



CONFEDERATION SUPPORT PROGRAMME – ENCLOSURE 1

UEFA ASSIST Principles

SUPPORTING YOUR SUCCESS

UEFA ASSIST Confederation Support Programme

Principles

I. Preamble

The UEFA ASSIST programme (which has the tag line 'Supporting your success') has been 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, in accordance with Article 39(2)(a) and (d) of the *UEFA Statutes*.

II. 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.

III. Scope of the programme

This programme is designed to provide practical rather than financial assistance and to offer 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 UEFA is deciding which projects to support.

IV. Pillars of the programme

The four pillars of the UEFA ASSIST programme are as follows:

1. Education and knowledge sharing

UEFA shares knowledge and best practices by making experts available and providing access to its educational programmes, as well as opening up its UEFA Play and stadiums and security platforms.

2. Development of youth football

UEFA provides opportunities for talented young players to gain experience of playing in a competitive environment, to learn about different cultures and to network through youth development tournaments.

3. Infrastructure

UEFA supports infrastructure projects that provide immediate benefits to the member associations of other confederations.

4. UEFA member association support

UEFA member associations are encouraged and supported by UEFA if they decide to establish and develop their own programmes and activities outside Europe.

V. Description of the pillars

1. Education and knowledge sharing

a) **Sports governance** – Regional seminars based on modules of the Executive Master in European Sport Governance (MESGO)

(i) Invitations are extended to presidents and general secretaries only.

(ii) UEFA covers the costs of experts and the seminar itself; the participants' travel must be covered by their respective national associations.

b) **UEFA Engage** – Workshops on on/off-pitch topics, together with consultancy services for national associations

(i) Topics:

- Organisational assessment; strategic planning
- Financial management
- Marketing
- Football law
- Safety and security/stewarding
- Philosophy of football development (from the grassroots to elite football)
- Youth academies (elite youth players)
- Training for grassroots coaches
- Competition systems/league formats

(ii) Participants must be professionals in the relevant fields. UEFA reserves the right to ensure that only participants with the required profile attend.

(iii) UEFA covers the costs of experts, the workshops themselves and follow-up activities; the participants' travel must be covered by their respective national associations.

c) **UEFA Promote** – Educational programmes for mid-level/senior executives and former international players

(i) UEFA grants scholarships to the most suitable representatives of the confederations to help them to participate in educational programmes such as the Executive Master in European Sport Governance (MESGO) for top managers and the UEFA Executive Master for International Players (MIP). Scholarships cover course fees; the participants' travel and accommodation must be covered by their respective national associations and/or confederations.

(ii) UEFA arranges for adapted versions of its educational programmes for middle management, such as the UEFA Certificate in Football Management (CFM), to be run by the confederations for participants from those confederations and their member associations. UEFA covers the costs of experts and the programme itself, as well as any follow-up activities; the participants' travel must be covered by their respective national associations and/or confederations.

d) **UEFA Mentor** – Provision of dedicated on-site mentors for general secretaries and technical directors for a maximum of 12 months, followed by remote monitoring and support:

(i) The national association must provide the CV, job description and employment contract of the person who is to be mentored.

(ii) UEFA covers all the mentor's costs, except for their accommodation and local transport, which must be paid for by the national association.

e) **UEFA Share** – Access to interactive knowledge-sharing platforms such as UEFA Play and UEFA's stadiums and security platform.

(i) Any confederation or national association can request access to these platforms.

(ii) Such platforms are also used to prepare for seminars as part of knowledge-sharing and follow-up activities. Confederations and national associations that are participating in educational and knowledge-sharing programmes must be active users of the relevant platform.

2. Development of youth football

Under-15/16 development tournaments – Organisation of tournaments on the relevant confederation's territory, involving three national teams from that confederation and one team from Europe or another confederation

(i) Host associations are given training on event planning and organisation.

(ii) Tournaments last six days.

(iii) Matchdays can be complemented with workshops on social development, nutrition and health and/or seminars for coaches/referees.

(iv) The confederation selects the host association and the participating teams, and must inform UEFA accordingly.

(v) UEFA covers the costs of experts for workshops and seminars and of flights to the tournament and other tournament costs for the four teams (up to a maximum of 18 players and 4 accompanying persons per team). Costs associated with any additional participants must be covered by their respective national associations. The training and tournament venues and local transport must be paid for by the host association.

3. Infrastructure

(i) UEFA supports feasible projects with immediate impact, such as the purchasing of minivans (grassroots transport), media equipment for stadiums, lighting, sports equipment (benches, goalposts, stands, etc.), fencing, turnstiles, portacabins for changing rooms, etc., pitch maintenance equipment and training, or the co-construction of artificial pitches.

(ii) A national association applying for infrastructure support must:

- present a business plan for its infrastructure project;
- provide all the relevant legal documents relating to ownership of the relevant land/property and its long-term use;
- guarantee that the infrastructure in question will be properly maintained.

(iii) UEFA may ask the national association to present three quotes (unless fewer than three providers are available) or run a proper tender process on UEFA's behalf and under UEFA's supervision.

(iv) UEFA covers most of the cost of purchasing and installing the infrastructure, with national associations required to contribute at least 25%. For the construction of artificial pitches, the national association is required to pay 50% of the costs.

4. UEFA member association support

(i) UEFA member associations are invited to propose their own cooperation programmes with a view to sharing knowledge and growing the game outside Europe.

(ii) Member associations organising projects can apply for funding for the following:

- Donations of material/equipment
- Social and training programmes
- International friendlies in key geographical areas
- Projects promoting the game of football

(iii) Member associations may select the national association(s) that they wish to support.

(iv) Each member association can apply for a maximum of \$40,000 a year for such projects.

VI. Approval mechanism for projects

In line with their own strategies, the confederations are invited to define priorities (maximum of three) for the development of football within their respective regions and invite their member associations to apply to carry out projects in selected areas.

Applications that are not linked to the priorities defined by the relevant confederation will not be considered.

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

- (i) complete the necessary application form (see the annexes to this document) and email it to its confederation, with UEFA in copy;
- (ii) provide details of its strategic plan and clearly show how its project is aligned with that strategy and the strategy of its confederation;
- (iii) agree to cover the requested share of the total 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) ensure that infrastructure projects are approved by its executive body;
- (vii) provide UEFA with all necessary information and supporting documents on request;
- (viii) designate a project manager responsible for implementing, monitoring and reporting on the project;
- (ix) comply with any further project-related obligations as defined by UEFA.

Confederations should review all applications and decide which it considers eligible and priorities for support under the UEFA ASSIST programme. Once those decisions have been made, the confederations should submit their chosen applications to UEFA. UEFA member associations are invited to submit their applications to UEFA directly. Confederations and UEFA member associations can submit applications twice a year – before 15 January and before 15 September.

UEFA reserves the right to:

- (i) request further information/documentation and/or impose additional requirements before giving its final approval to projects;
- (ii) provide assistance to associations whose project applications are not preselected by their respective confederations. In such cases, UEFA informs the confederations accordingly.

The UEFA administration reviews all applications submitted via the TIME platform and presents valid projects to the UEFA HatTrick Committee for approval.

The UEFA administration informs the relevant confederations of all project approvals.

VII. Implementation of projects

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

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 UEFA well in advance in the event of any inauguration ceremonies for infrastructure projects.

All project-related communication plans, advertising strategies and marketing campaigns must be sent to UEFA.

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 administration.

Confederations and national associations may also be required to provide the UEFA administration with periodic updates on technical, administrative and financial aspects of their projects.

Inspections are organised and managed by the UEFA administration 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 administration.

Any problems encountered during the implementation of projects must be reported to the UEFA administration 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 – UEFA may decide at any time to suspend or halt its contribution to the project concerned and take any other steps that it deems appropriate.



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