

WE CARE ABOUT FOOTBALL



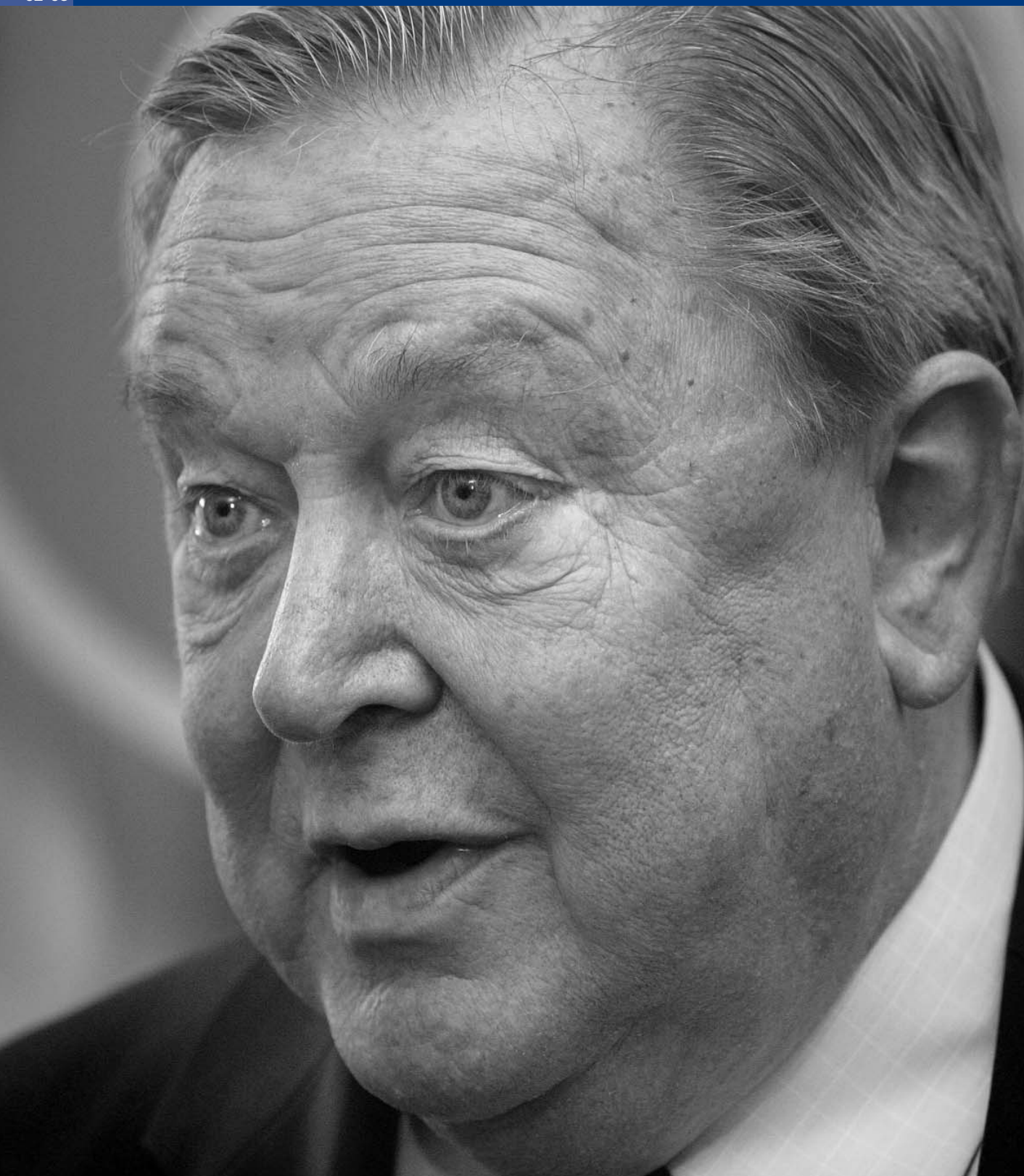
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Union des associations
européennes de football



UEFA Executive Committee Report 2002

XXVII Ordinary UEFA Congress, Rome, Italy



Overview

2002 marked an important year in the progress of UEFA and the work of the UEFA Executive Committee, under the guidance and leadership of UEFA President, Lennart Johansson, who was unanimously re-elected at the 2002 Congress in Stockholm.

Following the implementation of the new structures recommended by the FORCE project and approved by the UEFA Congress in 2000, the last 12 months have been essential in establishing a successful development of UEFA's organisation and the arrangements governing the work of the Executive Committee.

Throughout this time the Executive Committee has remained focussed on the key strategic goals and on the challenges facing European football. At the same time we have continued to monitor and evaluate the new structures and to work closely with the CEO, Gerhard Aigner, and his team of Directors to deliver the decisions that are needed to keep our sport and our competitions in Europe on the right track.

Difficult Task

This, of course, is not an easy task as the game on our continent is a highly complex mix ranging from the top elite to the needs of grassroots development and thus reflecting a diverse range of sporting, commercial and professional interests. This brings important challenges in terms of representation within our structures and the process of decision-making, which have to be a part of our thinking for the future. In the Executive Committee we try and never forget UEFA's motto that *We Care About Football*.

Looking back over 2002 we can report good and continuing progress.

There can be no doubt that UEFA has become a more effective and modern organisation and the co-operation and the partnership between the Executive Committee, the new Committees and the administration is developing well.

Naturally, the Executive Committee and the administration are always striving for improvements, and we will be reporting some of our reflections to the 2003 Congress.

"Looking back over 2002 we can report good and continuing progress."



Solid Foundation

However, it can be appreciated that we have created a much more professional set-up and a solid foundation for the future at a crucial moment in the European football scene.

The key is to now ensure the correct evolution of UEFA and to recognise and rise to the new challenges which lie ahead, particularly in the fields of competitions, marketing, new media, grassroots development and football's political and legal landscape in an enlarged European Union.

Already there is a clear picture of progress on all of these fronts, which is more fully reflected in the CEO's Report to Congress, and, in addition, over this time UEFA has become a more transparent and accountable organisation. This is essential at a time when the public and media scrutiny of sports governing bodies has, quite rightly, never been higher.

In summary, 2002 has been a positive year of development and of consolidation. We can look forward with optimism and a belief that we are moving in the right direction.





Report of the UEFA Executive Committee

06-07

Executive Committee Meetings

Since our last report to the Congress, the Executive Committee has had a busy schedule of meetings, visits and activities, which have helped to make 2002 a fascinating and important year, not least - with the excitement and drama of the FIFA World Cup in Korea and Japan.

Much has happened on and off the field but below we set out the main decisions taken at the full meetings of the Executive Committee during 2002:

23/24 January - Porto

- TEAM Marketing designated as agency to market UEFA Champions League commercial rights for 2003-2006
- UEFA member associations recommended to adopt harmonised transfer windows for European professional football for both domestic and international transfers

14/15 March - Nyon

- Approval of new UEFA Club Licensing Manual

23/24 April - Stockholm

- Affirmation of principles defended by Europe for future FIFA policy
- Establishment of new UEFA European Club Forum

25 April - Stockholm

- Constitution of the new Executive Committee following Congress elections



16 May - Glasgow

- Preparations for FIFA Congress

10/11 July - Nyon

- Modification of UEFA Champions League format (abolition of second group stage) from 2003/2004
- Constitution of the new committees and Executive Committee working groups for 2002-2004
- Assignment of associations to each Executive Committee member to strengthen links

18/19 September - Istanbul

- Confirmation of payment of CHF 500,000 to each member association in 2002 and 2003
- Provision of CHF 3 million made to contribute to repair of football facilities in countries affected by floods earlier in the year
- Allocation of charity funds for 2002/03

7/8 November - Copenhagen

- Definition of procedure for choosing UEFA EURO 2008 hosts
- Creation of new fund to support anti-racism campaigns at national level

12/13 December - Nyon

- Austria/Switzerland designated UEFA EURO 2008 hosts
- Increase number of doping controls in 2003/2004





Report of the UEFA Executive Committee



08-09

Work Programme

Of course the meetings and the key decisions tell only part of the story. Over this time the Executive Committee has also needed to focus on:

- reaching agreement with the European Commission on the television marketing arrangements of the UEFA Champions League
- possible changes to the format of the UEFA Cup
- the safety and security situation in Israel
- preparations for the final tournament of UEFA EURO 2004™ in Portugal
- a rise in the number of reported incidents of racism at UEFA matches this season
- the development of UEFA's approach to pilot projects for the use of artificial turf
- the scope of representation on the Executive Committee itself
- improving UEFA's dialogue with the European political institutions and appropriate national governments; and
- the promotion of a better understanding between FIFA and UEFA on a number of key strategic matters.



Working Groups

In several of these areas the Executive Committee has been helped and supported by the work of the Committee's four Working Groups which have been successfully led by the four UEFA Vice-Presidents: Clubs and Leagues (Senes Erzik), the European Union (Per Ravn Omdal), Football Development (Angel Maria Villar Llona) and National Associations (Geoffrey Thompson).

All four groups have put together a work programme of study, meetings and consultations, which is proving invaluable in providing the Executive Committee with information and feedback on a range of important issues. This process has been further enhanced by reports provided by the Executive Committee members who serve as observers on the UEFA Committees, thus helping the direct linkage between the Committees, the CEO and the Executive Committee.

Outside of these official meetings members of the Executive Committee have maintained a schedule of visits to member associations, tournaments, club and national team matches and UEFA conferences which is an essential part of the liaison with our members and the wider European football family.

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Looking Ahead

In the modern world no organisation can stand still. UEFA has made major strides forward in recent times but it is vitally important that our outlook, our structures and our effectiveness continue to evolve.

The Executive Committee has a particular responsibility on behalf of the Congress to set the strategic goals and policies and, along with the CEO, to evaluate implementation and review the objectives for the future.

Since the completion of the FORCE Project UEFA has moved forward at an impressive pace. We have significantly increased our expertise in areas such as new media, marketing, communications and IT – all of which will stand us in good stead in the years ahead. The size of the staff has grown but then so has the revenues and income that UEFA is generating for the football family.

It is important that this momentum is maintained, particularly at a time when the television and commercial marketplace is no longer so buoyant and while the pace of technological change is actually increasing.



Report of the UEFA Executive Committee



10-11

Improving Representation

Important steps have been taken during 2002 in the way UEFA is working with member associations, leagues and clubs while also seeking to ensure that those areas of Europe not directly represented on the Executive Committee have a way of getting their voice and their concerns heard.

This whole issue of balanced representation will have to be given greater focus in our future discussions and good work has already been done by the Working Groups for National Associations and Clubs and Leagues, which has informed the Executive Committee's thinking and will be fully reported to the members.

Protecting Competitions

We will also need to be vigilant in the development of UEFA's competitions, which remain the lifeblood of UEFA's work. From the range of our so-called non-top events to the European Championship we have competitions that provide a coherent and stable framework for the development of European football. This needs to be maintained and we should not be diverted by threats to our existing competitions wherever they may come from.

Of course, change might sometimes be necessary, as we have shown with the abolition of the second group phase of the UEFA Champions League, perhaps the top club competition in the world, but it must always be done for the right reasons and in the best interests of the game.

Building Political Links

Another vital area will continue to be political and legal environment in which we are working, particularly at a time of EU enlargement. The growth in the number of EU member states perfectly reflects the growth in UEFA in recent years and confirms our role as a partner and interlocutor of the European institutions. We have stepped up our work in this field under the leadership of the EU Matters Working Group and our campaign to achieve a proper legal basis for sport in the EU is a key element in the work programme of the Executive Committee.

We are now trying to ensure at least one UEFA activity, such as our successful lobbying event in Copenhagen in 2002, in the country holding the EU presidency. This approach is proving very useful in maintaining and strengthening our dialogue with the political authorities. And our decision to open an EU representative office in Brussels will add further weight to our activities in this field.

Moving forward the Executive Committee remains very committed to the full implementation of the new UEFA Club Licensing system, which we believe will help to further raise the standards of football in Europe. This new system will provide important levers to tackle issues such as infrastructure, better administration, financial transparency and the education and training of young players. We hope that all member associations, leagues and clubs will continue to respond positively to the new system and use it to improve the fabric of the game in each of our 52 member countries.

The Next Generation

We must also look to the future through the eyes of the next generation. The negative results of the Bosman judgment are still being felt in European football and we know that this ruling has undermined the incentives to train and develop homegrown young players. As a result clubs have too often been looking for a "quick fix" through the international transfer market, usually to the detriment of up-and-coming talent in their youth ranks. A combination of some deflation in commercial revenues and the wider use of transfer windows may result in a reversal in this trend.

In any event more positive initiatives are needed to encourage and incentivise the European football family to invest in developing young players and homegrown talent. The Working Group on Football Development will be giving this further attention.

This challenge is one of the most important facing European football and, like many of the ones we have identified, it will need co-operation across the football family if we are to achieve real results. These are challenges for now but they are vital to the future of football on our continent.

"In any event more positive initiatives are needed to encourage and incentivise the European football family to invest in developing young players and homegrown talent."



Report of the UEFA Executive Committee



12-13



Our Thanks

There are, of course too many people contributing to the continued success story of UEFA and European football to be named in a report such as this. However we would like to pay tribute to all those who have served and worked on the various UEFA Committees, Panels and Working Groups and to every one of our member associations who have contributed so much to the well-being of the game in Europe.

Our thanks also go to Gerhard Aigner, his team of Directors and all the staff at the House of European Football in Nyon who continue to make great progress in strengthening and extending the skills and professional expertise available to UEFA and its members. They are crucial to UEFA's future success.

Finally we would like to say thank you to every official, player, coach and fan that make this great game what it is. We all have a lot to be proud of in Europe and may the spirit of friendship, fair play, solidarity and partnership continue to guide us in all that we do.

Lennart Johansson
President

UEFA Executive Committee



The European football family is built on the principles of unity and solidarity. This is our history and it is the basis of our future.



Report of the UEFA Executive Committee



14-15

Members of the UEFA Executive Committee

President: Lennart Johansson, Sweden 1988 - 2006

Vice-Presidents: Senes Erzik, Turkey 1990 - 2006
Per Ravn Omdal, Norway 1992 - 2004
Angel María Villar Llona, Spain 1992 - 2006
Geoffrey Thompson, England 2000 - 2004

Treasurer: Drs Mathieu Sprengers, Netherlands 1996 - 2004

Members: Dr Viacheslav Koloskov, Russia 1994 - 2004
Marios N. Lefkaritis, Cyprus 1996 - 2004
Eggert Magnusson, Iceland 2002 - 2006
Gerhard Mayer-Vorfelder, Germany 2000 - 2004
Dr Joseph Mifsud, Malta 1994 - 2004
Michel Platini, France 2002 - 2006
Henri Roemer, Luxembourg 2002 - 2006
Giangiorgio Spiess, Switzerland 1996 - 2006

Honorary President: Jacques Georges, France Since 1990

European members of the FIFA Executive Committee:

Vice-Presidents: Lennart Johansson, Sweden 1990 - 2006
Angel María Villar Llona, Spain 1998 - 2006
David H. Will, Scotland 1990 - 2006

Members: Dr Michel D'Hooghe, Belgium 1988 - 2004
Senes Erzik, Turkey 1996 - 2004
Dr Viacheslav Koloskov, Russia 2000 - 2004
Gerhard Mayer-Vorfelder, Germany 2002 - 2006
Michel Platini, France 2002 - 2004

