b> William Young (Scotland)	<b>22 SATURDAY</b> Olizhas Abayev (Kazakhstan) José Henrique Da Costa Jones (Portugal)	<b>23 SUNDAY</b> Josef Geisler (Austria) Pia Hess-Bolkovac (Germany)	<b>24 MONDAY</b> Irina Mirt (Romania) László Vágner (Hungary)	<b>25 TUESDAY</b> Patritiu Abrudan (Romania) Noël Le Graët (France) Laura Montgomery (Scotland) Nikola Mužiková (Czech Republic)
<b>28 FRIDAY</b> Bernard Carrel (Switzerland) Otkar Mestek (Czech Republic) Martial Saugy (Switzerland)	<b>29 SATURDAY</b> Angelo Chetcuti (Malta) Dagmar Damková (Czech Republic) Evangelos Mazarakis (Greece) Anders Solheim (Norway)	<b>30 SUNDAY</b> Matt Crocker (England) Wolfgang Thierriechter (Austria) <b>70th</b> Berti Vogts (Germany)	<b>31 MONDAY</b> David Findlay (Scotland) Jean Fournet-Fayard (France) Liene Kozlovskā (Latvia) Jens Larsen (Denmark) Christian Moroge (Switzerland) Emmanuel Orhant (France)			



**8 THURSDAY**

Gjergji Bitri (Malta)  
Charlotte Cowie (England)  
Sergio Di Cesare (Italy)  
Aurel Mihail Ionescu (Romania)  
Haris Loizides (Cyprus)  
Michele Uva (Italy)

**9 FRIDAY**

Willi Hink (Germany)  
Thomas Hollerer (Austria)  
Michal Mertinyak (Slovakia)  
Ed Woodward (England)  
Rudolf Zavrl (Slovenia)

**17 SATURDAY**

Ján Fašung (Slovakia)  
Ivica Tončev (Serbia) **50th**

**18 SUNDAY**

Knarik Abelyan (Armenia)  
Dumitru Mihalache (Romania)  
Stanisław Piłkowski (Poland)  
Per Svärd (Sweden)

**26 MONDAY**

Marcos Del Cuadro (Switzerland)  
Styrbjörn Oskarsson (Finland)  
Borislav Popov (Bulgaria)  
Zbigniew Przesmycki (Poland)

**27 TUESDAY**

Evelina Christillin (Italy)  
Michalis Mitas (Cyprus)  
Erzhan Mussabekov (Kazakhstan)

**8 SATURDAY**

Michel D'Hooghe (Belgium)  
Andrea Manzella (Italy)  
Konstantin Sonin (Russia)

**9 SUNDAY**

Florea Cristina Babadac (Romania)  
Martin Ingvarsson (Sweden)  
Les Reed (England)

**17 MONDAY**

Bobby Barnes (England)  
Kenneth Gronlund Rasmussen (Denmark)  
Artan Hajdari (Albania) **50th**  
Mike Riley (England)

**18 TUESDAY**

Patrick Filipek (Czech Republic) **50th**  
Rainer Koch (Germany) **60th**  
Niklas à Lidarenda (Faroe Islands)  
Jacco Swart (Netherlands)

**26 WEDNESDAY**

Guy Goethals (Belgium)  
Rudolf Repka (Czech Republic)  
Konstantinos Vakras (Greece)  
Servet Yardımcı (Turkey)

**27 THURSDAY**

Nils Fisketjønn (Norway)  
Olivier Jarosz (France)  
Jaroslav Šišolák (Slovakia)  
Dušan Tittel (Slovakia)  
Krisztina Varga (Hungary)

**FORTHCOMING EVENTS****NOVEMBER****Meetings****7 November, Nyon**

Fair Play and Social Responsibility Committee

**9 November, Nyon**

UEFA Women's Champions League: draws for the quarter- and semi-finals  
Players' Status, Transfer and Agents and Match Agents Committee

**13 November, Nyon**

Stadium and Security Committee  
Club Licensing Committee

**19 November, Nyon**

Compensation Committee

**20 November, Nyon**

Finance Committee

**21 November, Nyon**

Legal Committee  
Marketing Advisory Committee

**23 November, Nyon**

European Women's Under-19 and Under-17 Championships: draws for the 2018/19 elite rounds and for the 2019/20 qualifying rounds

**23 November, Italy**

European Under-21 Championship: final round draw

**26 November, Nyon**

Youth and Amateur Football Committee

**27 November, Nyon**

National Team Competitions Committee

**29 November, Belgium**

HatTrick Committee

**Competitions****6/7 November**

UEFA Champions League: group matches (matchday 4)  
UEFA Youth League – UEFA Champions League path: group matches (matchday 4)

**7 November**

UEFA Youth League – domestic champions path: second round (first legs)

**8 November**

UEFA Europa League: group matches (matchday 4)

**8–13 November**

Women's World Cup: play-offs

**12–20 November**

European Under-21 Championship: play-offs

**13–18 November**

UEFA Futsal Champions League: elite round

**13 November – 1 December, Uruguay**

U-17 Women's World Cup

**15–17 November**

UEFA Nations League: matchday 5

**18–20 November**

UEFA Nations League: matchday 6

**27/28 November**

UEFA Champions League: group matches (matchday 5)  
UEFA Youth League – UEFA Champions League path: group matches (matchday 5)

**28 November**

UEFA Youth League – domestic champions path: second round (return legs)

**29 November**

UEFA Europa League: group matches (matchday 5)

**DECEMBER****Meetings****2 December, Dublin**

EURO 2020: qualifying draw

**3 December, Dublin**

UEFA Nations League: final round draw  
Executive Committee

**6 December, Nyon**

European Under-19 and Under-17 Championships: draws for the 2018/19 elite rounds and for the 2019/20 qualifying rounds

**11 December, Nyon**

2019–21 European Under-21 Championship: qualifying draw

**12 December, Nyon**

2020 Futsal World Cup: draws for the European qualifying competition preliminary and main rounds

**17 December, Nyon**

UEFA Champions League: round of 16 draw; UEFA Europa League: round of 32 draw; UEFA Youth League: play-off draw

**Competitions****11/12 December**

UEFA Champions League: group matches (matchday 6)  
UEFA Youth League – UEFA Champions League path: group matches (matchday 6)

**12–22 December, United Arab Emirates**

Club World Cup

**13 December**

UEFA Europa League: group matches (matchday 6)



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