



CONFEDERATION SUPPORT PROGRAMME
UEFA ASSIST
Principles

UEFA ASSIST Confederation Support Programme

PRINCIPLES

PREAMBLE

The UEFA ASSIST programme was adopted by the UEFA Executive Committee on the basis of Article 2(2) of the *UEFA Statutes*. The programme's basic principles were approved by the UEFA Executive Committee at its meeting on 9 December 2016, and the details of its implementation are as defined by the UEFA administration, more specifically the UEFA National Associations International Relations Unit (hereinafter the "UEFA ASSIST team"), in accordance with Article 39(2)(a) and (d) of the *UEFA Statutes*.

OBJECTIVES OF THE PROGRAMME

This programme aims to share knowledge and best practices and assist UEFA's five sister confederations and their member associations worldwide in their efforts to develop and strengthen football in their respective territories.

SCOPE OF THE PROGRAMME

This programme focuses on providing practical rather than financial assistance and offering support through development activities. Assistance is provided to projects that are highly conducive to the development of football within the confederations and their member associations. Confederations and their member associations are strongly encouraged to work closely with other stakeholders (football organisations, sponsors, government, schools, local councils, etc.) on such projects. Feasibility and sustainability are key criteria when deciding which projects to approve and support.

PILLARS OF THE PROGRAMME

The four pillars of UEFA ASSIST are as follows:



CAPACITY BUILDING

- UEFA ASSIST offers a series of education and knowledge sharing programmes for UEFA's sister confederations and their member associations



DEVELOPMENT OF YOUTH FOOTBALL

- UEFA ASSIST provides opportunities for talented young players to gain experience playing in a competitive environment and at the same time learn about different cultures and engage through youth development tournaments



INFRASTRUCTURE

- UEFA ASSIST supports small-scale infrastructure projects that provide immediate benefits to the member associations of UEFA's sister confederations



UEFA MEMBER ASSOCIATION SUPPORT

- UEFA ASSIST encourages and supports UEFA member associations that would like to collaborate on football development projects with member associations of UEFA's sister confederations

Pillar 1 - CAPACITY BUILDING

UEFA ASSIST offers a series of education and knowledge sharing programmes that focus on two areas of development: **OPERATIONS** and **FOOTBALL**. As part of its capacity building offering, UEFA ASSIST covers the costs of experts, the workshops themselves, and the accommodation and travel costs of the participants.

OPERATIONS

GENERAL SECRETARY ACADEMY (GS ACADEMY)

A five-day regional workshop that benefits both new and established general secretaries, improving their ability to succeed in the role. All participants receive the UEFA Toolbox in Football Management, an invaluable resource containing practical tools that will improve the performance of their respective national associations. After successfully completing the GS Academy, participants can apply for a 12-month monitoring programme to help ensure the lessons learned are successfully implemented within their national associations.

GOOD GOVERNANCE WORKSHOP

A comprehensive workshop designed for presidents and general secretaries, addressing key issues at the heart of good governance.

STRATEGIC PLANNING WORKSHOP

A detailed workshop comprising an operational review of the national association, an in-depth situational analysis and the creation of concrete goals, objectives and actions for the national association to achieve.

LEADERSHIP RETREAT

A programme designed specifically for presidents, executive committee members and general secretaries, helping them to define clear roles and responsibilities in order to deliver effective change across their respective national associations.

COMMERCIAL, MARKETING AND COMMUNICATIONS

Workshops to build the capacity of the national association, covering topics such as sponsorship, brand marketing, as well as digital and social media communications and income generation projects.

LEAGUE DEVELOPMENT

An in-depth operational review of the competition structure, as well as the commercial, financial and governance aspects of a domestic league in order to strengthen the existing league system.

CLUB LICENSING SYSTEM

A workshop providing guidance and support to UEFA's sister confederations and their member associations regarding the efficient implementation and running of their club licensing systems.

FOOTBALL

COACH EDUCATION

Comprehensive and practical workshops led by experts to help increase the capacity of coaches, share knowledge and improve the standard of coaching throughout UEFA's sister confederations.

WOMEN'S FOOTBALL DEVELOPMENT

Based on specific needs, UEFA ASSIST offers workshops that focus on strengthening women's football and growing the game throughout UEFA's sister confederations.

PLAYER PATHWAY DEVELOPMENT

UEFA ASSIST offers workshops that analyse the existing situation within a national association before providing guidance on scouting, coach education, competition structures and processes to develop professional and non-professional players and coaches.

Pillar 2 - DEVELOPMENT OF YOUTH FOOTBALL

YOUTH DEVELOPMENT TOURNAMENTS

UEFA ASSIST can either **support the organisation of development tournaments hosted on a UEFA sister confederation's territory**, or help to **fund the costs of national teams from UEFA sister confederations participating in UEFA development tournaments organised on the territory of a UEFA member association**.

The final decision on the total amount of funding provided by UEFA ASSIST will be determined based on the funds available and the required budget submitted by the host national association.

- For development tournaments organised on the territory of a UEFA sister confederation, UEFA ASSIST covers the tournament costs based on the budget submitted by the host association and the required participation of at least one European team.
- For development tournaments organised on the territory of a UEFA member association, UEFA ASSIST covers the flight and on-site costs of one national team from a UEFA sister confederation (up to a maximum of 20 players and 5 staff per team). Such tournaments usually involve three national teams from UEFA member associations and one national team from a UEFA sister confederation.
- During the tournaments, matchdays can be complemented with workshops on player and social development, nutrition and health, seminars for coaches or referees, or other appropriate educational workshops agreed in advance. UEFA ASSIST covers the costs of the experts running these workshops and seminars.

Pillar 3 - INFRASTRUCTURE

(i) **UEFA ASSIST may provide up to €43,000** to support small-scale infrastructure projects with immediate impact. Examples of such projects include the purchasing of minivans (grassroots transport), media and broadcasting equipment, sports equipment (benches, goalposts, stands, etc.), fencing, turnstiles, portacabins for changing rooms and pitch maintenance equipment and training.

(ii) A national association applying for support must:

- present three quotes (unless fewer than three providers are available) for the infrastructure in question or run a proper tender process on UEFA's behalf and under UEFA's supervision.
- guarantee that the infrastructure in question will be properly maintained.
- not make any purchases until the UEFA ASSIST team has approved the infrastructure in question.
- provide photographic evidence, invoices, legal documents relating to ownership etc, and submit a final report after the infrastructure has been purchased.

(iii) National associations are not required to contribute any money themselves for infrastructure projects costing up to €43,000.

Pillar 4 - UEFA MEMBER ASSOCIATION SUPPORT (reserved for UEFA MAs only)

UEFA member associations may apply for a maximum of €35,000 a year to help them create cooperation programmes with a national association from a UEFA sister confederation. This will allow UEFA member associations to share their knowledge, build new partnerships with national associations from other confederations, and grow the game of football outside of Europe.

Such programmes may involve the following:

- Donations of material/equipment
- Social and training programmes
- International development friendlies (not A-team friendlies) in key geographical areas
- Projects promoting the game of football

APPROVAL MECHANISM FOR PROJECTS

UEFA's sister confederations are invited to distribute these UEFA ASSIST Principles and the accompanying application forms to their member associations.

In order to receive support under the UEFA ASSIST programme, a national association must:

- (i) complete the necessary application form and email it to its confederation, with UEFA in copy (UEFA.ASSIST@uefa.ch);
- (ii) clearly demonstrate how the project in question will benefit football in the country concerned;
- (iii) if the total amount of project costs are greater than the funding provided by UEFA ASSIST, the national association must agree to cover the remaining costs;

- (iv) apply good governance practices and ensure that there are no conflicts of interest;
- (v) agree to pay all taxes, fees and customs expenses (such as customs clearance costs);
- (vi) provide UEFA with all necessary information and supporting documents on request;
- (vii) designate a contact person responsible for implementing, monitoring and reporting on the project and inform the UEFA ASSIST team by email: UEFA.ASSIST@uefa.ch;
- (viii) comply with any further project-related obligations as defined by UEFA.

Confederations should review all applications, decide which of them should be put forward for support under the UEFA ASSIST programme and send these applications by email to UEFA.ASSIST@uefa.ch. UEFA member associations are invited to submit their applications to UEFA directly via the aforementioned email address. UEFA ASSIST applications can be submitted twice a year. The UEFA ASSIST team reviews all applications submitted and presents eligible projects to the UEFA HatTrick Committee for approval. The deadlines for submission will be communicated to UEFA's sister confederations in due time.

The UEFA ASSIST team reserves the right to request further information/documentation and/or impose additional requirements before the HatTrick Committee gives its final approval to projects.

The UEFA ASSIST team informs the relevant confederations of all project approvals.

IMPLEMENTATION OF PROJECTS

Once a project has been approved by the HatTrick Committee, the relevant confederation or national association can start implementing it in accordance with the agreed schedule, under the supervision of the UEFA ASSIST team.

Confederations and national associations whose projects are approved must submit regular status reports and actively participate in agreed follow-up activities.

Confederations and national associations must inform the UEFA ASSIST team one month in advance concerning any events linked to a UEFA ASSIST project, such as inauguration and launch ceremonies, etc.

All project-related communication plans, advertising strategies and marketing campaigns must be sent to the UEFA ASSIST team via email for prior approval.

Any third party's use of UEFA ASSIST programme logos or any other marks or intellectual property belonging to UEFA is subject to the prior approval of the UEFA ASSIST team.

Random inspections may be organised and managed by the UEFA ASSIST team and/or experts appointed by UEFA, whereby those inspectors are entitled to review every relevant document requested and to conduct site visits in cooperation with local staff and competent local authorities.

A final report on the implementation process as a whole and the completion of all aspects of the project (all technical, administrative and financial aspects, including details of the use and maintenance of the relevant assets) must be provided to the UEFA ASSIST team.

Any problems encountered during the implementation of projects must be reported to the UEFA ASSIST team immediately in writing.

The UEFA administration sends regular reports to the confederations on the implementation of projects.

NB: In the event that a confederation or national association fails to comply with its obligations in any way – including any failure to abide by the agreed schedule, and particularly in the event of any fraud or corruption – the UEFA ASSIST team may decide at any time to suspend or halt the UEFA ASSIST contribution to the project concerned and take any other steps that it deems appropriate.

ANNEX

This section contains detailed explanations of the workshops offered by UEFA ASSIST under the capacity building pillar.

GENERAL SECRETARY ACADEMY (GS ACADEMY)

The GS Academy programme involves the general secretaries of national associations participating in a five-day regional workshop that benefits both new and established general secretaries, improving their ability to succeed in the role. The objective of the GS Academy is to develop senior executives of national associations whilst sharing ideas and exchanging knowledge and experiences.

Participants are led through a programme which includes governance, strategic planning, finance, people management, marketing and communications, player development and administration, and football operations. It offers a practical step-by-step approach to the general secretary role using a number of management tools and best-practice examples. The programme is designed to improve the knowledge, not only of the general secretary, but of the whole organisation. The participants receive a comprehensive and practical toolkit – the UEFA Toolbox in Football Management – which contains practical templates and tools to use upon returning to their association.

After successfully completing the GS Academy, previous participants can apply for a 12-month monitoring programme to help ensure the lessons learned at the academy are successfully implemented within their national association. UEFA ASSIST provides experts who monitor the progress being made by participants who have successfully completed the GS Academy. The monitoring includes two formal visits to set strategic objectives, targets and measures and to assess progress. This is followed by two video conference calls to answer any questions and discuss progress being made. At the end of the 12-month period, the national association receives the Certificate of Excellence in Implementation if the participant has successfully delivered against his or her plan.

GOOD GOVERNANCE WORKSHOP

Football's reputation and image in recent times has been engulfed by accusations of corruption and mismanagement caused by a lack of good governance within the national associations. This workshop usually lasts two days, addresses a number of key issues at the heart of good governance and is designed for presidents and general secretaries. The workshop tackles organisational structure and in particular looks at the role of the president, general secretary and executive committee members whilst examining typical executive structures around the world. Participants receive templates for job descriptions and a number of tools to help in the implementation of best practice within their national association.

The responsibilities of the general assembly, the executive committee, the standing committees and the executive team are all covered separately, with particular emphasis on the professionalisation of each body

to ensure greater effectiveness. The workshop concludes with a 10-step approach for the implementation of good governance in football associations.

STRATEGIC PLANNING WORKSHOP

Strategic planning is at the heart of good governance and every national association should have their own plan in place, approved by their executive committee. Strategic planning is a national association's process of defining its strategy, or direction, and making decisions on how to allocate its resources to deliver this strategy. It is generally led by the general secretary and overseen by the president and executive committee following extensive consultation with key stakeholders including, where possible, the national government, league body, fans' groups as well as players', referees' and coaches' associations. The Strategic Planning Workshop usually consists of a five-day programme beginning with an in-depth operational review of a national association. This is followed by a detailed situational analysis culminating in setting goals, objectives and determining actions to achieve these whilst considering the resource allocation to execute the actions.

LEADERSHIP RETREAT

A key aspect of good governance is the establishment of clear roles and responsibilities within a national association, especially for the president, general secretary and executive committee members, in order to deliver transformational change across the organisation. In order for the general secretary to be able to lead such change at executive level, it is crucial that he or she has the full support of the president and executive committee. Modernisation requires clarity and the Leadership Retreat is designed to act as a catalyst for change, providing stimulus and momentum to implement a range of positive initiatives across the organisation.

Ideally, the retreat should be linked to the term of office of the president as it will work best in the first or second year of his or her term of office, allowing him/her and his/her executive committee time to plan change, execute it and create a legacy for the future. It is envisaged that each retreat will bring together the general secretary and office bearers (president/2 vice-presidents or executive committee members) from a selection of targeted national associations, ideally in close proximity to one another or with similar needs. The retreat usually consists of a two-day programme, with the first day looking at the current situation, reviewing performance both on and off the pitch and identifying issues and opportunities. Day two identifies what changes are necessary, what is required to make it happen and the roles of the key personnel and organisational bodies delivering it. A key outcome from the retreat is an action plan for the executive committee which acts as a kickstart to their change management process.

COMMERCIAL, MARKETING AND COMMUNICATIONS

The development of a brand and digital strategy, engagement with your key stakeholders and income generation projects are central to the continued progress of a modern national association. The UEFA ASSIST programme offers regional workshops as well as bespoke national association workshops on these topics, each lasting between two and four days.

Within the field of brand and digital strategy, participants are guided through modules on digital content, live streaming, brand design, social media conversation and campaign planning. The Communications Workshop encompasses stakeholder analysis, tone of voice, crisis management and matchday operations.

The Commercial Workshop covers all aspects of income generation – from sponsorship, public sector investment, ticketing, broadcast and licensing - providing the practical steps needed to be ready to go to market.

LEAGUE DEVELOPMENT

The domestic and international success of clubs is often determined by the strength of the league they play in. As a result, the importance of a strong league body is key to the development of the elite game in each respective country. As part of its League Development programme, UEFA ASSIST experts carry out an operational review of the competition structure, branding, commercialisation, financial and governance aspects of a domestic league. This culminates in a series of recommendations that guide the league through the support of a mentoring programme. The initial workshop creates a series of objectives and action plans, with their future development overseen by an experienced league expert.

CLUB LICENSING SYSTEM

Having introduced club licensing in 2004 followed by club monitoring in 2011, UEFA has garnered a vast experience in these fields and can provide know-how and best practice examples on how to implement these systems at both confederation and national level. The essence of the UEFA club licensing system is set up in a way that is adaptable within the varying national contexts of our 55 member associations. This is a crucial point in order to accommodate the different levels of football structures found within Europe, and likewise for UEFA's sister confederations. UEFA can provide assistance in terms of the regulatory framework, organisation and governance, as well as identifying the specific club licensing criteria that should be required for clubs ranging from sporting, infrastructure, personnel and administrative, legal, and financial. Furthermore, UEFA can show how it operates its compliance audits on both clubs and national associations, and its information gathering processes for benchmarking analytics.

COACH EDUCATION

Comprehensive and practical workshops led by experts help increase the capacity of coaches, share knowledge and improve the standard of coaching throughout UEFA's sister confederations. The workshops focus on addressing the individual needs of the national associations applying for assistance.

WOMEN'S FOOTBALL DEVELOPMENT

UEFA ASSIST is committed to growing women's football, in particular within national associations of UEFA's sister confederations that have yet to start developing the game. Based on specific needs, UEFA ASSIST offers workshops that focus on how to increase awareness and participation as well as commercialise, promote and market women's football effectively.

PLAYER PATHWAY DEVELOPMENT

Creating an effective player pathway for young talented players is key to ensuring the clear and structured development of players from grassroots to elite level football. To help national associations of UEFA's sister confederations achieve this, UEFA ASSIST experts offer workshops that analyse the existing situation within the national association in question before providing specific advice on scouting, competition structures, and capacity building of coaches on the professional and amateur levels.



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