



UEFA Assist 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*.

Scope of the programme

UEFA Assist supports football development within and beyond Europe. Tapping into UEFA and its members' knowledge and expertise, the programme shares best practices with UEFA's sister confederations and their member associations. This helps to develop football and strengthen relationships through international networking and customised projects. The projects differ enormously, but each one responds to a specific and important need to develop football.

Objectives of the programme

- To share experience, expertise and knowledge to help UEFA's five sister confederations and their member associations develop and strengthen football in their respective territories.
- To respond to the needs of national associations and confederations around the world, while increasing solidarity and facilitating football development globally.
- To give back to national associations across the world who have contributed so much to enrich European football.

Pillars

The four pillars of UEFA Assist are as follows:



CAPACITY BUILDING

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



DEVELOPMENT OF YOUTH FOOTBALL

Opportunities for talented young players to gain experience, learn about different cultures and develop both on and off the pitch



INFRASTRUCTURE

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



UEFA MEMBER ASSOCIATION SUPPORT

Helping and encouraging UEFA member associations 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, in some cases, the accommodation and travel costs of the participants.

The main capacity building programmes on offer are outlined below. The conditions and requirements for their implementation are listed in the application form for pillar one projects. The below offering may be subject to change. Please therefore refer to the information in the application form, which contains the full list of projects available. On an exceptional basis, UEFA Assist may be able to offer tailor-made capacity building programmes that are not listed in the application form.

Operations

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.

Career Transition Programme (CTP)

A five-day workshop designed to help professional players, who are either at the end of their playing career or have just retired, to embark on new careers. Participants gain a better understanding of their existing skills, how these can be used both on and off the pitch, and the opportunities available.

Football

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 tournaments)

UEFA Assist can help to fund the costs of:

- development tournaments hosted on a UEFA sister confederation's territory, on condition that at least one UEFA member association selected by UEFA participates, and the travel and on-site costs of that member association are included in the tournament budget;
- national teams from UEFA sister confederations participating in development tournaments hosted by a UEFA member association.

Further guidelines, and full details of exactly what costs can be covered by UEFA Assist, are outlined in the application form for pillar two projects and the relevant tournament guidelines. The final decision on the total amount of funding provided by UEFA Assist is determined based on the funds available and the budget submitted by the national association applying.

Pillar 3 - Infrastructure

UEFA Assist can provide up to €43,000 per financial year 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.

A national association applying for support must:

- obtain three quotations (unless fewer than three suppliers are available) for the infrastructure in question and submit them with the application form, indicating the preferred supplier and why;
- guarantee in writing that the infrastructure in question will be properly maintained, and that there are no conflicts of interest between the member association applying for funding and the chosen supplier
- not make any purchases until the UEFA Assist Team has approved the infrastructure project and a corresponding quotation; and
- provide photographic evidence, invoices, legal documents relating to ownership etc., and submit a final report after the infrastructure has been purchased.

Further guidelines and information are outlined in the application form for pillar three projects.

Pillar 4 - UEFA member association support

UEFA member associations may apply for a maximum of €35,000 per financial year (1 July – 30 June) to help them create cooperation programmes with a member association of a UEFA sister confederation. This allows UEFA member associations to share their knowledge, build new partnerships with member 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

UEFA Assist is not able to fund projects that support non-governmental organisations. Only projects that support non-UEFA member associations can receive funding under this pillar.

It is not possible for a non-UEFA member to apply directly for funding under this pillar. The application must be submitted by a UEFA member association. Further guidelines and information are outlined in the application form for pillar four projects.

Approval mechanism for projects

UEFA's sister confederations are invited to distribute these Principles and the accompanying application forms to their member associations. The UEFA Assist Team shall distribute the aforementioned documents to the UEFA member associations and, if appropriate, to the member associations of UEFA's sister confederations.

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

- complete the necessary application form and email it to its confederation, with the UEFA Assist Team in copy (UEFA.Assist@uefa.ch);
- clearly demonstrate how the project in question will benefit football in the country concerned;
- agree in writing to cover the shortfall if the total amount of project costs are greater than the funding provided by UEFA Assist;
- apply good governance practices and ensure that there are no conflicts of interest;
- agree to pay all taxes, fees and customs expenses (such as customs clearance costs);
- provide UEFA with all necessary information and supporting documents;
- designate one contact person responsible for implementing, monitoring and reporting on the project and enter his/her contact details in the application form;
- comply with any further project-related obligations as defined by the UEFA Assist Team.

With the support of the UEFA Assist Team, UEFA's sister confederations shall review all applications, verify that all the required information has been submitted, and select which applications should be submitted for approval. The UEFA Assist Team reserves the right to submit applications for approval that have not been selected by a confederation.

UEFA member associations shall submit their applications to the UEFA Assist Team directly via the following email address: UEFA.Assist@uefa.ch.

UEFA Assist applications can be submitted twice a year. The UEFA Assist Team carries out a final review of all applications submitted and presents projects to the UEFA National Associations Committee for approval. The deadlines for submission are communicated to UEFA's member associations and sister confederations in due time.

Any applications which do not fulfil the requirements stipulated in these Principles and the relevant application form shall not be put forward for approval by the National Associations Committee. After projects are approved by the National Associations Committee, the UEFA Assist Team shall inform the confederations and UEFA member associations in writing.

Implementation of projects

Once a project has been approved by the National Associations Committee, the relevant confederation or national association can start implementing it in accordance with the agreed schedule.

Confederations and national associations whose projects are approved must submit status reports (if appropriate) and final reports and actively participate in agreed follow-up activities.

All projects must be completed and reimbursed by the end of the financial year for which funding was approved. The UEFA financial year runs from 1 July – 30 June. If a project is not completed and reimbursed before the end of the financial year in question, any remaining budget will be returned to the main UEFA Assist budget, and the national association must reapply for UEFA Assist funding, with no guarantee of the funding being approved.

If a national association fails to either begin a project, or inform the UEFA Assist team of the proposed timeline within three months of the approval date, the project will be cancelled.

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

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



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WE CARE ABOUT FOOTBALL
