



UEFA Assist Principles

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I. Introduction

The UEFA Assist programme was adopted by the UEFA Executive Committee on the basis of Article 2(2) of the UEFA Statutes. The basic framework of the programme was approved by the UEFA Executive Committee at its meeting on 9 December 2016.

The details of the programme's implementation are defined by the UEFA administration, and more specifically the UEFA National Associations International Relations Unit, in accordance with Article 39 (2)(a) and (d) of the UEFA Statutes.

II. General provisions

Article 1 Scope

The UEFA Assist programme contributes to the global development of football by sharing the experience and know-how of UEFA and its member associations outside Europe. It does this by funding a broad range of projects that are implemented in close collaboration with UEFA's five sister confederations as well as their regional associations and member associations.

Article 2 Definitions

For the purpose of these principles, the following definitions apply:

- a) **Assist Funding:** the financial support allocated by UEFA to:
 - i. the regional or member associations of UEFA's sister confederations;
 - ii. UEFA's sister confederations for support at confederation level; or
 - iii. UEFA's member associations to allow them to create their own projects to develop football with the member associations of UEFA's sister confederations.
- b) **Assist Project:** a football development programme or activity that qualifies for Assist Funding under one of the four Pillars.
- c) **Beneficiary:**
 - a. a regional or member association of UEFA's sister confederations that receives Assist Funding under Pillar 1, 2 or 3, or a UEFA member association that receives Assist Funding under Pillar 4, or
 - b. a UEFA sister confederation that receives Assist Funding under Pillar 1, 2 or 3.
- d) **National Associations Committee:** as further defined in Article 18 of the *UEFA Organisational Regulations*; responsible for approving and rejecting Assist Projects.
- e) **Pillar:** one of the four key areas of support into which Assist Projects are grouped.
- f) **Project Agreement:** the agreement between UEFA and a Beneficiary, detailing the terms and conditions of the financial support allocated to an Assist Project.
- g) **UEFA:** Union of European Football Associations.
- h) **UEFA Assist Team:** the staff members of the UEFA International Relations Unit who are responsible for ensuring that all Assist Projects are implemented in line with these principles. The UEFA Assist Team may in particular adopt any guidelines or other documents deemed necessary for this purpose.

Article 3 Objectives

The UEFA Assist programme was launched in 2017 to:

- a) share expertise and knowledge with UEFA's five sister confederations and their regional and member associations to support the development of football within their respective territories;

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- b) create opportunities for talented young players to widen their experience of different playing styles and cultures, and to grow both on and off the field;
 - c) strengthen ties between UEFA, its sister confederations and their regional and member associations.

Article 4 Beneficiary

Assist Funding is paid directly to a Beneficiary. In exceptional circumstances, it may be possible to pay Assist Funding to a third-party supplier and, in the case of Pillar 4 Assist Projects, to member associations of UEFA's sister confederations.

Article 5 Taxes, costs and expenses

- 5.1 Beneficiaries are responsible for paying any taxes, duties and other fees due as a result of receiving Assist Funding.
- 5.2 Beneficiaries bear all costs and expenses, including legal, professional, banking and exchange charges, incurred in connection with the preparation, execution and completion of their Assist Projects, and the costs of any documents, amendments, supplements or waivers associated with such Assist Projects.

Article 6 Information

In accordance with these principles, for each Assist Project, the Beneficiary concerned must provide the UEFA Assist Team with:

- a) regular status updates on the progress made and the specific use of the Assist Funding;
- b) any relevant information on the development of the Assist Project, such as any event that causes or may cause a delay or default in the development of the Assist Project and any steps being taken to remedy this situation;
- c) any other information related to the development and fulfilment of the Assist Project whenever requested by the UEFA Assist Team;
- d) a final detailed report, as defined by the UEFA Assist Team, at the end of the Assist Project with relevant information and requested attachments including photographs (if any).

Article 7 Inspections, audits and fraud prevention

- 7.1 A Beneficiary may only use Assist Funding for the purpose defined in the corresponding Project Agreement.
- 7.2 The UEFA Assist Team reserves the right to inspect all documents related to a specific Assist Project and to conduct site visits with competent local staff and authorities to verify that the said Assist Project has been implemented in line with these principles and the corresponding Project Agreement. If necessary, the UEFA Assist Team may appoint a Beneficiary's confederation and/or external auditors to conduct such inspections.
- 7.3 Beneficiaries must refrain from any act of fraud, corruption or other illegal activity in relation to Assist Projects and allocated Assist Funding and ensure that any such suspected or actual cases are duly investigated and dealt with. Any such cases must be reported to UEFA without delay.

Article 8 Project management

- 8.1 A Beneficiary must manage its Assist Project(s) in accordance with:
 - a) the provisions of these principles and the terms of the corresponding countersigned Project Agreement;

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- b) UEFA's no-tolerance approach to any act of corruption, or attempted corruption, in any shape or form and in any jurisdiction, even if such activities are tolerated or not subject to prosecution in the country in question;
 - c) all applicable laws, including those governing data privacy;
 - d) the standards laid down by international conventions such as the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention against Corruption.
- 8.2 A Beneficiary must also:
- a) establish appropriate procedures, such as bidding processes, to evaluate and select suppliers and subcontractors based on their commitments to social and environmental accountability;
 - b) assess and reduce the environmental impact of their Assist Project(s) and use resources responsibly, in order to achieve sustainable growth that respects the environment;
 - c) cooperate at all times with UEFA on the inspection and supervision of the use of Assist Funding.
- 8.3 For Pillar 4 Assist Projects only, the UEFA member association shall be responsible for providing the supported non-UEFA member association with a copy of these principles and for ensuring the latter's compliance with these principles.

III. Pillars and process

Article 9 Pillars

- 9.1 The four Pillars of the UEFA Assist programme are:
- a) **Pillar 1: Capacity building**
A series of education and knowledge-sharing programmes for UEFA's sister confederations as well as their regional and member associations.
 - b) **Pillar 2: Development of youth football**
Youth development tournaments for talented young players to gain experience, learn about different cultures and develop both on and off the pitch.
 - c) **Pillar 3: Infrastructure**
Small-scale infrastructure projects that provide immediate benefits. Each infrastructure project must be preceded by a capacity-building programme linked to the intended use of the infrastructure.
 - d) **Pillar 4: UEFA member association support**
Helping and encouraging UEFA member associations to collaborate on football development projects with member associations of UEFA's sister confederations.

The four Pillars are described in more detail in Annex B.

- 9.2 Assist Projects are customised to suit the individual needs of the Beneficiary concerned whenever possible.

Article 10 Application procedure

UEFA Assist applications submitted by a Beneficiary are subject to the procedural rules laid down in Annex A.

Article 11 Allocation and payment provisions

- 11.1 UEFA will only pay out Assist Funding if the necessary conditions and requirements are met and observed.

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- 11.2 With the exception of specific Assist Projects, all costs must be covered by a Beneficiary and then reimbursed by UEFA Assist. In exceptional circumstances, it may be possible to make an advance payment.
 - 11.3 Assist Funding is paid out only on the condition that the Beneficiary adheres to the provisions of these principles and the countersigned Project Agreement.
 - 11.4 Assist Funding may only be used for the purpose defined in the corresponding application form and countersigned Project Agreement. In the case of any non-compliance with the Assist Project specifications as set out in the aforementioned documents, the UEFA administration may decide to suspend or cancel the reimbursement of incurred costs, total or partial, reallocate Assist Funding to another Assist Project, terminate any countersigned Project Agreement concluded with the Beneficiary concerned and/or take any other appropriate measures.
 - 11.5 When applying for Assist Funding, the applicant must submit a budget in line with the requirements outlined in the corresponding application forms.
 - 11.6 A Beneficiary is responsible for all Assist Project-related invoicing and bookkeeping.
 - 11.7 UEFA bears no liability for how Assist Funding is used by a Beneficiary.
 - 11.8 The UEFA Assist Team reserves the right to check or monitor any document related to a given Assist Project at any time.

IV. Final provisions

Article 12 Implementation of these principles

- 12.1 The UEFA Assist Team is responsible for ensuring that all Assist Projects are implemented in line with these principles.
- 12.2 For this purpose, the UEFA Assist Team may, in particular:
 - a) monitor the use of the sums allocated under these principles;
 - b) request financial documentation related to Assist Projects;
 - c) ask for progress and status updates on Assist Projects;
 - d) ask for a financial audit by an independent auditor appointed by the UEFA administration and paid for by the regional or member association concerned.

Article 13 Breach of these principles

- 13.1 In the case of any breach of these principles, in particular fraud or corruption, the UEFA administration may decide at any time to suspend, cancel reimbursements of incurred costs, ask for reimbursement of advance payments, terminate any countersigned Project Agreement concluded with the Beneficiary concerned, exclude the Beneficiary from future applications for an indefinite amount of time and/or take any other appropriate measures.
- 13.2 A Beneficiary must pay UEFA any interest, costs and expenses, including legal fees, incurred by UEFA as a result of any breach of these principles.

Article 14 Annexes

All annexes form an integral part of these principles.

Article 15 Authoritative version

If there is any discrepancy in the interpretation of the English, French, German or Spanish versions of these principles, the English version shall prevail.

Annex A – Procedural rules

1. Application procedure

1.1 Application form

- There are four different application forms corresponding to the four different Pillars of the UEFA Assist programme.
- To be eligible for Assist Funding, the corresponding application form must be completed in full and all requested information and documentation provided by the application deadline set by the UEFA Assist Team.
- Application forms must be emailed to the Beneficiary's confederation, with the UEFA Assist Team in copy (UEFA.Assist@uefa.ch).
- With the support of the UEFA Assist Team, UEFA's sister confederations shall review all applications submitted by their respective regional and member associations, verify that all the required information has been submitted and select which applications should be forwarded for approval by the National Associations Committee.
- UEFA member associations shall submit their applications to the UEFA Assist Team directly.
- Application forms must clearly demonstrate how the project in question will benefit football in the Beneficiary's country or region.
- Pillar 3 application forms must include the Beneficiary's written agreement to cover any shortfall if the total amount of the project costs is greater than the Assist Funding available, and to comply with any further project-related obligations as defined by the UEFA Assist Team.
- Application forms must designate a contact person responsible for implementation, monitoring and reporting.
- The UEFA administration reserves the right to forward applications for approval by the National Associations Committee that have not been selected by the applicant association's own confederation.

1.2 Application period

Applications for Assist Funding can be submitted once a year. The deadlines for submission are communicated to the UEFA member associations and UEFA's sister confederations in due time.

2. Approval procedure

- Once the application procedure has been completed, the UEFA Assist Team will examine the applications and forward them with recommendations to the National Associations Committee for approval. The National Associations Committee has full discretion to approve or reject applications and to ask for additional documentation if needed. It may also impose conditions on implementation.
- Once an Assist Project has been approved, UEFA informs the relevant confederation or UEFA member association in writing. A Project Agreement between UEFA and the Beneficiary is drawn up to determine the details of the Assist Project, its implementation and the payment mechanism for the agreed Assist Funding.
- Any applications which do not fulfil the requirements of these principles and the relevant application forms shall not be put forward for approval by the National Associations Committee.

3. Implementation and monitoring procedure

- Once an Assist Project has been approved by the National Associations Committee, the General Secretary of the relevant Beneficiary must sign a Project Agreement before the project can begin in accordance with the agreed schedule.
- The implementation phase is carried out under the supervision of the UEFA Assist Team. This phase requires the Beneficiary to submit:
 - i. periodic updates on the technical, administrative and financial aspects of the Assist Project, to be submitted to the UEFA Assist Team by the Beneficiary at its own initiative or UEFA's request;
 - ii. a final report on the whole implementation process and the completion of all technical, administrative and financial aspects of the Project.
- Any difficulty or issue arising during the implementation of an Assist Project must be reported immediately, in writing, to the UEFA Assist Team.
- All Assist Projects must be completed by the end of the financial year for which Assist Funding is granted. The UEFA financial year runs from 1 July to 30 June. If an Assist Project is not completed before the end of the financial year in question, any remaining budget will be returned to the main UEFA budget, and the Beneficiary must reapply for Assist Funding, with no guarantee of the application being approved.
- If a Beneficiary fails to either begin an Assist Project or inform the UEFA Assist Team of the proposed timeline within three months of the approval date, or fails to respond to status requests within three months of the first request, the Assist Project may be cancelled.
- The UEFA Assist Team reports on the implementation of Assist Projects to the confederations on a regular basis. In the event that a Beneficiary fails to meet its obligations in any way – including any non-observance of the agreed schedule, and particularly in the event of fraud or corruption – the UEFA administration may decide at any time to suspend or stop the Assist Funding for the Project concerned and take any other steps that it deems appropriate.

4. Communication

- The Beneficiary must inform the UEFA Assist Team of any events linked to an Assist Project one month in advance, such as inauguration and launch ceremonies, etc.
- All Assist Project-related communication plans, advertising strategies and marketing campaigns must be sent to the UEFA Assist Team via email for prior approval.
- The use of UEFA Assist programme logos and any other UEFA marks or intellectual property rights by a Beneficiary or any third party involved in an Assist Project is subject to the UEFA Assist Team's approval.
- Wherever possible and with the UEFA Assist Team's prior written approval, UEFA Assist branding shall be used to promote the collaboration between UEFA Assist, the sister confederation in question and the Beneficiary. The UEFA Assist Team will liaise with each Beneficiary to ensure the correct branding is used.

Annex B – Pillars and Assist Projects

1. 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, workshops 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 corresponding application form. The offer below may be subject to change. Please refer to the application form itself for the most up-to-date and complete list of capacity-building programmes available. On an exceptional basis, UEFA Assist may be able to support customised capacity-building programmes that are not listed in the application form.

1.1 Operations

Senior Team Executive Programme (STEP)

A regional workshop that benefits senior management staff working in a football organisation, improving their ability to succeed in their role. All participants receive the UEFA Toolbox in Football Management, an invaluable resource containing practical tools that will improve the performance of their respective organisations.

Leadership Retreat

A programme designed specifically for presidents, executive committee members and general secretaries, focusing on good governance, strategic planning and defining clear roles and responsibilities in order to deliver effective change.

Commercial, Marketing and Communications

Workshops to build the capacity of a national or regional association, covering topics such as sponsorship, brand marketing, digital and social media communications and income-generating activities.

League Development Programme

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

UEFA Assist Career Transition Programme (UEFA Assist CTP)

A regional 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.

B.1.2 Football

Football for Women

A comprehensive range of workshops that showcase how to implement effective governance structures to grow women's football and increase awareness and participation. The workshops also demonstrate how to successfully professionalise, commercialise, promote and market women's football and women in football.

Technical Development Programme

A series of workshops that analyse the existing situation within a regional or national association before providing practical assistance and mentoring in line with the association's strategic goals and needs.

2. Pillar 2 – Development of youth football

UEFA Assist can help fund the costs of:

- development tournaments hosted in the territory of one of UEFA's sister confederations, 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's sister confederations participating in development tournaments hosted by a UEFA member association.

The participating national teams from UEFA's sister confederations shall be selected and coordinated jointly by the respective confederations, their regional associations and the UEFA administration. The participating UEFA member associations shall be selected and coordinated by the UEFA administration.

3. Pillar 3 – Infrastructure

UEFA Assist can provide up to €40,000 per financial year to support small-scale infrastructure projects that have an immediate impact. Applicants must have already completed a specific capacity-building programme linked to the intended use of the infrastructure.

The following combinations are possible:

- Commercial, Marketing and Communications programme, followed by Assist Funding for media and broadcast equipment
- Technical Development Programme followed by Assist Funding for a minivan for grassroots football
- Pitch maintenance workshops followed by Assist Funding for pitch maintenance equipment
- Bespoke support, if justified by the applicant and approved by the National Associations Committee

In order to benefit from this support, a national or regional association or confederation must:

- apply for and complete one of the aforementioned capacity-building programmes;
- in the following financial year, apply for the corresponding infrastructure funding, obtain three quotations (unless fewer than three suppliers are available) and submit these with the application form, indicating which is 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 regional or national association applying for Assist Funding and the chosen supplier;
- not make any purchases until the National Associations Committee has approved the project and the UEFA Assist Team has confirmed which supplier can be used; 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 corresponding application form.

4. 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 another confederation. This allows UEFA member associations to share their knowledge, build new partnerships with member associations of UEFA's sister confederations and grow the game of football outside Europe.

Such programmes may involve:

- donations of material/equipment;
- social and training programmes;
- international development friendly matches (not A-team friendlies) in key geographical areas;
- projects promoting the game of football.

UEFA Assist is not able to fund projects that support NGOs. Only projects that support member associations of UEFA's sister confederations are eligible for Assist Funding under this Pillar.

It is not possible for a member association of a confederation other than UEFA to apply directly for Assist Funding under this Pillar. Applications must be submitted by UEFA member associations. Further guidelines and information are provided in the corresponding application form.



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