



UEFA Football and Social Responsibility Report

2013/14



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At a glance

The UEFA Football and Social Responsibility Report examines social responsibility in football and how it can serve as a tool for sustainable development. The report measures performance each year with a view to fostering progress.

The report describes the activities of the football and social responsibility (FSR) unit and other UEFA units from 1 July 2013 until 30 June 2014.

The chapters are structured by UEFA FSR strategic themes and split into sections for each UEFA FSR partner.

Diversity



The **FARE network** adopted a multi-focus approach to combat all forms of discrimination in football and use the sport as a catalyst for social change.



The football associations of Bosnia and Herzegovina, Croatia, Serbia and Montenegro cooperated together with **FairPlay-VIDC** (Vienna Institute for International Dialogue and Cooperation) and **BAAP** (Balkan Alpe Adria Project) to promote intercultural dialogue, anti-discrimination and social inclusion.



The **Irish Football Association's** community relations department smoothly implemented a host of widely acclaimed diversity projects.



The **Football Association of Ireland** demonstrated how it viewed the country's changing demographics as an opportunity to develop relationships between clubs and communities.

The **Football Federation of FYR Macedonia** launched its 100% Football campaign, an expression of its strategy to promote diversity in its stadiums.

The **Malta Football Association** combined hosting the 2014 UEFA European Under-17 Championship final tournament with demonstrations of football's contribution to society.

Now in its 12th year, the **Israel Football Association's** Kick It Out project, together with the New Israel Fund, carried out a host of activities with the aim of promoting Jewish-Arab coexistence.

Inclusion

Futsal grew in popularity among Europe's deaf footballers, with seven countries bidding to host the **European Deaf Sport Organisation (EDSO)** European Deaf Futsal Championships.

With some 24 European countries now implementing blind football programmes, the **International Blind Sports Federation (IBSA)** looked to new horizons in emerging countries.

The **Cerebral Palsy International Sports and Recreation Association (CPISRA)** laid the foundations for a new cerebral palsy football federation to increase the quality and quantity of Cerebral Palsy (CP) Football.

Special Olympics Europe/Eurasia (SOEE) continued to promote the new concept of Unified Football, organising tournaments, providing workshops for coaches and funding development projects.

With seven additional member countries joining since 2008, the **European Powerchair Football Association (EPFA)** organised its first ever European championships, held in Ireland over four days.

The successful legacy work of the **Centre for Access to Football in Europe (CAFE)**, conveying the message of equal access and diversity to football fans in Poland and Ukraine, continued under the Total Football – Total Access campaign banner.

The **Homeless World Cup Foundation (HWCF)** held the 11th Homeless World Cup tournament in Poland and focused on strengthening its iPass partner programme.



Environment



The partnership between Climate Friendly and UEFA entered its fifth year, with the Mustang wind project supplying renewable energy to thousands of local households and promoting regional social and environmental sustainability.

The **World Wide Fund for Nature (WWF)** concluded its Seize Your Power campaign. The outcome of the global initiative on climate and renewable energy was highly satisfactory and longer-term results are still to come through. The WWF influenced the investment and divestment decisions of major financial institutions and governments.

Health



The **World Heart Federation (WHF)** promoted a three-pronged approach to building bridges between children, health and sport. The federation developed a new campaign to raise awareness of physical activity and increase young people's access to sport. The WHF Eat for Goals initiative was revitalised by the introduction of a new app and the partnership with Healthy Stadia was reinforced to focus on tobacco control.

Peace and reconciliation



Now in its 16th year of operation, the **Cross Cultures Project Association (CCPA)** made progress with its reconciliation programme in post-conflict areas. Over 25,000 children participated in 136 five-day Open Fun Football Schools, organised to strengthen the engagement of civil society.

The Master of your Emotions project promoted by **Education 4 Peace (E4P)** gained an extra dimension with the publication of a book in paperback and digital versions.

Solidarity

Nearly 95,000 Afghans benefited from physiotherapy and prosthetic/orthotic devices offered by the **International Committee of the Red Cross (ICRC)**.

Sportanddev.org continued to provide the latest news across all areas of sport and development and offered users of the platform a variety of resources.

UEFA offered support to three member associations in distress following natural disasters during the year.

The **United Nations Office on Sport for Development and Peace (UNOSDP)**, recipient of the 2010 Monaco Award, continued to support sport for development and assist peace-building projects that address international humanitarian goals.

The **Johan Cruyff Foundation** used the Monaco Award as a springboard to widen the scope of its activities to invest in communities in Europe over the next four years.

Sport and Citizenship organised a panel discussion at the European Parliament in Strasbourg on 'Social integration through football: which opportunities for the Roma populations?'

In **Les Autres Stars du Football (The Other Stars of Football)** project, a photographer visited a shanty town in Kenya to capture the transforming effects of a sport and development project run by **MYSA (Mathare Youth Sports Association)**.

The **Association of Football Federations of Azerbaijan (AFFA)** organised an international football volunteering forum to share good practice at both local and international levels.



Fan dialogue



Football Supporters Europe (FSE) organised the 6th European Football Fans' Congress as part of continuing efforts to promote networking and information exchange among European fans. The FSE Fans' Guide app, with information sourced from fan clubs, cities and stadiums, proved to be a valuable resource.

Supporters Direct Europe (SD Europe) worked with various stakeholders across Europe as part of its mission to improve both the governance and social function of sport. The introduction of the SLO requirement, a milestone in club-supporter relations, led to workshops, held together with UEFA and its member associations, in four European countries.

Football First: UEFA We Care

Cerchio Azzurro was set up by former professional footballer Giuseppe Dossena to support and protect athletes facing challenges in their lives after professional sport.

David Bernstein, the former chairman of The FA in England, proposed support to the **Equalizer** project to promote coexistence among Jewish and Arab children in Israel.

The chief executive of the Football Association of Ireland, John Delaney, proposed support to the **John Giles Foundation** which, in turn, supported the **Myasthenia Gravis Association** and individuals with muscle-weakening conditions.

The president of the Austrian Football Association, Leo Windtner, proposed support to the **ACAKORO Football Academy**, a social and physical development project based in a shanty town in Nairobi, Kenya.

Support for the **Mihai Neşu Foundation** was suspended due to the state of health of the former professional footballer after whom the foundation is named. However, Mihai Neşu has been given the option to resume activities with UEFA support in the future.



Inside UEFA

The boundaries were widened this year – as a result of feedback from FSR partners on the first report – to include key internal governance information on human resources, energy and water consumption, discipline and integrity, anti-doping and empowerment.



FSR partner feedback

Feedback is provided from the UEFA FSR partner workshop, held to exchange information and critically analyse last year's reporting process.

FSR partner list

A full list of the organisations that UEFA supported during the 2013/14 season can be found, with contact details, at the end of the report.



Message from Peter Gilliéron



The 2013/14 season was yet another period full of activity. There was real enthusiasm to drive forward the process of managing the economic, social and environmental impacts of European football, thereby contributing to sustainable development in society.

Some €5m was invested in UEFA's football and social responsibility (FSR) partnership portfolio during the 2013/14 season. Partner organisations benefited from financial, in-kind and media support as well as the transfer of knowledge. There were also indirect beneficiaries who attended conferences and workshops organised by UEFA and its partners.

The outcome of the investment is presented in this report, the second of its kind. This year, as a result of stakeholder feedback, the report has been extended to include UEFA's social responsibility key performance indicators (KPIs).

We have also looked to build on our inaugural report by seeking to include the KPIs of our partners. The intention is to establish benchmarks in the report that will enable all those involved to measure performance against objectives year on year.

In our effort to promote sustainable development in all aspects of the game, we worked in partnership with several stakeholders on our priority themes. These include environmental protection and the promotion of diversity in our societies, which dovetails with UEFA's fight against racism and discrimination.

As I write this message, the 2014/15 season is well under way and our partners are on schedule to meet their goals. I expect the next report to highlight two significant Diversity conferences, organised to encourage football leaders, coaches, players and fans to work together to counter all forms of discrimination, a magnificent Homeless World Cup held in Chile in October 2014, and growth in grassroots participation figures across our Football for All Abilities portfolio, and much more.

UEFA displayed its commitment in other fields last season by tying in its efforts with those of CAFE, the Centre for Access to Football in Europe, a partner organisation involved in strategic football and social responsibility projects. Demonstrating our shared objective of ensuring that increasing numbers of disabled fans enjoy a full match experience, CAFE contributed to the legacy of the UEFA EURO 2012 tournament by hosting campaign activities, providing training for football clubs and stadium staff and launching audio-descriptive commentary services on matchdays.

Another of UEFA's longstanding FSR partners, the Cross Cultures Project Association (CCPA), continued with its well-established Open Fun

Football Schools project last season, a flagship scheme that has certainly made an impact. This initiative has reached out to more than 340,000 participants since its inception in 1998 and continues to make great strides in contributing to peaceful coexistence, tolerance, social integration and gender equality in post-conflict areas.

UEFA also continued its successful cooperation with another partner, the World Heart Federation (WHF) which, together with Healthy Stadia, made improved cardiovascular health their common goal. The no-smoking policy introduced at club competition finals in 2014 had health benefits for fans and those working at the match by lowering exposure to second-hand smoke, thus serving as a good example for all sports events.

I would like to end with a pertinent quote by Johan Cruyff. The Cruyff Foundation received €1m for the 2013 Monaco Award. These funds have been directed to promoting the influence of football in achieving social development goals. "It's like everything in football – and life. You need to look, you need to think, you need to move, you need to find space, you need to help others. It's very simple in the end."¹

P. Gilliéron

Peter Gilliéron, Chairman of the Fair Play and Social Responsibility Committee

¹ <http://www.theguardian.com/football/2014/sep/12/johan-cruyff-louis-van-gaal-manchester-united>

About the report

Background

This is UEFA's second annual FSR report. It follows and builds on last year's inaugural report, which was well received by its intended audience.

The impetus to continue these annual reports stems, on the one hand, from the responsibility to communicate how football can serve as a tool for development and also to gather feedback on potential improvements. On the other hand, it presents an opportunity to steadily develop a concise reporting framework such that UEFA and its social responsibility partners can measure and demonstrate their impact each year.

Scope

This season's report goes beyond the scope of the previous publication by reporting on the FSR activities that took place during the 2013/14 season from 1 July 2013 until 30 June 2014 as well as providing information on internal governance.

Readers seeking a wider scope of information are directed to UEFA.org, where they can find other relevant reports. These, to varying extents, cover the impact of other business functions, such as club licensing and financial fair play, as well as the effects of UEFA competitions, which together make up the organisation's full impact on society.

Structure

In 2011, before the beginning of UEFA's five-year partnership cycle, UEFA commissioned an external study to evaluate its FSR strategy. This study provided a critical analysis of the societal issues that UEFA focuses on and the portfolio of expert organisations that it engages with to tackle these issues.

This report is structured on the basis of the conclusions of the study. The chapters are organised by strategic theme, namely the social responsibility issues that UEFA is focusing on during the five-year cycle: diversity, inclusion, environment, health, peace and reconciliation, solidarity (a group of charitable projects), fan dialogue and Football First: UEFA We Care (support for social projects linked to figures from within the game).

The chapters are divided into sections – one for each of the partners that make up UEFA's FSR portfolio. These partners are distinguished according to whether they are core partners receiving a

minimum annual contribution of €200,000, or associate partners receiving a maximum annual contribution of €150,000. Partner information can be found at the end of this report and at www.uefa.org.

Portfolio partners were given the opportunity to include key performance indicators (KPIs).

The KPIs are generally represented under the headings below. FSR partners were asked to include figures from the 2013/14 season, as well as the previous season, in order to track performance over time. They were also requested to convey their plan for the following season's figures and estimate a target figure for the final season of the five-year partnership cycle (2016/17).

The intention behind this extension of the reporting format is to set down benchmarks and targets in the report that will enable everyone involved to measure performance against objectives year on year.

Objective	Indicator	Performance		Plan 2014/15	Target 2016/17
		2012/13	2013/14		
Explanation of objective	Explanation of indicator				

FSR partners

After the publication of last season's report, UEFA's FSR partners were invited to UEFA headquarters for a social responsibility workshop. The report was critically analysed at the meeting in Nyon, with suggestions taken on board for the present report and future editions.

The gathering of representatives from 18 organisations resulted in fruitful discussions – synergies among partners were identified and potential solutions and recommendations on a variety of issues were put forward. FSR partner feedback from the workshop can be found at the end of this report.

FSR partner representatives at the UEFA workshop in Nyon



Inside UEFA

This report is one of the mechanisms through which UEFA communicates with its many stakeholders. An ongoing drive to improve communications in order to meet expectations, together with specific feedback on last year's report calling for UEFA to give details of internal performance, has led to the publication of key internal figures.

Energy and water consumption

Operations at UEFA have a direct impact on the environment. In an effort to prevent unnecessary - and reduce overall - energy consumption, UEFA has measures in place across all employee locations, which allow it to benchmark annually and address any anomalies. The table below offers a breakdown by location and provides totals across all locations for cold water, gas and electricity consumption.

Location/ Measure	La Clairière	HQ	Colovray sports centre	Bois-Bougy	Total
Cold water (m3)	7,116	3,119	6,184	838	17,257
Gas (m3)	n/a	6,602	58,299	n/a	64,901
Electricity (kWh)	1,235,174	1,653,690	305,326	522,035	3,716,225

Human resources

UEFA has 456 people working on the administration of European football. It ensures that ample investment is made in the training, development, and well-being of these employees, at all levels of the organisation.

The following tables and chart offer an indication of the employee split according to key indicators.

Employment contract by gender

	Male	Female	Total
Fixed-term contract	21	20	41
Open-ended contract	274	141	415
Total number of employees	295	161	456

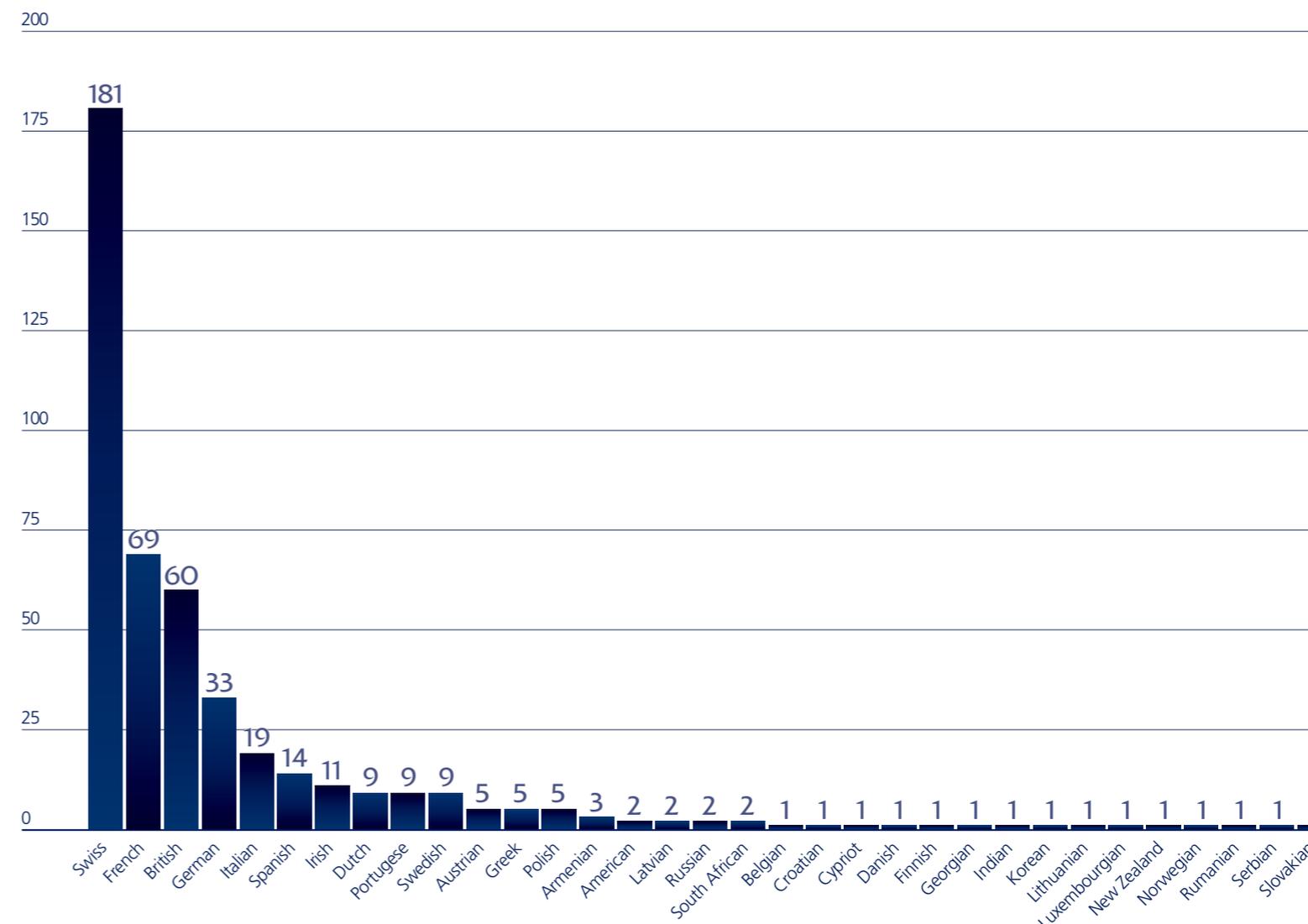
Employment type by gender

	Male	Female	Total
Full-time	289	123	412
Part-time	6	38	44
Total number of employees	295	161	456

Employee hires during 2013/14 by age group and gender

	Under 30	30 - 50	Over 50	Total
Female	12	13		25
Male	18	25	2	45
Total	30	38	2	70

Total employees by nationality



Inside UEFA

UEFA's investment into programmes to upgrade employee skills and provide its employees with transition assistance to facilitate continued employability and the management of career endings resulting from retirement or termination of employment during the 2013/2014 season extends to the following:

Training	Employees involved	Objective/Details
Annual Appraisal Activity	456 (all)	Employee appraisal through an internal performance review process
Management training	12	Train managers to use technical tools and to practise exercises that will build management capabilities
Project management training	20	Provide employees with tools and methods for managing projects, setting priorities and performing tasks accordingly
Problem solving and decision-making	18	Provide employees with practical tools enabling them to be more efficient in their decision-making
Negotiation	11	Improve employees' business relationships through negotiations using specific attitudes and skills
Football First sessions	n/a	Sessions were held once a month for all staff to increase their knowledge of the organisation and maximise their football-related experience through different conferences, practical training and e-learning
Individual training	30+	Specific training provided according to individuals' personal development needs
Senior management training	n/a	Assessment and individual development plans assigned to employees with senior management potential
Personality tests	11	Aimed at developing employees in their specific roles
Coaching sessions	15	Sessions focussed on coaching employees on particular tasks
Skills assessments and outplacement programmes	8	Aimed at developing employees skills
Retirement training	3	Training to prepare employees for the transition into retirement

UEFA takes the well-being of its employees very seriously, and has introduced a number of initiatives aimed at promoting a sound mind in a sound body – mens sana in corpore sano.

- In January 2014 UEFA invested CHF70,000 in a new initiative called 'I Care About My Health.' It invites employees to participate in a range of activities that address physical, emotional, and psychological well-being. The focus of the initiative is to improve employees' performance levels and well-being by taking the time to reflect and work on themselves.
- UEFA adds CHF500 to each employee's wage packet in July to be used for 'sport purposes'. While it does not try to enforce this, UEFA encourages employees to ring-fence this amount for their various sports endeavours.
- Throughout the month of June, UEFA encouraged its employees to 'Sport to Work.' UEFA agreed to pledge CHF5 to the European Leukodystrophies Association (ELA), a charity supporting those suffering from leukodystrophy, for every 4km its employees 'sported' (walking, jogging, cycling, or even swimming) to work. In addition to a €5,000 contribution to the ELA, UEFA rewarded those employees who covered the furthest distance each week with breakfasts and healthy snacks, with three winners at the end of the month receiving sports vouchers.

Discipline and integrity

UEFA and the European Union's law enforcement agency, Europol, signed a memorandum of understanding during the year under review, with the objective of reinforcing the fight against match-fixing in European football. The scope of the agreement included the mutual provision of expertise and continuous consultation in the areas of match-fixing in football and associated organised crime, as well as the exchange of information and know-how related to those areas.

The systems in place at UEFA to fight against the manipulation and corruption of matches include the monitoring of matches, education programmes and the investigation, and if appropriate subsequent sanctioning, of players, match officials and clubs.

The following groups of stakeholders have attended workshops on the fight against corruption and the manipulation of matches.

200 suspicious matches were identified by the UEFA monitoring system, the betting fraud detection system (BFDS).

54 UEFA member associations (all) have appointed integrity officers whose role it is to ensure that UEFA's anti-corruption policies and procedures are implemented at domestic level.

2,200 U17 and U19 players from various men's and women's teams while representing their countries at UEFA competitions (qualifying rounds and final tournaments).

204 male and female referees from various countries attending Centre of Refereeing Excellence (UEFA CORE) courses.

320 coaches from various countries taking part in student exchanges.

Inside UEFA

Anti-doping

Despite a historically low prevalence of anti-doping rule violations in international football, keeping doping out of European football remains one of UEFA's key goals in protecting the integrity of its competitions. UEFA has always been at the forefront of anti-doping in football; among other pioneering initiatives it was one of the first organisations to conduct blood controls, at the UEFA EURO 2008 final tournament.

The following numbers present an overview of activities during the 2013/14 season.

900
young players (U17, U19, WU17, WU19, Youth League) and their team staff attending anti-doping education presentations as part of the UEFA anti-doping education programme.

720
European teams receiving anti-doping education and information kits, containing anti-doping leaflets, guides to doping control procedures, the UEFA Anti-Doping Regulations, the WADA Prohibited List, guides to therapeutic use exemptions (TUEs) and the UEFA Medical Regulations.

22,250
anti-doping leaflets (available in 7 languages) sent to players of the national teams (men's, women's, youth, futsal) of all 54 member associations and clubs participating in UEFA competitions.

2,198
test samples (blood and urine) collected across all competitions.

1
confirmed anti-doping rule violation.²

² Violation: cocaine usage; futsal player suspended for 18 months.

Empowerment

Football suffers from a dearth of women in administrative and senior roles. Figures show that only 30% of national association staff members are female, 20% of whom are employed at managerial level or above.

The first UEFA Women in Football Leadership Programme (WFLP) seminar was held in April 2014 following calls for a development programme for female leaders at a workshop held in connection with UEFA Women's EURO 2013.

The objective of the WFLP is to get more women into decision-making positions in football organisations. UEFA intends to use the programme to accelerate the process by which women step up to these roles by providing them with appropriate tools and knowledge.

The WFLP is open to national association staff members and elected officials. A few additional places are allocated to selected UEFA staff members as well as European football stakeholders and other confederations.

The programme comprises two main elements:

- an intensive training week during which lecturers and coaches from a renowned business school play an important role in raising the self-confidence of the participants, allowing them to see their value and potential for acquiring decision-making roles;
- a long-term personal development plan, which includes a one-year mentoring scheme involving high-profile male and female executives in the game.

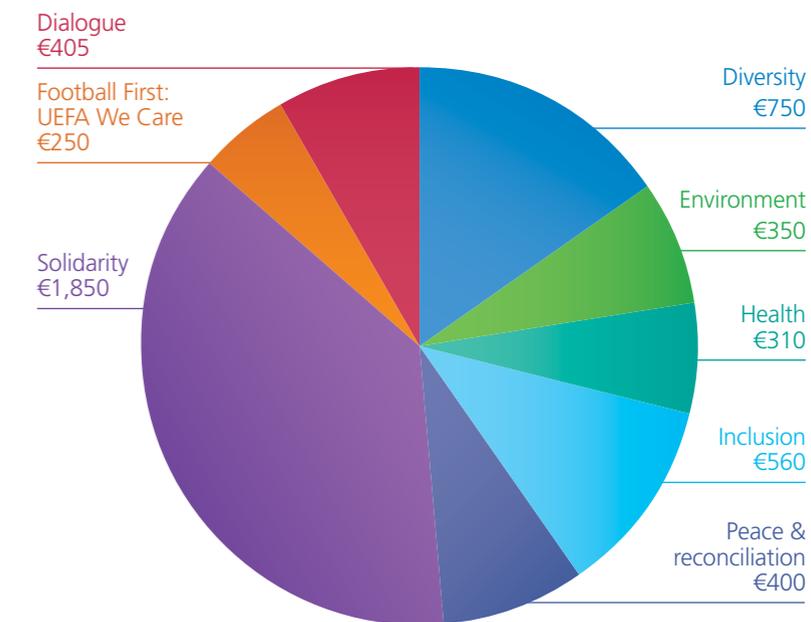
Participants in the first WFLP seminar, held in April 2014

“Times are indeed changing. There is a great need to reach a more balanced representation of women in key positions of coaching and leadership in sports governing bodies. Football organisations should encourage and facilitate this trend, and there can be no excuse today for excluding women.”

Androulla Vassiliou,
European Commissioner for Education, Culture, Multilingualism, Sport, Media and Youth 2010–14



FSR budget allocation by theme 2013/14 (€000s)

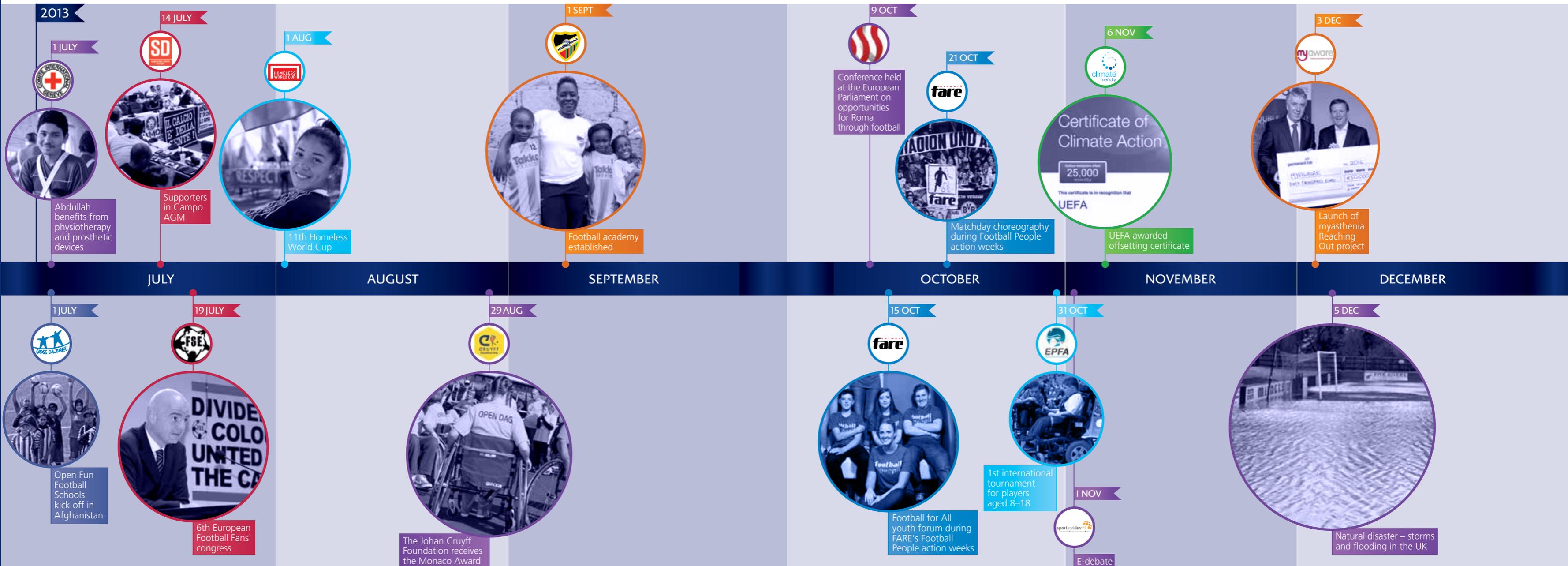


Points to note:

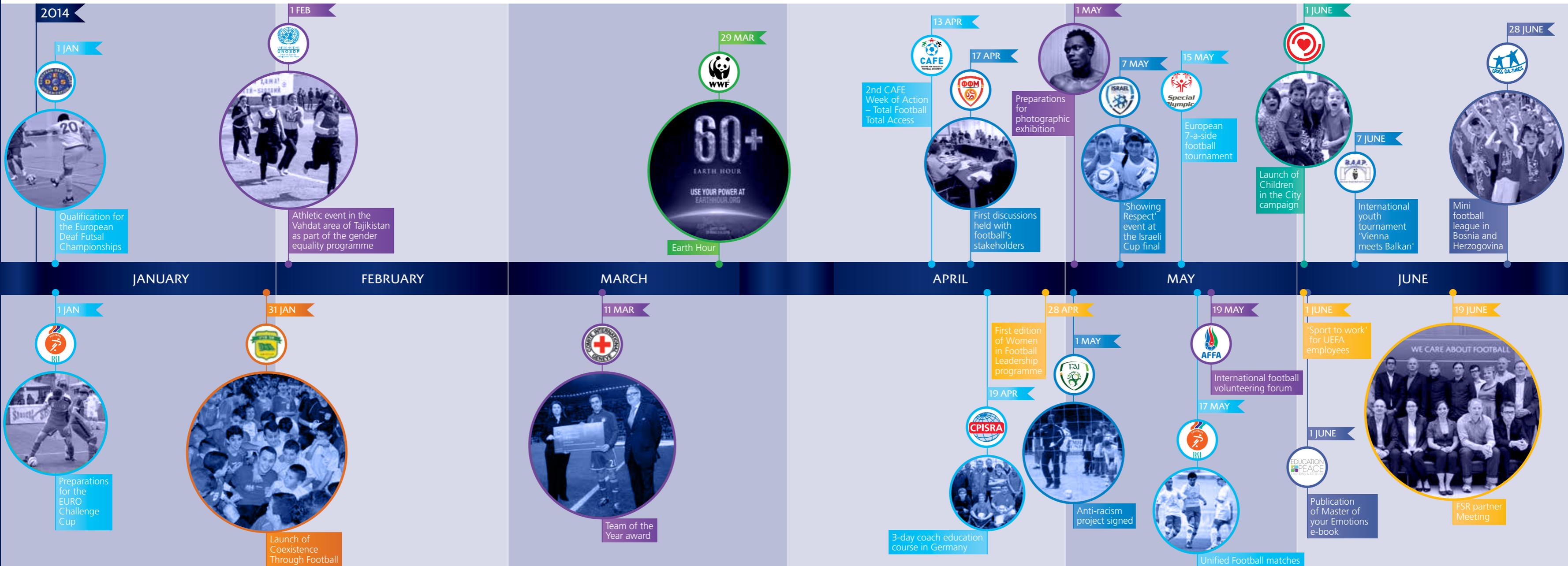
- The €1m Monaco Award is included under solidarity.
- Although included here, €375,000 of the dialogue allocation came from UEFA's institutional supporters budget.
- The usual FSR budget of €5m was reduced by €500,000 due to the Diversity Conference being postponed until 2014/15 and that amount being carried forward to that year's budget.

UEFA FSR partner activity timeline 2013/14

The timeline illustrates representative activities undertaken by UEFA and each of the FSR partner organisations it supported during the 2013/14 season.



UEFA FSR partner activity timeline 2013/14





Diversity

- The FARE network adopted a multifocal approach to combat all forms of discrimination in football and use the sport as a catalyst for social change.
- The Irish Football Association's community relations department smoothly implemented a host of widely acclaimed diversity projects.
- The Football Federation of FYR Macedonia launched its 100% Football campaign, an expression of its strategy to promote diversity in its stadiums.
- Now in its 12th year, the Israel Football Association's Kick It Out project, together with the New Israel Fund, carried out a host of activities with the aim of promoting Jewish-Arab coexistence.
- The football associations of Bosnia and Herzegovina, Croatia, Serbia and Montenegro cooperated together with FairPlay-VIDC (Vienna Institute for International Dialogue and Cooperation) and BAAP (Balkan Alpe Adria Project) to promote intercultural dialogue, anti-discrimination and social inclusion.
- The Football Association of Ireland demonstrated how it viewed the country's changing demographics as an opportunity to develop relationships between clubs and communities.
- The Malta Football Association combined hosting the 2014 UEFA European Under-17 Championship final tournament with demonstrations of football's contribution to society.

FARE network



The FARE network is an umbrella organisation that brings together NGOs, informal groups, individuals and organisations to combat all forms of discrimination in football – including racism, far-right nationalism, sexism, trans- and homophobia and discrimination against disabled people – and to use the sport as a means of social change.

The FARE work programme, in conjunction with UEFA, has the overall goal of tackling discrimination in football and using football as a means of doing the same in society. It has three strategic focus areas:

- 1 Supporting governance within football
- 2 Educating fans and the wider public
- 3 Working with members to develop national and grassroots activities

The programme methods combine working with UEFA and other entities in the football industry to set out the challenges of tackling discrimination and developing grassroots activities to support efforts in the identified areas.

Main achievements 2013/14

Football People action weeks

FARE continued to develop the Football People action weeks campaign through partnerships and alliances, encouraging national activities with a focus on education. This annual campaign is the largest of its kind, encompassing more than 1,000 initiatives against discrimination in football in over 45 European countries.

Match analysis and observer scheme

FARE implemented a match analysis and observer scheme, which allows it to gain information about the extent and nature of discrimination inside stadiums and support the UEFA regulatory system through match reports. Over the year, 50 match observers were trained, with 694 matches analysed between July 2013 and May 2014.

Support for small NGOs in eastern Europe

Outreach activities took place in eastern Europe during the 2013/14 season whereby small organisations working in the area of discrimination in football were supported through modest grants as part of the action weeks.

Good practice guide for supporters

During the course of the year a good practice guide was compiled, intended for supporters wishing to tackle discrimination inside stadiums. The guide encourages fans

to take ownership of stadiums and tackle discrimination through peer pressure. The guide will be consulted on and launched in the near future.

Round tables

FARE organised round tables in Spain and Hungary with participants from within the sport as a means of raising awareness of action to tackle discrimination in football. In Spain, the event was hosted jointly with the national government and the council of sport and included NGOs, fan groups, minority groups and others. In Budapest, a round table brought together FARE members from 19 countries across eastern Europe and the Balkans in early May 2014. The round table was organised to share information about the current situation in the regions and to support coordination.

The membership of the FARE network has grown from under

100
organisations
in 2012 to

150
organisations
in 2014.

Planned activities 2014/15

- Increase direct information sharing among the European football fraternity by hosting or co-hosting at least three events, developing good practice initiatives and encouraging new partnerships.
- Raise awareness of glass ceilings in football, specifically in relation to women and ethnic minorities in administration, and ethnic minorities as coaches.
- Continue to expand and develop Football People action weeks by establishing new partnerships and focus areas.
- Use football as a demonstrable means of tackling social exclusion – in particular through a focus on minority groups.
- Increase formal learning by setting out materials and support for use by educational institutions.
- Help members improve their working relations with national governing bodies through facilitation and management.

Key performance indicators

Objective	Indicator	Performance		Plan 2014/15	Target 2016/17
		2012/13	2013/14		
Increase information sharing	Number of events – conferences, round tables – hosted, co-hosted or funded	3	14	18	20
Help members improve working relations with national organisations (e.g. FAs and leagues)	Number of members between which contact has been facilitated	8	10	15	20
Build capacity among grassroots groups to tackle discrimination	Number of grants given to grassroots organisations	209	222	249	250
Use football as a means of tackling social exclusion by building capacity among minority groups	Number of ethnic and other minority groups and women's organisations worked with	n/a	40	55	60
Extend reach and development of the Football People action weeks	Number of countries and activities	44 countries 500 activities	48 countries 1,000 activities	50 countries 1,200 activities	54 countries 1,500 activities
Increase formal learning by developing educational materials	Number of educational activities	n/a	n/a	50	70
Provide data about incidents of discrimination in football	Number of matches monitored per season	2	64	100	120

FARE network

“We think the FARE Action Weeks are a fantastic opportunity for organisations to form a collective voice against issues of discrimination and celebrate diversity. The period also provides a perfect opportunity to build networks.” Red Deporte y Cooperación, Spain



The FARE network has been in partnership with UEFA for over ten years. In that time, the challenges facing the football industry in tackling discrimination and using the sport as a means of addressing social exclusion have grown.

The global economic recession has prompted new movements that have used football to voice their intolerance. At the same time, governments, European institutions and civil society have prioritised certain concerns, such as the need to tackle homophobia and address issues of operational diversity, in this way setting a challenge for football.

In response FARE has adopted a multi-focus approach of challenging issues of direct discrimination and intolerance while raising awareness of the need for football to analyse and address issues of diversity and inclusion.

At the heart of FARE’s activities is the work of its members at a national level. These members engage in direct education, develop challenges and solutions with national associations, leagues, governments and civil society, and work meaningfully with communities.

Football associations

Balkan Adria Alpe football associations

The countries of the western Balkans share a conflict-ridden history. The long-lasting adverse impact of the conflict is still felt by current generations, many of whom continue to be confronted with prejudices that thrive years after the region found peace. These countries face many challenges to overcome nationalism and discrimination as well as to include minorities in social structures.

Given the rich sporting culture of the period before the armed conflict in Yugoslavia, it is clear that sport, and in particular football, offers a great opportunity to promote understanding, tolerance, solidarity and social inclusion at national and international levels.

Annual football projects are coordinated by FairPlay-VIDC, in partnership with the Balkan Alpe Adria Project (BAAP), and in cooperation with the football associations of Bosnia and Herzegovina, Serbia, Croatia and Montenegro, as well as regional football associations and sports clubs, under the collective name of Football Unites the Alps, Adriatic and the Balkans. The overall objective is to promote intercultural dialogue, anti-discrimination and social inclusion in the western Balkans in and through football.

Main achievements 2013/14

International youth tournament

FairPlay-VIDC and BAAP organised an intercultural youth football tournament, where the central theme was strengthening intercultural exchanges and dialogue. Under the slogan ‘Vienna meets Balkan’, over 300 children from Bosnia and Herzegovina, Serbia, Montenegro, Hungary, Croatia, Germany and Austria took part.

Premier league matches

Several activities took place during three premier league matches in Bosnia and Herzegovina. Players entered the pitch carrying a banner displaying the words ‘No to discrimination. Yes to equality.’ They also wore T-shirts with anti-discrimination branding and showed red cards before the game, expressing

their disdain for racism and nationalism. During all three matches, announcements were made to explain the concept and invite everyone in the stadium to join in the stand against all forms of discrimination in football.

Balkan Kup

The city of Novi Pazar’s sports academy hosted a youth football tournament called the Balkan Kup, under the motto ‘Together against racism, drugs and discrimination’. The event brought together over 1,700 young footballers across seven different age groups, playing more than 170 matches, showing racism the red card and joining together against nationalism.

32 teams from 25 clubs and over 300 children from 7 countries participated in the ‘Vienna meets Balkan’ tournament.



“Every sporting get-together – especially such a big tournament [as ‘Vienna meets Balkan’] – strongly contributes to overcoming prejudices, racism, discrimination and nationalism!” Zoran Barisic, Coach of SK Rapid Wien

Football associations

Balkan Adria Alpe football associations

Planned activities 2014/15

- International youth tournaments are planned for Brčko and Trebinje (BiH) and Novi Pazar (Serbia). Teams and clubs will be invited from different countries to celebrate the idea of multiculturalism in the region.
- Project partners will organise several anti-racism days at football matches in cooperation with national teams and clubs.
- The FARE Football People action weeks will involve a wide range of activities that address local club and community issues. Football People also brings groups together to present a unified stand against racism and nationalism in the game, right across the Balkan region.
- The 'Vienna meets Balkan' event will take place in Vienna, with an emphasis on the participation of local migrant communities, ethnic minorities, local football teams and international guests from the western Balkans.
- The Football Federation of Bosnia and Herzegovina will introduce an award to recognise best practice in the prevention of nationalism and discrimination and the promotion of intercultural dialogue, from premier league clubs right through to women's and youth teams and football in schools.

⁴ Fewer coaches are expected to attend and participate in workshops since the associated event will be held at only one stadium as opposed to the two or three stadiums used previously.
³ UEFA's partnership with FairPlay-VIDC, BAAP and the Balkan football associations will be reviewed at the end of the 2015/16 season.

Key performance indicators

Objective	Indicator	Performance		Plan 2014/15 ³
		2012/13	2013/14	
Foster exchange and promote the idea of respect and multiculturalism	Number of children participating in intercultural workshops at youth tournaments	150	150	180
	Percentage of girls participating in teams	3%	4%	5%
Offer a regular platform to increase the expertise of local groups and develop a viable network	Number of participants involved in workshops and training sessions	30	30	20 ⁴
Mobilise stakeholders and partner organisations, focusing on sustainability	Number of groups participating in the FARE action weeks	30	28	30



Complex population structures and unresolved post-war problems continue to have a negative effect on social inclusion and the development of the region. To combat this, increasing numbers of sports-based youth exchange programmes take place each year in the western Balkans, due in no small part to the profound knowledge and expertise of FairPlay-VIDC, BAAP and the networks they have forged with international and regional partners.

As summarised by the Council of Europe: "The complexity of political moments, ethnic and religious diversity, unresolved historic burdens, and the sharp nationalist drives of some individuals all combined to allow football riots to contribute to changes in the Balkan region and Europe as well. (...) sport, while at times misused, has changed the Balkans. So sport may also be a tool to be used to continue the changes in some other, more human directions in this region."⁵

⁵ http://www.coe.int/t/dg4/epas/Publications/Handbook-1_Sport-Post-Conflict-Societies.pdf

Football Federation of FYR Macedonia



Hooliganism has been an issue in the Former Yugoslav Republic of Macedonia for at least the past 20 years. More recently, the country has witnessed increased levels of nationalism, racism and violence in its football stadiums. In response, a general strategy has been developed to address the problem.

100% Football
 Last season under the campaign name '100% Football', the Football Federation of FYR Macedonia began organising a dialogue between the main stakeholders, namely football clubs, fans, expert NGOs and other related public and private institutions. The signing of a memorandum of understanding between these stakeholders and the football federation represented the first step towards achieving the strategic goals of the campaign. Furthermore, cooperation with the ministry of the interior and the amendment of laws pertaining to violent conduct at sports venues represented a commitment to institutionalising the initiatives of the campaign and ensuring its long-term success.



“Football should unite people on all levels, it should promote diversity and call for mutual respect. We must set the example for dignified behaviour on and off the pitch.” Ilcho Gjorgjoski, President of the Football Federation of FYR Macedonia

Football associations

Malta Football Association

The Malta FA (MFA) strongly believes that the popularity of the game can help tremendously in the integration of hard-to-reach groups into society and, specifically, in the prevention of criminal behaviour and major social problems, such as alcohol and drug abuse.

While still in the early stages of establishing its football and social responsibility department, the MFA participated in FARE's action weeks, sharing the Football People message at its Premier League games. The hosting of the 2014 UEFA European Under-17 Championship final tournament was also used to demonstrate the MFA's ambition to make a significant contribution to society.



Over **500** refugees and beneficiaries of international protection residing in Malta attended and enjoyed the European Under-17 Championship final tournament.

Football Without Frontiers

Football Without Frontiers was run alongside the promotional campaign for the U17 tournament. It was initiated by the MFA in collaboration with the Agency for the Welfare of Asylum Seekers and the Malta Emigrants' Commission and sought to give refugees and beneficiaries of international protection residing in Malta the opportunity to enjoy football and feel part of Maltese society. Over 500 individuals were provided with free transport to matches.



“Sport, like music and other performing arts, is a universal language which is understood by all and implies equality in diversity.”

Fr Alfred Vella, National Director, Malta Emigrants' Commission

UEFA Grassroots Day



The MFA held this day in collaboration with the Youth FA and Special Olympics Malta during the U17 tournament. Unified Football* matches were played prior to the first semi-final and players demonstrated their skills during half-time in the second semi-final. Free tickets for the semi-finals and finals were also given to Special Olympics Malta.

Football for charity

The MFA backs an annual 60-hour football marathon in aid of the Puttinu Cares Foundation, which assists families with children suffering from cancer. Last season, the fundraising event kicked off with a Unified Football match, featuring players from the Women's national U19 team and Special Olympics Malta.

* Unified Football is a form of the game developed by Special Olympics in which football players with a learning disability participate alongside those without a disability on the same pitch.

Irish Football Association (IFA) – Northern Ireland



The community relations department at the Irish FA delivers a wide range of training, educational workshops, events focused on breaking down barriers and initiatives for those marginalised from society.



UEFA is directly involved in supporting the following ongoing projects:

Street League

The Street League is organised for marginalised groups in society, such as those experiencing homelessness, long-term unemployment and drug and alcohol dependency. It uses football to improve social skills and offer advice on personal issues.

World United

World United is an intercultural football project designed to increase the participation of refugees, asylum seekers and members of 'settled' minority communities in organised football. It also aims to increase social capital and community integration among minorities.

Educational resources

The IFA has created an interactive resource that brings difficult topics such as sectarianism and racism to life, providing the opportunity for young children and teachers to deal with these issues realistically over the space of four weeks.

Veterans football

The Northern Irish veterans team won the Home Internationals Trophy last year, defeating England, Scotland and Wales. To build on that success, the IFA will run a veterans coaching programme in Limavady, Newry and Belfast, with the one in Belfast being the first women-only veterans coaching programme in Northern Ireland.

Football associations

Football Association of Ireland (FAI) – Republic of Ireland



The FAI recognises how football can contribute to the quality of life of many thousands of Irish people. The changing demographics in Ireland have presented the FAI with a unique opportunity to support inclusion and reach out to new members of the community through the medium of our global game.

Intercultural Football Standards – good practice scheme

Through its intercultural department, and with UEFA's support, the FAI last year established a diversity project called Intercultural Football Standards. The objective of the project is to foster sustainable pathways for the active participation and engagement of underrepresented groups alongside Irish nationals and mainstream football structures, with a special focus on encouraging volunteers and women.

The Intercultural Football Standards project supports informal partnerships between local clubs and communities in order to inform individuals of the football opportunities that are available.



Main project goals for the 2014/15 season:

- To build the capacity of clubs in three major cities to engage with individuals from the target group.
- To recruit and develop the capacity of people from the target group to assist in clubs as volunteers.
- To support clubs in organising open days to connect them with the target group.
- To organise after-school parent volunteering programmes.

Israel Football Association (IFA)



Now in its 12th year of activities, Kick It Out Israel (KIO) – a partnership between the IFA and the New Israel Fund – brings together players, clubs, educational initiatives and the media. The objective is to inspire thousands of young and adult fans of the national game to greater mutual respect and to work towards a reduction in violence and racist behaviour in football, as well as promoting Jewish-Arab coexistence.

Main achievements 2013/2014

- 30 volunteer monitors covered all of the Israeli premier league matches, contributing to a 25% increase in the number of fans condemning expressions of racism and violence at football matches.
- Competitions were again held to reward fans of the club topping the Fairness Index. Prizes were awarded to the team with the fairest fans.
- A project was conducted with a specialist firm to monitor social media with the aim of reducing the likelihood of extremist groups using this medium.
- Before the Israeli Cup final between Maccabi Netanya FC and Hapoel Kiryat Shmona FC, 300 Jewish and Arab children from grassroots projects held hands in a pre-match ceremony organised by KIO.
- KIO helped to organise a special pre-match ceremony before the televised Jerusalem derby between Hapoel Jerusalem and Hapoel Katamon. The stadium announcer read a statement against racism in Israeli football and the pre-match handshake took place in front of a sign reading 'Equality is our Victory.'
- The FARE action weeks were marked by the Football and Shared Society conference in Jerusalem attended by some 200 Jewish and Arab players from around the city.



Inclusion

- Futsal grew in popularity among Europe's deaf footballers, with seven countries bidding to host the European Deaf Sport Organisation (EDSO) European Deaf Futsal Championships.
- With some 24 European countries now implementing blind football programmes, the International Blind Sports Federation (IBSA) looked to new horizons in emerging countries.
- The Cerebral Palsy International Sports and Recreation Association (CPISRA) laid the foundations for a new international cerebral palsy football federation to increase the quality and quantity of Football 7-a-side.
- Special Olympics Europe/Eurasia (SOEE) continued to promote the new concept of Unified Football, organising tournaments, providing workshops for coaches and funding development projects.
- With seven additional member countries joining since 2008, the European Powerchair Football Association (EPFA) organised its first ever European championships, held in Ireland over four days.
- The successful legacy work of the Centre for Access to Football in Europe (CAFE), conveying the message of equal access and diversity to football fans in Poland and Ukraine, continued under the 'Total Football – Total Access' campaign banner.
- The Homeless World Cup Foundation (HWCF) held the 11th Homeless World Cup tournament in Poland and focused on strengthening its iPass partner programme.

Football for All Abilities

UEFA's objective in supporting a sub-group of five organisations under this category is to increase playing opportunities for footballers of all abilities at grassroots level across Europe.

European Deaf Sport Organisation (EDSO)

The EDSO was founded in 1983, following the initiative of six European countries to host continent-wide competitions on a regular basis. Since then, there have been eight men's European Deaf Championships, held every four years; a Women's Deaf Football Championship, which began in 2010 and also continues on a four-year cycle; and European Deaf Futsal Championships, which started in 2000 in an open tournament format, and celebrated their fourth edition in 2014.

The EDSO has a membership of over 50,000 athletes in 1,000 deaf sports clubs across 42 countries. It is the representative organisation for European deaf sports and strives to organise, award, supervise and assist the European Deaf Championships to promote participation and encourage the development of sports programmes for deaf people.

The EDSO has a membership of over **50,000** athletes in **1,000** deaf sports clubs across **42** countries.



Main achievements 2013/14

European Deaf Futsal Championships

Seven countries bid to host the 2014 European Deaf Futsal Championships. The qualification round involved no less than 28 men's teams from the same number of countries across Europe. The qualifiers decided which teams would reach the 2014 final tournament in Sofia, Bulgaria. The final tournament also featured 14 women's teams.

European Deaf Football Championships

Over the season, 19 men's teams took part in the qualifiers for the European Deaf Championships. Twelve teams qualified in this way while a further three were set to progress to the final tournament through play-offs.

Deaf Champions League

Sixteen men's teams took part in the Deaf Champions League in Belgrade, Serbia (up from 11 teams the previous season).

Planned activities for 2014/15

Alongside increasing the number of teams participating in its three main tournaments, the EDSO's longer-term ambitions include:

- enhancing national deaf football and futsal competitions in emerging UEFA countries;
- changing the mind-set of those organising the men's game to encourage recognition of the value of the game for women;
- introducing the concept of mini-tournaments into women's futsal to maintain high standards and encourage regular matches to enhance and develop skills.

Football for All Abilities

European Deaf Sport Organisation (EDSO)



Key performance indicators

Objective	Indicator	Performance		Plan 2014/15	Target 2018/19
		2006/07 ⁷	2010/11		
Organise Europe-wide tournaments	Number of teams participating in European Deaf Futsal Championships (qualifying/finals)	Men: n/a / 20 Women: n/a / 9	Men: n/a / 23 Women: n/a / 13	Men: 25/16 ⁸ Women: 16/14	Men: 30/16 Women: 16/8 ⁹
	Number of players participating in the European Deaf Futsal Championship finals	Men: 240 Women: 106	Men: 263 Women: 140	Men: 312 Women: 164	Men: 320 Women: 180
	Number of teams participating in European Deaf Football Championships (qualifying/finals)	Men: 21/11	Men: 9/12 Women: n/a / 3	Men: 19/16 Women: n/a / 6	Men: 20/16 Women: n/a / 8

Objective	Indicator	2012/13	Performance		Target 2016/17
			2013/14	2014/15	
Organise Europe-wide tournaments	Number of teams participating in Deaf Champions League	8	10	16	16



“I’m glad that UEFA’s support now enables us to better organise these mini-tournaments at times that fit everyone’s busy schedules. Now I’m looking forward to [the European Deaf Futsal Championships in] Sofia to renew old friendships and experience more competitive football!” *Danny Bekaert, Belgian deaf player*

⁷ Performance, plan and target figures are every four years in line with the tournament cycles.
⁸ Figure lower than in previous years in order to increase competition in qualifying.
⁹ As above.

International Blind Sports Federation (IBSA)



The IBSA is the international federation governing visually impaired football, including football for players who are completely blind and partially sighted players. With UEFA’s support, the IBSA is carrying out a four-tiered programme to further develop blind football in Europe.

- An emerging countries project focused on further developing countries that have recently begun to show interest in blind football.
- A European training camp for young players to further boost youth involvement in blind football in Europe.
- Encouraging countries to set up programmes allowing blind and partially sighted women and girls to take up the game.
- Distributing equipment to countries to ensure growth and development is not hindered by a lack of basic materials.

Since September 2012, the IBSA has distributed **513** balls, **309** sets of eye-shades and **36** sets of black goggles to a total of **17** countries.



Main achievements 2013/14

- The IBSA Euro Challenge Cup 2014 was held in Prague from 9 to 13 July. The event brought together national blind football teams from six fast-tracked countries, the majority of which had never participated in an international tournament.
- Three training camps involving four emerging countries were successfully delivered during the season.
- In total, the IBSA distributed 240 balls, 224 sets of eyeshades and 36 sets of black goggles to emerging countries, established countries and grassroots initiatives.

Football for All Abilities

International Blind Sports Federation (IBSA)



Planned activities for 2014/15

- All IBSA member countries in Europe and UEFA-affiliated football associations will be invited to take part in a European Blind Football youth training camp.
- Training camps will be held in emerging countries, including seminars for local referees and other officials.
- Balls, eyeshades and other blind football equipment will continue to be sent out to any countries upon request throughout the year.

“As someone who acquired sight loss in my teenage years one of the hardest things for me to come to terms with was the fact I would be no longer able to play football. However, all that has now changed thanks to Blind Football Ireland and the IBSA. Blind football has allowed me to go and play a game, which I thought was lost to me forever. The game provides me with a great sense of excitement, pride and has enabled me to become more self-confident in all aspects of my life. I look forward in the coming years to developing my own game further and assisting the game grow in popularity in Ireland.” Kevin Kelly, Irish player

Key performance indicators

Objective	Indicator	Performance		Plan 2014/15	Target 2016/17
		2012/13	2013/14		
Develop Emerging Countries programme	Number of countries involved in development tournament for emerging countries	n/a	6	n/a ¹⁰	6
	Number of participants at in-country training camps	n/a	80	80	120
Distribute blind football equipment	Distribution of blind football equipment across Europe	273 balls, 85 sets of eyeshades to 12 countries	240 balls, 224 sets of eyeshades, 36 sets of black goggles to 9 countries	200 balls, 200 sets of eyeshades to 10 countries, including at least 5 new countries	200 balls, 200 sets of eyeshades to 10 countries, including at least 5 new countries

The blind football community in Europe is now reaping the benefits of the efforts made by the IBSA in previous projects. A number of the countries that were involved in these projects now have sustainable national programmes and national

teams in place. The success of the IBSA Euro Challenge Cup 2014 demonstrates that there is great demand in these countries to step up to the next level and compete internationally.

IBSA estimates that 24 European countries now have some kind of blind football programme in place, ranging from grassroots initiatives through to national teams and participation in international competitions. The IBSA is striving to

raise this number with the ultimate goal of ensuring every visually impaired person in Europe who wants to play football has the opportunity to do so.

¹⁰ No tournament is planned for 2014/15.

Cerebral Palsy International Sports and Recreation Association (CPISRA)



The CPISRA is working towards a world where people who have cerebral palsy or a related neurological condition have the opportunity to participate in the sport and recreational activity of their choice.

The CPISRA's objective is to increase its capacity to best serve its evolving and increasing membership. As part of this objective, in 2010, the General Assembly of the CPISRA adopted a motion for cerebral palsy (CP) football¹¹ to become an independent sport. Preparations commenced in 2014 to establish a new federation for cerebral palsy (CP) football. The new federation is called the International Federation of CP Football (IFCPF) and is due to commence operations in January 2015. The IFCPF will then be responsible for providing member countries with resources to help to increase the quality and quantity of CP football.

Since the partnership with UEFA began, 11 more countries have started participating in CPISRA events. Austria, Germany and Wales are among the European countries to have joined, with Belgium and Norway also becoming active.

The work programme to be implemented during the five-year strategic partnership with UEFA covers four key areas: development grants, coach education, infrastructure development and governance.

Main achievements 2013/14

- An education programme for coaches working alongside players with certain impairments was updated and finalised, with the focus on content, a manual, presentations and evaluation.
- A promotional video was finalised and published on the CPISRA's website and social media as well as being distributed on 300 memory sticks.
- Two new tutors joined the coach education programme.
- Progress was made on setting up the IFCPF including strategy design, branding, website development and constitution under Dutch law.
- Development tournaments were held in Barcelona and Vienna, involving six and four participating countries respectively.
- Coach education programmes were implemented in seven countries.

“Go for your dream. Go to your club and ask to play – and if you're good enough, you could end up playing for your country.”

Tom Langen, CPISRA CP Football Committee



¹¹ CP Football is a Paralympic sport for people with cerebral palsy.

Football for All Abilities

Cerebral Palsy International Sports and Recreation Association (CPISRA)



184 participants were involved in the coach education programme.

7 countries hosted the coach education programme and

17 countries participated.

134 players were involved in the courses.

9 development grants were awarded.



Planned activities for 2014/15

- A research programme will be carried out by the University of Elche in Spain to develop a reliable classification system.
- An education programme for classifiers¹² (doctors, physiotherapists and technical coaches) will be implemented to ensure that classifiers are specialised in CP football.
- A classification database will be drawn up for classifiers.
- A classification analysis programme will be developed to provide video footage of players in specific classifications.

The advent of the international federation (IFCPF) in 2015 is a very important milestone for CP football. Much emphasis is being placed on the business plan. This should give the game of Football 7-a-side a systematic approach to allow further successful development, thanks largely to the support of a network of dedicated volunteers.

Key performance indicators

Objective	Indicator	Performance		Plan 2014/15	Target 2016/17
		2012/13	2013/14		
Development	Number of countries that receive grants	n/a	5	5	8
	Number of countries that participate in international competitions	n/a	33	36	36
Coach education	Number of courses delivered	n/a	7	5	5
Governance	Number of technical officials (technical delegates and international technical officers)	1 TD	2 TD	4 TD	5 TD
		3 ITO	4 ITO	10 ITO	15 ITO

¹² Classifiers ensure that competition is conducted on an equal basis for those who qualify to play. Currently classification is only enforced at international level.

Special Olympics Europe/Eurasia (SOEE)



SOEE is an international organisation that aims to change lives through the power of sport. SOEE's objective is to empower learning disabled people, promote acceptance for all and nurture communities of understanding and respect worldwide.

The SOEE-UEFA Football Development Programme began in 1998 and aims, primarily, to increase the participation of learning disabled players in football. The programme's goals are to develop grassroots football, recruit and educate coaches and promote integrated teams.

The programme's significant achievements to date are:

- expansion from 20,000 to 133,000 players;
- projects initiated in eastern and southeastern Europe;
- network of national football coordinators established with twice-yearly European conferences;
- Unified Football initiative launched through 30 European programmes for 30,000 participants;
- Special Olympics European Football Week launched as an annual grassroots football initiative for all ability levels, involving nearly 50,000 participants in 50 countries;
- 20 European-level football tournaments held for over 6,000 players;
- six football training videos produced;
- 300 grants distributed to 50 countries.



The number of Unified Football players rose by **4,446** over the year to **29,721**

Football for All Abilities

Special Olympics Europe/Eurasia (SOEE)

Main achievements 2013/14

- Two European seven-a-side tournaments were organised: the Kim Källström Trophy, an international tournament for 26 teams from 13 nations, and the European football tournament in Tbilisi, Georgia, which included 12 men's and 6 women's teams at all levels.
- The 14th Special Olympics European Football Week was organised, involving over 48,500 participants in 50 countries. Over 390 football events for players of all abilities and 34 seminars for coaches were organised in cooperation with 37 national football associations and 70 professional football clubs.
- Two sub-grants were awarded to Special Olympics (SO) Hungary and Finland to run one-year Unified Football development projects. The national units worked alongside their football associations to stimulate growth, build new teams and ensure quality development in the field of Unified Football.
- A workshop to train SO coaches was held at the prestigious new St. George's Park, home of The FA's National Football Centre. The workshop provided educational support to the coaches of teams qualified for the Unified Football tournament at the 2015 Special Olympics World Games in Los Angeles.
- The 12th edition of the SO European Football Conference in Warsaw saw 60 SO football coordinators, coaches and managers gather to discuss recommendations on safety and injury prevention relating to the development of football for people with learning disabilities.

Key performance indicators

Objective	Indicator	Performance		Plan 2014/15 ¹³	Target 2016/17
		2012/13	2013/14		
Develop grassroots football	Number of regional events	2	2	3	2
	Number of teams/players at regional events	48/564	44/440	72/762 ¹⁴	50/500
	Number of European Football Week events	400	420	430	440
	Number of participants at European Football Week events	44,500	48,500	55,000	55,000
Recruit and educate coaches	Number of coaches trained	450	550	500	550
Promote integrated Unified teams	Number of Unified players	25,275	29,721	30,000	31,000
	Number of Unified Football events	79	21	10	20

¹³ SOEE also plans to have 60 teams from Europe (600 players) at the 2015 World Games in Los Angeles. ¹⁴ Includes 36 teams at European Games in Antwerp. The number of teams depends on the interest in hosting a European event, how much funding can be raised by the local organising committee and how many teams can be accommodated.



“[The workshop at St. George’s Park] was a great opportunity to learn and establish contact, to learn details which we will include in our programme in the short term. There were also aspects which we will use to shape our long-term strategy. We made excellent contacts with professionals who we hope to involve in our development programmes.”

Cristian Ispas,
Special Olympics Romania

Football for All Abilities

European Powerchair Football Association (EPFA)

Powerchair football is an adaptation of the sport played by teams in power wheelchairs. Powerchairs are adapted for the game by the addition of a foot guard, which enables the player to control and hit the ball.

The EPFA's primary mission is the practice, development, coordination and promotion of powerchair football in Europe. The association currently has 13 member countries, up from five at the time of its establishment in 2008, and it relies on the support of volunteers in various countries.

The EPFA's activities fall into four broad categories:

- 1 Administrative and financial – complying with all regulations governing the non-profit sector.
- 2 Technical and sporting – harmonising the various sporting regulations.
- 3 Development and promotion – aimed primarily at non-member countries to raise awareness of powerchair football.
- 4 Training and quality assessment – aimed at training technical staff and enhancing the EPFA's actions and practices.



During 2013/14 the EPFA sent starter kits to three new member countries. Each starter kit comprised:

5 balls,

10 universal plastic bumpers for electric wheelchairs,

4 regulation goalposts,

3 official speed test machines for competition wheelchairs.

Main achievements 2013/14

- The first-ever friendly international tournament for players aged 8 to 18 was organised in France for six participating countries.
- A group of 14 powerchair football experts – including eight established players – attended a pair of four-day training courses in Alicante and Glasgow. The objective was to give new member countries a better overview of what exactly powerchair football involves – both in the classroom and on the pitch.
- A training course for European referees and assistant referees officiating at national level was organised. Of the 25 participants, 10 were granted international status, bringing the total number of qualified European officials to 16, up from six the previous season.
- Essential powerchair football equipment was sent to three new member countries that do not yet have sufficient access to or knowledge of equipment and suppliers.

Planned activities for 2014/15

- Organisation of the first ever European championship – the four-day Nations Cup.
- Fourth edition of the EPFA Champions Cup (European club championship).
- A week-long elite development course for Under-16s in Helsinki, Finland.
- Three training/introductory courses to promote the sport in non-member countries.
- Distribution of starter kits to a minimum of three non-member countries.
- Second European Powerchair Football Congress.
- Establishment of a foundation to help import electric wheelchairs into countries with no access to such equipment.
- Establishment of an online TV channel.



Key performance indicators

Objective	Indicator	Performance		Plan 2014/15	Target 2016/17
		2010/11	2013/14		
Develop the game	Number of qualified international referees and assistant referees	6	16	20	25
	Number of international classifiers	2	5	7	10
Increase participation	Number of member countries	9	13	16	20
	Number of players	2,000	3,670	4,000	5,000
	Number of member countries organising national competitions	5 of 9	8 of 13	12 of 16	16 of 20

“Powerchair football has permitted many young disabled people to play sport and meet other people. When they play powerchair football, they completely forget their disabilities.” *Nicolas Dubes, President, EPFA*

Centre for Access to Football in Europe (CAFE)

At least 10% of the population of Europe is disabled. Half of all disabled people have never participated in leisure or sports activities and a third have never travelled abroad or even participated in day trips because of inaccessible venues and services. This naturally includes inaccessible football stadiums and non-inclusive services provided on a match day.

CAFE was set up to promote equal access to football stadiums across Europe by using the special influence of football. CAFE is working to ensure that many more disabled people can enjoy a football match as part of an inclusive fan experience.

CAFE's objective is to use football's influence as a powerful catalyst for social change by raising awareness of disability and the importance of appropriate access throughout Europe. As such, CAFE works closely with UEFA, its 54 member associations, football leagues and their clubs, disabled supporters' groups (national and local), disability and equality NGOs and supporter networks to help ensure that the game is better able to offer an accessible and inclusive matchday experience for all supporters.

“My task as a commentator is not only to comment on the match but to describe every moment of the game, every colour, and all the emotions of the players and spectators.” Lyubomyr Pokotylo, Audio-descriptive commentator, Ukraine

Main achievements 2013/14

- CAFE hosted its second week of action, branded Total Football – Total Access, as part of the legacy of the UEFA EURO 2012 Respect Inclusion – Football with No Limits project.
- High-profile players and officials in Poland and Ukraine were appointed as ambassadors to help CAFE pursue the objectives of equal access and respect for the diversity of football fans.
- An audio-descriptive commentary service for partially sighted and blind fans was launched at the NSC Olimpiyskiy stadium in Kyiv and covered the Ukrainian Super Cup at the Arena Lviv.
- CAFE worked with the UEFA football and social responsibility (FSR), stadium and security, events and club licensing units to ensure more inclusive and accessible tournaments and finals.
- Disability awareness and access and inclusion training was provided to football clubs and stadium staff as part of the UEFA EURO 2012 legacy work in Poland and Ukraine.
- A Europe-wide research project was conducted into the differing standards of disabled fan ticketing and the proof of disability required across Europe.
- CAFE continued to work as a mediator between disabled fans and their football clubs, facilitating constructive dialogue and the formation of disabled fan groups.

Planned activities for 2014/15

- Organise a third week of action in Poland and Ukraine and possibly extend the Total Football – Total Access campaign to other countries in Europe.
- Host the 2nd CAFE European Conference in France, inviting international partners and stakeholders to share best practice solutions for creating accessible and inclusive stadiums on matchdays.
- Facilitate the formation of at least three new national disabled supporter associations.
- Implement the UEFA EURO 2016 CAFE project to support UEFA, the LOC and host cities in delivering an accessible tournament and help create a legacy for disabled fans in France.
- Prepare for the new UEFA club licensing criterion concerning disability access officers.

CAFE completed no less than **104** UEFA club stadium reports to establish a benchmark of the existing facilities for disabled fans.



Key performance indicators

Objective	Indicator	Performance		Plan	Target
		2012/13	2013/14	2014/15 ¹⁵	2016/17
Improve access and make matchdays more inclusive for disabled fans at European stadiums	Number of UEFA stadium reports completed to establish benchmark of existing facilities	52	104	50	94
	Number of stadiums with audio-descriptive service in place	n/a	6	5	10
	Number of new stadium builds identified and good practice guidance provided	n/a	4	14	4 ¹⁶
Raise access and inclusion awareness across UEFA region	Number of clubs/stadiums receiving access and inclusion awareness training	n/a	11	11	10
Increase the number of disabled fans attending matches	Number of established links with existing disabled supporter groups across Europe	37	3	10	n/a

¹⁵ Figures in this column are influenced by the culmination of the three-year UEFA EURO 2012 legacy project and the potential for progress under UEFA EURO 2016 plans. ¹⁶ Lower outputs are expected after 2015, when CAFE's three-year legacy project concludes.

With UEFA's support CAFE continues its work towards a clear vision: Total Football – Total Access. Significant progress has been made on all fronts, but there is still a great deal to be done before the target is reached.

The appointment of dedicated local CAFE development officers in Poland and Ukraine has led to significant progress in the ongoing delivery of the UEFA EURO 2012 legacy programme. This progress has also attracted and motivated like-minded partners in other countries, which has helped CAFE to identify further regions for positive, lasting change as it looks to ensure long-term sustainable progress.

Homeless World Cup Foundation (HWC)

HWC's main objective is to use the power of football to energise homeless people so they can change their own lives.

The true number of homeless people worldwide is somewhere between 100 million and one billion, depending on the exact definition used. The past decade has seen a rise in almost all measures of homelessness throughout the world.

Most people who fall into homelessness can be assisted by the provision of suitable advice and access to mainstream opportunities as well as help with enhancing self-esteem and improving relationships. Finding the right trigger is key to starting this process and football has proven to be an effective approach by attracting homeless people into a safe, non-threatening environment.

HWC was founded in 2001 on the belief that it was possible to "change the lives of homeless people through football". Two years later, in 2003, the first Homeless World Cup tournament took place in Graz, Austria. Sixteen teams took part in that first tournament, which was initially considered a one-off event. Twelve tournaments later, official HWC international partners are active in 74 countries.

Today, the main role of the organisation is to coordinate the work of these 74 international partners. This is done by providing support and guidance in football and management skills and helping to develop sustainable programmes which have a positive impact on the lives of homeless and excluded people all around the world. The national partners come together at the annual Homeless World Cup tournament to demonstrate how football has the power to change people's lives.

Main achievements 2013/14

Homeless World Cup Tournament

The 11th Homeless World Cup was successfully held in Poznan, Poland, in August 2013. In total, 61 nations took part represented by over 500 players. Once again they showed the world how a ball has helped them change their lives. Some 48 men's teams and 13 women's teams participated.

iPass

HWC successfully launched and implemented a new internal knowledge and sharing programme for its international partners called iPass (International Partners Sharing Skills). This programme involves regular partner get-togethers as well as HWC staff visiting international partner programmes on a frequent basis to improve their knowledge and help to spread information within HWC's wider international partner movement.

Partnership agreements and scorecards

New three-year agreements with international partners were introduced and integrated into a new partner scoring system linked to participation in the HWC annual tournament. It is hoped that this will help assist in strengthening and developing partner organisations while affording a deeper understanding of what it means to be an international partner organisation of the HWC.

Social impact reporting

Work has begun on developing and testing a new online reporting tool. The aim is for all HWC international partners to log their actions through the tool so that the HWC can report on activities in real time. The tool will also be available to all international partners to allow them to report their own social impacts.

In 2013/14:
735 football sessions were held around the world. Every week sessions in
431 cities and
42 countries offered women's football women-only sessions. In
27 of these countries
34 partners formed a relationship with their national FA.

Planned activities for 2014/15

- Achieve a 10% growth in global player participation and work to increase the number of international partners.
- Work to ensure that international partner quality is reflected in ratings, targeting an upward movement in all star ratings and/or partners with no growth on one star being moved back to provisional status.
- Organise a successful 2014 Homeless World Cup in Chile in terms of global visibility (spectator numbers, quality and range of media coverage and social media engagement).
- Demonstrate good progress towards Amsterdam 2015 and identify a host for the 2016 HWC tournament.
- Implement and commence use of the new monitoring and evaluation system.



“Football has given me an alternative to my troubled day-to-day living. I have something I really want to fight for. That improves my mental and physical condition. The best thing is you experience all this in a team. We were fighting together for one aim – that is something I have not been doing for a long time.”

Team Switzerland player



Key performance indicators

Objective	Indicator	Performance		Plan 2014/15	Target 2016/17
		2012/13	2013/14		
Stimulate the creation of international football programmes on every continent	Increase in the number of full/provisional international partners	n/a	63/11	70/10	70/10
	Number of players participating in a Homeless World Cup partner programme	103,873	72,688	80,000	96,800



Environment

- The partnership between **Climate Friendly** and UEFA entered its fifth year, with the Mustang wind project supplying renewable energy to thousands of local households and promoting regional social and environmental sustainability.
- The **World Wide Fund for Nature (WWF)** concluded its Seize Your Power campaign. The outcome of the global initiative on climate and renewable energy was highly satisfactory and longer-term results are still to come through.
- The WWF influenced the investment and divestment decisions of major financial institutions and governments.

Climate Friendly



The objective of UEFA's partnership with Climate Friendly is to reduce the European governing body's carbon emissions, with Climate Friendly also offering relevant projects to support carbon offsetting as required.

The 2013/14 season marked the fifth consecutive year of UEFA's partnership with Climate Friendly. Climate Friendly works with UEFA's dedicated travel agency, Carson Wagonlit, to collate relevant information in order to provide monthly reports on flight emissions.

Last year, carbon emissions reached 22,996 tonnes of CO² from a total of 56,105 flights.

Every year for the past five years, UEFA has offset these emissions by purchasing renewable energy carbon credits for projects that it handpicks with Climate Friendly's support.

Mustang wind project

Last season, UEFA supported the Mustang wind project, a wind farm named after the wild horses that roam the site in Turkey. As one of Climate Friendly's Gold Standard projects, the Mustang wind farm promotes several initiatives to further the social and environmental sustainability of the wider region.

The project operates in harmony with the surrounding natural environment, while providing economic stimulus and employment opportunities for local villages.

The Mustang wind project supplies renewable energy to

25,000
households, saving

36,000
tonnes of CO²

emissions each year.



World Wide Fund for Nature (WWF)

The WWF is the world's leading independent conservation organisation. In seeking the meaningful change needed to curb the negative effects of global warming, the WWF looks to build a future in which people live in harmony with nature. The organisation takes an integrated approach to its work in recognition of the close links between the well-being of people, wildlife and the environment.

The WWF works with communities, politicians and businesses to stop the degradation of the planet's natural environment and find solutions to allow people and nature to thrive. It runs a number of global initiatives focusing on the regions and challenges where it can make the biggest difference, from the Arctic and the Amazon to responsible fishing.

In June 2013, the WWF launched a global campaign to combat climate change, called Seize Your Power, challenging investors to commit \$40bn to renewable energy and/or divestments from fossil fuels (particularly coal) by 2017.

UEFA's support of the WWF contributes to this campaign by helping to influence the investment and divestment decisions of targeted financial institutions, development banks, pension funds and federal and municipal governments.

Main achievements 2013/14

- Encouraged the government of Norway to invest in renewable energy stocks and PensionDanmark to double its direct renewable energy investment.
 - Ensured that two multilateral development banks – the World Bank and the European Bank for Reconstruction & Development – committed to limiting coal investment in various ways.
 - Successfully lobbied for increased investment in renewable energy and the phasing out of investment in coal, oil and gas in Mexico, China and the USA.
 - Ran national campaigns to challenge coal and oil projects that pose a threat to some of the world's most spectacular landscapes and the animals and people that live there.
 - The WWF's Earth Hour raised widespread awareness about climate change and helped promote renewable energy initiatives around the world.
- Earth Hour was celebrated in more than 162 countries and 7,000 cities. UEFA participated for the sixth year in a row and promoted the campaign across its media platforms.
- The Earth Hour City Challenge called on cities around the world to submit urban development plans that dramatically increase the use of renewable energy – 91 US cities agreed to purchase 100% renewable power as a result.

Planned activities for 2014/15

- Advocate that the Norwegian sovereign wealth fund should increase direct investment in renewable energy infrastructures.
- Advocate that Swedish, Danish and/or South African pension funds should invest in renewable energy and divest from fossil fuels.
- Advocate that multilateral banks should make commitments to invest in renewable energy and/or phase out fossil fuel investment during the UN Climate Summit in September 2014.
- Advocate that the ministers of finance of OECD countries should fulfil their commitments to end overseas coal investment.
- Run a Mediterranean-wide public engagement campaign on fossil fuel projects in the region and the need to switch to renewables.



In just one year the Seize Your Power campaign contributed to shifting **\$15-20bn** out of coal power investment and/or into investment in renewable energy.



Key performance indicators

Objective	Indicator	Performance 2013/14	Plan 2014/15	Target 2016/17
Get national governments to publicly commit to new or increased financial incentives for renewable energy	Number of national governments that publicly commit to ending public financing of coal	8	8	5
Get municipal governments to make new public commitments – both financial and symbolic – to renewable energy	Number of cities making new financial commitments to renewable energy	100	50	30

“Investing in oil, coal, and gas is no longer an acceptable way to fuel growth.” John Podesta, Founder of the Center for American Progress

While the public phase of the Seize Your Power campaign ended in September 2014, the WWF expects the results to have an effect over a longer term. The WWF will continue to work with its partners towards a global

climate agreement within the United Nations Framework Convention on Climate Change, which it sees as a key mechanism for pushing for significant changes in energy investment.



Health

- The World Heart Federation (WHF) promoted a three-pronged approach to building bridges between children, health and sport. The

federation developed a new campaign to raise awareness of physical activity and increase access for young people. The WHF Eat for Goals initiative was revitalised

by the introduction of a new app, and the partnership with Healthy Stadia was reinforced to focus on tobacco control.

World Heart Federation (WHF)

The World Heart Federation is a leading global organisation with the mission to reduce the burden of cardiovascular disease, the world's number one killer. The WHF works towards this objective through leadership, advocacy and the combined strength of over 200 member organisations around the world. In line with the World Health Organization objective, the WHF is striving to reduce premature mortality from cardiovascular disease by 25% by 2025.

Many premature deaths from cardiovascular disease could be prevented by controlling the main risk factors, which include physical inactivity and tobacco use. UEFA's partnership with the WHF represents a great opportunity to build bridges between children, health and sport. The WHF promotes heart-healthy behaviour, encouraging children and adults to

be more active and play sports like football, eat healthily and avoid tobacco use and exposure. Working with health, sports and football partners, the WHF's projects and actions are designed to help avoid the millions of needless deaths that occur each year and to build a healthier future for our generation and many more to come.

No-tobacco policy

A complete ban on the use, sale and promotion of tobacco was in force in both indoor and outdoor areas of all match venues during UEFA EURO 2012 and at the UEFA Champions League and UEFA Europa League finals in 2013. Building on previous efforts, and tying in with the WHF campaign to reduce premature mortality as the result of cardiovascular disease, UEFA extended this policy to the stadiums in Lisbon and Turin hosting the UEFA Champions League and UEFA Europa League finals respectively in 2013/14.



The Eat for Goals app was downloaded almost **10,000** times in less than two months after the launch.

Main achievements 2013/14

Development of the Children in the City campaign

Designed to improve access and awareness of physical activity in young people aged 7 to 12 living in selected low-income urban neighbourhoods, the project consists of identifying the barriers to physical activity, designing practical interventions and implementing them in communities.

Launch of the Eat for Goals app

The Eat for Goals app offers children the opportunity to cook the same heart-healthy recipes as their favourite football players, leveraging the players' role model status and showing that cooking healthy food can be simple and delicious. The app is a fun educational tool, which includes an interactive game and recipes as well as interesting food facts and tips.

Healthy Stadia activities

The European Healthy Stadia Network supports sports clubs, stadium operators and sports governing bodies to develop health promoting policies and practices at stadiums that contribute to improved levels of public health among fans, stadium workforces and local communities. Major achievements over the year included the assessment of two stadiums, the development of World Heart Day activities in partnership with football associations and the publication of resources such as the Active Travel Guidance Toolkit and policy pledge. Tobacco control was also a key issue with completion of the first year of the three-year smoke-free stadiums programme, the publication of a new benchmark report on smoke-free policies in stadiums and support of UEFA's no-tobacco policy at club competition finals.

Planned activities for 2014/15

- With the preliminary work complete, the pilot Children in the City campaigns in Spain and Romania will continue to the next stage in 2014/15. This involves the development of the campaign and grassroots activities based on the analysis of surveys conducted during the previous year.
- Building on the first version of the Eat for Goals app, the WHF intends to develop and further promote Eat for Goals by improving its features and reaching out to children in new markets.
- Healthy Stadia will keep growing its network, develop its communications activities, organise a Healthy Stadia conference in December 2014 and coordinate the following core actions in 2014/15:
 - Healthy Stadia assessments of UEFA club competition finals.
 - Tobacco control: second year of the tobacco-free football stadiums programme.
 - Physical activity and the WHF Children in the City campaign.
 - Promotion of World Heart Day 2014 in the football environment.

Key performance indicators

Objective	Indicator	Performance 2013/14	Plan 2014/15	Target 2016/17
Improve the knowledge, attitude and behaviour of children from selected urban communities in relation to physical activity	Number of children participating in physical activity programmes as a result of the Children in the City campaign	n/a (activities start 2014/15)	25 in every targeted city	25 in every targeted city
Promote healthy nutrition among children	Number of downloads of the Eat for Goals app	9,499	20,000 across 2 languages	30,000 across 3 languages
Promote healthy policies in stadiums	Healthy Stadia membership	334	340	350
Promote World Heart Day in the football environment	Number of national associations engaged	6	3 ¹⁷	3 ¹⁸

The long-term partnership with UEFA has enabled the WHF to focus on developing sustainable projects. It has built solid foundations for the Children in the City programme which offer an insight into country-specific barriers to physical activity in children living in under-resourced urban areas. The programme represents a great opportunity to improve the health and quality of life of the targeted communities, while also demonstrating cost-effective practical ways to address the growing trend in physical inactivity.

Complementing the Children in the City programme is the Eat for Goals app. This encourages children to have fun with their parents while developing a heart-healthy lifestyle that will not only keep them healthy now, but teach them good habits that last a lifetime.

The WHF also places a strong emphasis on strengthening its partnership with Healthy Stadia, building on mutual experience and tools to collaborate on activities such as World Heart Day, the Children in the City campaign and tobacco control initiatives.

“As part of World Heart Day, pitchside activities promoting healthy lifestyles were part of pre-match ceremonies at all six matches played in the men’s Premier League over the weekend of 28 and 29 September, and this included public address announcements to fans on the benefits of being physically active.” Thor Ingimundarson, Communications Manager, Football Association of Iceland

¹⁷ Healthy Stadia has set “sensible targets” to engage a minimum number of national associations for 2014/15 and 2016/17 that it “would always hope to overachieve on”. ¹⁸ As previous footnote.



Peace and reconciliation

- Now in its 16th year of operation, the **Cross Cultures Project Association (CCPA)** made progress with its reconciliation programme in post-conflict areas. Over

25,000 children participated in 136 five-day Open Fun Football Schools organised to strengthen the engagement of civil society.

- The Master of your Emotions project promoted by **Education 4 Peace (E4P)** gained an extra dimension with the publication of a book in paperback and digital versions.

Cross Cultures Project Association (CCPA)

The CCPA is a Danish non-governmental organisation that operates in ten countries, with activities that are driven by the social context and specific challenges of each country and community. Its approach derives from the understanding that reconciliation in post-conflict areas is a complicated, long-term process. The CCPA runs Open Fun Football Schools (OFFS), a sport-based programme that was first introduced in war-torn Bosnia and Herzegovina in 1998. Since then, the OFFS have expanded into 21 post-conflict countries around the world.

The CCPA aims to use its OFFS programme as a tool to contribute to peaceful coexistence, tolerance, social integration and gender equality through strengthening civil society engagement, voluntary action and a sense of social responsibility. It focuses on three main areas:

- **Reconciliation and coexistence** – encouraging friendship and cooperation between children and adults living in communities affected by war and conflict.
- **Active citizenship** – encouraging the formation of community sports clubs which are characterised by voluntary action, equality, parental involvement, bottom-up civil society and the basic principle of Sport for All.
- **Crime prevention** – building a cross-sector crime prevention network in local communities.



Main achievements 2013/14

OFFS and Fun Festivals

Some 136 OFFS, each five days in duration, were organised for a total of 25,609 boys and girls. Additionally, CCPA volunteer coaches organised over 305 Fun Festivals (one-day events) for a total of 36,010 children.

Mini football league

Approximately 500 boys and girls from across Bosnia and Herzegovina came together in the town of Tuzla to enjoy the fourth mini football league tournament. The competition brought together children from all around the country, children who rarely have the chance to travel and meet others from different ethnic backgrounds. The objective was to contribute to the country's reconciliation process. The tournament took on extra significance

when it had to be postponed because of considerable flooding in the country – it was originally scheduled to coincide with the UEFA Champions League final. Many of the children displaced by the floods in Tuzla came together a little over a month later to rejoice in the positive values of football.

Impact assessments

The CCPA developed and tested a tailor-made impact tool for its OFFS events for the first time. Data from the baseline survey showed that the majority of respondents considered OFFS participants to be 'special' – i.e. open-minded towards others. However, demonstrating the impact that the OFFS have on participants, the follow-up survey showed that the majority considered participants as

'normal' – i.e. that this open-mindedness was now the norm in their eyes.

Girls' participation

No less than 44% of all children in the OFFS programme were girls and 38% of all coaches and leaders were female. Maria Damjanović, the CCPA's project assistant in Croatia, was employed by the national association as the women's national team coach and given a mandate to develop girls' football. Samira Muharem, a CCPA instructor, was appointed team coach for all national female teams in Bosnia and Herzegovina. In the Former Yugoslav Republic of Macedonia, the driving force behind the development of girls' football is Aleksandra Nikolovska, a former OFFS employee.

Planned activities for 2014/15

- Organisation of 100 OFFS during August and September in ten partner countries involving 20,000 children.
- International conference for all 21 partner countries in the OFFS network.
- Fun Festivals and other activities for approximately 30,000 children.
- Celebrating World Diabetes Day in November by organising a tournament for approximately 15,000 children, sponsored by Novo Nordisk.
- Holding capacity-building seminars for approximately 400 key personnel and stakeholders.
- Celebrating the UEFA Week of Grassroots Football by organising Fun Festivals and other grassroots football events for at least 10,000 children.
- Educating 1,700 voluntary coaches through seminars lasting 60–80 hours.

The OFFS project has expanded into

6 regions and

21 post-conflict countries around the world since it was established in 1998.

Cross Cultures Project Association (CCPA)

Key performance indicators

Objective	Indicator	Performance			Plan 2014/15	Target 2016/17
		2011/12	2012/13	2013/14		
Promote and support intra- and inter-community OFFS activities for children, young people and their families in communities divided by conflict	Number of OFFS participants	26,577	25,949	25,609	20,000	20,000
	Percentage of girls	34%	36%	44%	33%	33%
	Percentage of children who are not yet members of a local football club	69%	69%	64%	50%	50%
	Percentage of children who are from vulnerable families	18%	16%	24%	20%	20%
Train leaders, coaches and parents (volunteers) in the community-based and child-centred OFFS concept	Number of grassroots leaders and coaches enrolled on seminars of 60–80 hours duration	1,513	1,627	1,665	1,300	1,300
	Number of parents involved in three-hour workshops	5,832	5,873	4,266	3,500	3,500
Cooperate with community football clubs, local authorities, primary schools and national and local sports organisations	Number of partnership agreements signed with local stakeholders	1,218	1,519	1,249	1,200	1,200



The CCPA has designed the OFFS to use the best of human nature as its driving force. Neither the children nor the adults who train them are ever asked to do anything which is not motivating, engaging and meaningful. The 'Head-Heart-Action' approach which has been developed and applied to all OFFS activities is inspired by persuasive coaching methods. This holistic approach seeks to inspire motivation by turning knowledge, passion and desire into tools for action and change.

“Our involvement in the OFFS project helps us to demonstrate our commitment to being a service to the local community, rather than a force.” Aleksander Vasilijevic, Chief of Police, Serbia



Since 1998 the CCPA has:

- organised 1,697 OFFS for over 340,000 boys and girls aged 7–12;
- organised 4,117 Fun Festivals for over 495,000 boys and girls aged 7–12;
- recruited over 70,000 local leaders, coaches, coach assistants and parents – all volunteers – to organise OFFS and Fun Festivals;
- trained over 32,000 volunteer local leaders and coaches in the specific 'fun sport' concept in regional seminars of 3–5 days each;
- organised workshops and meetings for over 42,000 parents and municipal officials;
- encouraged and assisted in the formation of over 2,200 new community sports clubs/teams that are organising grassroots football and other activities for children and young people in local communities on a daily basis.

Education 4 Peace (E4P)

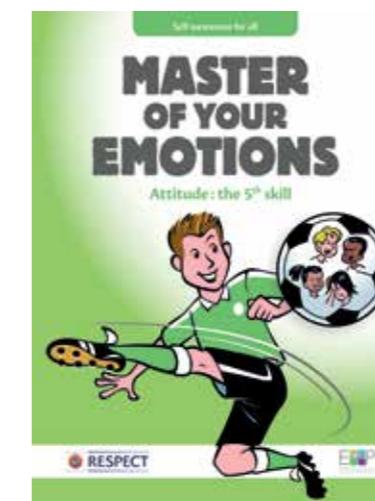


E4P has taken a leading role over the years in introducing the notion of self-awareness into football. This has been achieved through cooperation with UEFA, national football associations, leading clubs and grassroots organisations.

The goal of E4P's Master of your Emotions (MYE) project is to promote 'attitude' as the fifth skill required in football – in addition to technical, mental, tactical and physical skills. This is achieved by creating a user-friendly support tool for trainers, coaches, educators, parents and young players.

Main achievements 2013/14

- An MYE paperback book was published in French with digital versions available from August 2014 in English, French and German.
- E4P welcomed a variety of high-profile professional coaches and players on board as ambassadors for the MYE project.
- The national training department (DTN) of the French Football Federation became an official E4P partner and implemented MYE as part of its education programme.
- A term-long pilot involving 20 schoolchildren was conducted with the Arsenal Foundation as part of one of its community projects.
- Plans for a three-year training programme for the French football club Olympique Lyonnais were finalised. The training will involve the whole staff, including all coaches working with the various age groups.



“During my first three or four years as a coach, I was horrible to referees and players. My behaviour was appalling. What I'm getting at is that you can change, but to do so, you have to have a vision – a vision of how you want to be.” Yves Débonnaire, Coach of the Swiss U17 national team and Head of Coach Development for Swiss football



Solidarity

- Nearly 95,000 Afghans benefited from physiotherapy and prosthetic/orthotic devices offered by the International Committee of the Red Cross (ICRC).
- Sportanddev.org continued to provide the latest news across all areas of sport and development and offered users of the platform a variety of resources.
- UEFA offered support to three member associations in distress following natural disasters during the year.
- The United Nations Office on Sport for Development and Peace (UNOSDP), recipient of the 2010 Monaco Award, continued to support sport for development and assist peace-building projects that address international humanitarian goals.
- The Johan Cruyff Foundation used the Monaco Award as a springboard to widen the scope of its activities to invest in communities in Europe over the next four years.
- Sport and Citizenship organised a panel discussion at the European Parliament in Strasbourg on 'Social integration through football: which opportunities for the Roma populations?'
- In Les Autres Stars de Foot (The Other Stars of Football) project, a photographer visited a shanty town in Kenya to capture the transforming effects of a sport and development project run by MYSA (Mathare Youth Sports Association).
- The Association of Football Federations of Azerbaijan (AFFA) organised an international football volunteering forum to share good practice at both local and international levels.

International Committee of the Red Cross (ICRC)



UEFA's partnership with the ICRC dates back to 1998 and its support of the international campaign against anti-personnel landmines (Ottawa Treaty).

Every season, as part of the UEFA.com users' Team of the Year award, a donation of €100,000 is made to the ICRC's programme to provide physical rehabilitation for landmine victims and other disabled people in Afghanistan. This season's donation was presented to the ICRC by Peter Gilliéron, chairman of the UEFA Fair Play and Social Responsibility Committee, and Philipp Lahm, one of the 2013/14 Team of the Year's most prominent players.

It is estimated that, over the decades, hundreds of thousands of Afghans have been left disabled by mines, explosive debris from conflicts, polio and other hazards. Restoring mobility is an act of basic justice – the first step in ensuring access to food, shelter, education, a job, an income and, more generally, the same opportunities as other members of society.

The ICRC has been active in Afghanistan since 1987. The physical rehabilitation programme was one of its first projects, with the centre in Kabul opening just a year after its first involvement in the country.

Main achievements 2013/14

- Nearly 95,000 disabled Afghans (some 29,000 of them children) benefited from physiotherapy and prosthetic/orthotic devices. One of the people to benefit in 2013 was triple amputee Abdullah. He was an officer in the Afghan army who lost both legs and an arm in 2012 during combat in southern Afghanistan.
- Disabled people and their families became more self-sufficient: 346 breadwinners (with 2,076 dependents) took on ICRC micro-credits for the first time to boost or begin livelihood activities.
- Some 358 people started vocational training, 1,128 students received stationery kits and 220 children benefited from home tuition.
- Other disabled people added to their well-being through sport. Construction work was carried out on a sports facility for disabled people in the centre of Kabul



To date, some **125,000** patients have been registered in the seven ICRC-supported centres that are now operational. More than **15,000** artificial legs, arms and assistive devices are manufactured every year.

Planned activities for 2014/15

- Provide up to 95,000 disabled people, including amputees, with new appliances, appliance repairs and/or physiotherapy.
- Ensure a better future for disabled children and young people by contributing to school fees or the cost of home tuition.
- Help disabled adults enhance their earnings potential and well-being by providing access to employment, vocational training and/or micro-credits to set up/improve small businesses.
- Promote sport among disabled people as a means of physical rehabilitation and social reintegration, giving them the opportunity to play football, basketball (for wheelchair users), volleyball and table tennis.

Key performance indicators

Objective	Indicator	Performance		Plan 2014/15	Target 2016/17
		2012/13	2013/14		
Provide physically disabled people with rehabilitation services	Patients receiving services	80,528, including 20,469 children	94,868, including 28,945 children	Up to 95,000 including up to 25,000 children ¹⁹	Up to 95,000 including up to 30,000 children ²⁰
Improve access to services and follow-up	Number of home visits to patients who cannot travel to a centre	7,083	7,706	Up to 8,000	Up to 8,000

One of the ICRC's ongoing initiatives is to provide on-the-job training to staff and to sponsor attendance at certification courses. One such staff member is Karima. In 1990, when Karima was 11 years old, she and her brother were returning home from their grandmother's house one evening when a group of men in the street opened fire on them. Karima was badly wounded in the leg and her brother in the jaw. Karima was rushed to hospital where the doctors tried but failed to save her leg, which had to be amputated. Some time later, Karima went to the ICRC physical rehabilitation centre

in Kabul for a prosthesis. In 1996 it happened that the centre needed a female physiotherapist and Karima, still a patient, was offered the job. After getting her father's permission and undergoing training, she began work. Today, Karima is a fully qualified physiotherapist, leading a busy life helping others to walk again. As she explains: "In the centre, I never think about my disability. And when I see people looking so sad when they first come in, I tell them that they will be able to walk again and restore their dignity."

¹⁹ The ICRC treats those who need care without setting specific numbers of beneficiaries in each gender or target group. ²⁰ As previous.

sportanddev.org: the International Platform on Sport and

Building on more than ten years of experience, sportanddev.org is the one-stop shop for the fast growing sport and development (S&D) community and is globally recognised as the leading source of information in the field. The platform's motto is 'inform, communicate, activate'.

The community of organisations using sport as a tool for social development has grown enormously over the past ten years. Sport is now being used to tackle some of the most challenging social issues around the world, from conflict resolution to inequality, and it is making progress in some of the hardest areas and communities to access.



Main achievements 2013/14

e-debate on the role of sport in post-2015 development

In November and December 2013, a group of expert practitioners, academics and policymakers from the S&D sector gathered to share their views over three rounds of discussion. The debate showed that sport is a tool widely used for global social development and that the United Nations needs to take this into account when defining new development goals (SDGs) in 2015.²¹

Live streaming coverage of 2014 Next Step Conference

From 10 to 14 February 2014, sportanddev.org provided comprehensive live streaming coverage of an S&D conference in New Delhi. The coverage included live streaming of key sessions, articles and interviews with people of interest, allowing those who could not attend the conference to stay informed about the latest findings and best practice in the sector.

“An immense thank you for the live streaming of [Next Step 2014]... It is so refreshing and inspiring to hear from many experts in the field... I feel far more informed and involved in the field after viewing the conference. Thanks again!”

Rachael David, Beneficiary, South Korea

International Day of Sport for Development and Peace

The United Nations celebrated a day dedicated to the use of sport in development on 6 April 2014. sportanddev.org acted as a facilitator for the community by providing context, sharing advice and highlighting community activities.²²

Launch of sportanddev in French

In May 2014, sportanddev.org launched the eagerly awaited French version of its website. Further fundraising will allow additional services to be introduced, such as an e-newsletter and a Connect section.

²¹ Access the debate at bit.ly/sportpost2015

²² An overview of the activities can be accessed at bit.ly/IDSDPsportanddev

Development



Key Performance Indicators

Objective	Indicator	Performance		Plan	Target
		2012/13	2013/14	2014/15	2016/17
Increase the visibility of sportanddev.org in the S&D sector and in overall development community	Number of registered Team Players on sportanddev.org	3,208	4,275	5,400	6,600
	Number of likes on Facebook and followers on Twitter	Facebook: 1,939 Twitter: 3,403	Facebook: 2,836 Twitter: 5372	Facebook: 3,800 Twitter: 8,000	Facebook: 4,700 Twitter: 11,000
	Number of policy debates sportanddev is consulted on and engaged in	1	4	4	4
Continue to service the S&D community	Number of articles shared on sportanddev.org	1,160	1,271	1,300	1,350
	Number of activities on sportanddev.org to inform users and provide opportunities to get involved (e.g. e-newsletters, live streaming events, calls for articles, highlighted initiatives, article series, e-debates etc.)	31	37	42	43

Planned activities for 2014/15

- Technical innovations on the platform to ensure continued user satisfaction.
- A comprehensive package of sportanddev services (e.g. consultancy, workshops, event coverage) to be made available on sportanddev.org.
- Increased learning opportunities for users, such as a series of articles on topics of interest, live streaming of conferences, an expanded section on featured sports, etc.



sportanddev.org is providing the S&D community with learning opportunities that are essential for the development of capacities to implement and sustain S&D initiatives. Acting as the link between emerging theory and practice, sportanddev.org continues to fulfil crucial communication and capacity-building functions for a budding community of S&D experts.

Natural disaster relief

Four years ago UEFA formalised its long-standing tradition of supporting member associations in distress following natural disasters. During the season, UEFA's programme to provide financial support to rebuild or replace sport and football infrastructures was extended to the member associations of England, Greece and Wales.



England – €172,000

Widespread flooding in the south of England. Funds were channelled to repair and rebuild football facilities at clubs in the lower tiers of the national league system and at grassroots level. Other schemes covering schools and community groups were also supported.

Greece – €273,000

Earthquakes struck the Greek island of Kefalonia. UEFA provided support to repair damage to the municipal stadium as well as the headquarters and referee education facilities of the football association of Kefalonia and Ithaca.

Wales – €55,000

Extensive rainfall caused significant damage. UEFA covered the cost of repairs to the football infrastructure of Llanrwst Town FC. Drainage and a flood alleviation system were installed to ensure that the extensive damage could not be repeated.



United Nations Office on Sport for Development and Peace (UNOSDP)



The UNOSDP was selected by UEFA to receive the Monaco Charity Award in 2010. The funds from the award were directed to projects around the world that mobilised the power of sport to achieve positive change in the field of development and peace-building.

Through a competitive selection process, UEFA and the UNOSDP jointly selected five projects²³ that address at least one issue of the UN Millennium Development Goals or one of the priorities of the Special Adviser to the UN Secretary-General on Sport for Development and Peace.



²³ One of the projects, Kicking the Ball and Taking Care, implemented by the International Academy for Innovative Education, Psychology and Economy (INA GmbH), was concluded in 2012 and is thus not included in this report. The project aimed to encourage participation in sport and facilitate access to basic mental health services in the West Bank and Gaza Strip.

Young football volunteers in Ukraine

Ukraine continues to have the highest rate of new cases of HIV infection in Europe. The majority of those infected are under 30 years old and face social exclusion. This project aims to harness the social and educational potential of football and voluntary action as a tool to engage young people aged 12 to 20 who live in rural areas in Ukraine.

Main achievements 2013/14

- 407 school teachers and football coaches trained in fair play methodology.
- 4,078 young people educated about HIV/AIDS, violence prevention and gender equality.
- 47 youth-led initiatives contributed to the supported Millennium Development Goals.
- 56 youth action plans developed through youth forums and volunteer camps.

Implementing partner:
United Nations Volunteers

United Nations Office on Sport for Development and Peace (UNOSDP)



Gender equality in Tajikistan

Girls often do not take part in sport because of the stigma associated with their participation in physical activity as well as the poor quality or lack of suitable sports programmes. This project in Tajikistan aims to reduce those barriers and promote gender equality, empowering participants and involving them in sport and physical activities.

Main achievements 2013/14

- 120 sports leaders, athletes, coaches, physical education teachers and officials trained in various sports.
- 100 girls and women, both athletes and coaches, trained in the social and management skills required to run a sports club.
- 16 sports clubs for girls and young women created and offered resources, advice and management to facilitate their continued operation.
- Round-table meeting held with 15 key experts to discuss strategies for strengthening national sports mechanisms for girls and women.

Implementing partner:

National Federation of Taekwondo and Kickboxing of the Republic of Tajikistan

Disability sport project in Haiti

The earthquake in Haiti in 2010 escalated into a tragic situation for many, particularly people with disabilities. This project aims to offer capacity building for Haitian volunteers, coaches, physical education teachers, community leaders and organisations working in Paralympic sports. The objective is to increase and enhance disability-inclusive sport and opportunities for people with disabilities to become involved in physical activities.

Main achievements 2013/14

- 3,280 people participated in the project.
- 14 workshops held and 304 sports and recreation leaders trained.
- National disability sports festival held, attracting 500 participants and 200 spectators, many of whom had never seen disabled people playing sport.
- Network of 69 organisations strengthened through training and education workshops, programme collaborations and sports equipment donations.

Implementing partner:

BlazeSports America



Youth Leadership Programme (YLP)

The UNOSDP's Youth League Programme recognises the potential that young people have to bring about change in their communities, especially in the field of sport for development and peace. The YLP consists of four to six camps each year bringing together young people aged 18 to 25 who work on sport for development and peace projects across the developing world. They receive training and guidance in best practice in the field.

Main achievements

- 360 participants have benefited from this educational programme.
- 12 camps in 7 different countries and 10 different cities since 2012.
- Over 20 of the world's top sport for development organisations, international sports federations and other relevant parties involved.

Implementing partner:

UNOSDP

The Cruyff Foundation

The 2013 UEFA Monaco Charity Award was presented to the Cruyff Foundation. A cheque for €1m was handed over to Dutch football legend Johan Cruyff by the UEFA President, Michel Platini, at the official gala dinner which followed the UEFA Champions League group stage draw.

The Cruyff Foundation is regarded as a major authority on sport for children – especially disabled children – and related community projects. The foundation was established in 1997 after Johan Cruyff befriended a young boy with Down's syndrome. Although the boy was passionate about sport, he had been unable to play alongside other children through fear of rejection. After spending time teaching the boy how to play football, boosting his confidence and providing him with a safe place to play, Cruyff came home one day to find the boy playing football in the street alongside other children.

The incident had a profound effect on Cruyff and he began to think about how to encourage children to be active and enjoy sport. He realised that a foundation could help children integrate in their neighbourhoods and communities, stay healthy and focus on some of society's basic values such as teamwork and respect.

The Cruyff Foundation's goal is to inspire not only children, but also (former) football players and football clubs to follow the example of Johan Cruyff and, together with the Cruyff Foundation, invest in our communities.

Main achievements 2013/14

Cruyff Courts

A Cruyff Court is a place where children can play grassroots football. But a Cruyff Court is much more than just a football pitch. It is a place where children learn all about respect, responsibility and integration through sport. They learn how to cooperate, make friends, stand up for themselves and others and how to accept victory and defeat. These are essential life skills.

Cruyff Courts 6v6

Cruyff Courts 6v6 is a championship for boys and girls aged 10 to 12 involving all Cruyff Courts worldwide. In 2013 more than 20,000 children competed on Cruyff Courts in their communities or near their schools.

Cruyff Foundation Community Program

The Cruyff Foundation Community Program focuses on getting young people (14–21 years old) involved on and around Cruyff Courts. It offers young people an opportunity to make a positive contribution to the community by organising local grassroots activities and becoming role models for younger children in the area.



177
Cruyff Courts in Europe, of which 151 are in the Netherlands.

10,000
children play on Cruyff Courts every day.

20,000
children take part in Cruyff Court 6v6 championships each year.

300
young people were trained in the Cruyff Foundation Community Program in 2013 and over 3,000 children were involved in related activities.

Over **100**
local coaches were trained as Cruyff Foundation coaches in 2013 and run projects in their communities.

“[The 2013] Monaco Charity Award reflects UEFA's commitment to the promotion of social values and a healthy lifestyle through grassroots football. Our contribution will help build pitches across Europe – Cruyff Courts – to encourage children to play sport by giving them back their playgrounds.” Michel Platini, UEFA President

Key performance indicators

Objective	Indicator	Performance			Plan 2014/15	Target 2016/17
		2011/12	2012/13	2013/14		
Build playing spaces	Number of Cruyff Courts built in European countries	8	9	4	13 ²⁴	4
Create participation opportunities	Number of Cruyff Court 6v6 championships in European countries	3	3	4	6	6

²⁴ A number of projects started in 2012 and 2013 will be completed in 2014/15.

Sport and Citizenship (S&C)



Sport and Citizenship is a think tank committed to promoting European civic dialogue in the field of sport. Established in Brussels a few months after the adoption of the European Commission White Paper on Sport, S&C promotes sport's social benefits and studies European public policies on sport.

As part of its activities over the year, S&C organised a panel discussion at the European Parliament in Strasbourg entitled 'Social integration through football: which opportunities for the Roma populations?' The round table highlighted the issue to EU officials, with the objective of demonstrating sport's usefulness as a tool in tackling deep-rooted social problems such as discrimination against Roma.

The round table triggered further developments on the theme of football and the Roma, most notably a hearing at the European Parliament on the creation of a Roma football team.

Les Autres Stars de Foot exhibition

Photographer François Schaer travelled to Mathare in Nairobi, Kenya, to witness a remarkable transformation of slum dwellers' lives through football. François' host, the Mathare Youth Sports Association (MYSA), is one of the world's longest-standing and leading sport for development organisations, encouraging young people to fulfil their potential and improve their lives and their communities through sport.

François spent much of his time in Mathare wandering around the different places where the many MYSA youth teams play. He got to know the children and tried to capture, through his photos, the transformation many of them experience when stepping onto the football field.

François' exhibition was displayed for a month during the World Cup at the Quai Wilson in Geneva under the banner 'Les Autres Stars de Foot' (The Other Stars of Football) and was acclaimed by prominent Swiss newspaper Le Temps.



The Association of Football Federations of Azerbaijan (AFFA)



The AFFA organised an international football volunteering forum in Baku, in May 2014. The aim of the forum was to contribute to the development of football volunteering, at both local and international levels, by providing a platform for the 300 participants to share knowledge and experiences.



Presentations and networking opportunities at the forum gave organisations and individuals the opportunity to share good practice and sow the seeds for future volunteering projects.

A declaration was signed at the forum which set out social and practical recommendations for stakeholders at national and European levels.





Fan dialogue

- **Football Supporters Europe (FSE)** organised the 6th European Football Fans' Congress as part of continuing efforts to promote networking and information exchange among European fans.

The FSE Fans' Guide app, with information sourced from fan clubs, cities and stadiums, proved to be a valuable resource.

- **Supporters Direct Europe (SD Europe)** worked with various stakeholders across Europe as part of its mission to improve both the governance and social function of sport. The introduction of the SLO requirement,

a milestone in club-supporter relations, led to workshops, held together with UEFA and its member associations, in four European countries.

Football Supporters Europe (FSE)

FSE is an independent, representative and democratically controlled non-profit organisation of football supporters. Its membership consists of nationally active fan organisations, locally active fan groups and individual supporters representing more than 3.5 million football supporters from 45 countries across Europe.

FSE has noticed that wherever football fans are organised and/or recognised and taken seriously as equal partners in dialogue and involved in decision-making processes, then the result can be a perceptible reduction in behavioural problems, a much improved, attractive match atmosphere and an increase in community participation.

The success of the game transcends national boundaries, as indeed do its problems. The existence of a European football supporters' organisation that permits a transnational exchange of experiences, networking opportunities and democratic representation makes a significant contribution to addressing the social problems associated with the game and also conveys the positive values of sport and social inclusion.

In summary, FSE's main areas of activity are:

- fostering networking and exchanges among football fans across Europe on relevant topics;
- organising transnational grassroots campaigns on various topics relevant to football supporters;
- representing fans' interests and engaging in and promoting fan dialogue with relevant institutions and football governing bodies;
- providing support, advice and expertise to fans on all topics relevant to football supporters at national and local levels;
- organising fan embassies and related services at international matches and tournaments to mitigate potential problems.

More than **350** participants from nearly **40** countries took part in the **6th European Football Fans' Congress**.



Main achievements 2013/14

6th European Football Fans' Congress

FSE organised the 6th European Football Fans' Congress in Amsterdam, Netherlands, which saw more than 350 participants from 39 countries taking part. The event was co-hosted by local FSE members, with support from Ajax Amsterdam and the Royal Netherlands Football Association (KNVB).

FSE Fans' Guide app

The FSE Fans' Guide app was launched as a guide to European football grounds by fans for fans, and has since been updated three times. The app provides all sorts of useful information relevant for match-going football supporters, with data sourced from fan clubs, cities and stadiums across Europe.

Choreography and match arrangements

Information on stadium choreography and match arrangements for supporters at the UEFA Champions League and UEFA Europa League finals was improved by means of a more comprehensive consultation process with UEFA on ticketing and fan activity arrangements.

Sharing expertise

UEFA's disciplinary bodies, the Council of Europe and two pan-European police training workshops were informed of the knowledge and perceptions of fans on safety and security measures, disciplinary issues and sanctions in football. FSE was named as a key partner by the Law Enforcement Working Party in Sport of the Council of the European Union in their 2014-17 work programme as a result.

All Colours Are Beautiful campaign

The FSE anti-discrimination division launched a transnational fan campaign called All Colours Are Beautiful for the FARE action weeks from 2013.



Planned activities for 2014/15



- Organise the 7th European Football Fans' Congress in Bosco Albergati, Italy, which will be a joint event with the Mondiali Antirazzisti, the biggest anti-racist football tournament in the world.
- Prepare the 8th European Football Fans' Congress, due to take place in Belfast, Northern Ireland, from 2 to 5 July 2015.
- If funding applications are granted, kick-start a broad range of Europe-wide projects focusing on fan-driven measures to foster safety and security at UEFA EURO 2016 in France, as well as preparations for a comprehensive fan embassy programme.
- Organise two European networking meetings of football supporters to further measures against discrimination.
- Provide demand-driven, targeted support to FSE members at national and regional levels to improve supporter networks beyond fan rivalries. Establish or help to improve the structural relationships of these networks with regional and national institutions and governing bodies.
- Develop relationships with key stakeholders such as UEFA and European institutions by contributing to pan-European police training and European Union expert group events.

Football Supporters Europe (FSE)



Key performance indicators

Objective	Indicator	Performance		Plan 2014/15	Target 2016/17
		2012/13	2013/14		
Help member supporter groups express views on relevant issues in meaningful ways	Number of countries in which FSE provides structured advice and European backing to members	5	6	8	8
Enhance members' transnational anti-discrimination campaigns	Number of member groups at club level participating in transnational anti-discrimination activities and meetings	5	10	40	40
Develop the sustainability of the Fan Embassy Division with regard to UEFA EURO 2016	Number of self-sustainable ²⁵ fan embassy initiatives at national level	7	12	14	17
Expand the representation of FSE membership	Number of new membership applications accepted (number of countries)	61 (20 ²⁶)	289 (22)	150	200
Develop relationships with key European stakeholders	Number of contributions to EU or national level working groups and projects relating to football and security	4	6	8	8
	Number of contributions at events of key stakeholders at European level	6	6	8	10

UEFA has proactively backed the FSE since 2008, recognising it as the official interlocutor on fan issues and a key stakeholder in European football.

Where UEFA and FSE have worked closely together on certain projects, such as the choreography arrangements for UEFA finals, great strides forward have been made, especially in terms of building new levels of responsibility from both fans and footballing bodies.

As Europe's biggest supporters' network, FSE is committed to working with UEFA and all of its member associations to improve relationships and dialogue with supporters.

“Our activities last season were largely focused on building structures and activities that can bring our growing membership across 45+ countries in Europe closer together and build a stronger sense of active involvement and solidarity beyond rivalries among supporters.” Daniela Wurbs, Coordinator/CEO, FSE

²⁵ Self-sustainable: receiving or generating sufficient funding through their own means and not dependent on financial support from FSE's fan embassies budget when organising fan embassy services at national team matches. ²⁶ Lower number due to partial freeze on admissions.

Supporters Direct Europe (SD Europe)



SD Europe is an organisation that assists football supporter groups in achieving formal structured involvement in their clubs and associations and works towards developing supporter ownership of football clubs. SD Europe's development work also focuses on helping set up democratic national supporter organisations that favour the structured dialogue required to democratise football.

SD Europe also advises clubs on their ownership and governance structures and works with football associations, leagues and UEFA. Established in 2007 with funding from UEFA, SD Europe meets its objectives by advising supporters, clubs, governing bodies and other institutions across Europe, increasing the resources at their disposal to improve both the governance of the sport and the social function that football serves.

“Supporters Direct Europe shows how fans can help to develop inclusive and sustainable structures at both the grassroots and professional levels, thus giving life to the concept of active citizenship.”

Androulla Vassiliou, European Commissioner for Education, Culture, Multilingualism, Sport, Media and Youth 2010–14

Supporters Direct Europe (SD Europe)



Main achievements 2013/14

Memorandum of understanding with FIFPro Division Europe

SD Europe signed a memorandum of understanding with FIFPro Division Europe – known as ‘Our Game, Our Responsibility’ – by which both organisations recognise that the time has come for players and supporters to stand together and highlight their shared interest in making the game more stable, sustainable and better governed. The organisations agreed to co-host a joint event in the European Parliament in early 2015.

Co-organised Les Assises de Supportérisme

Les Assises de Supportérisme was an event held at the French Senate that brought together different stakeholders in French football (supporter groups, politicians and the French Football Federation) to discuss how to increase supporter involvement in club ownership and governance. SD Europe assisted in setting up France’s first democratic national supporter organisation, building on an existing and growing network of groups.

Match funding in Italy

Match funding was provided to Supporters in Campo, the Italian national organisation for supporter trusts, together with Lega Serie B and Lega Pro Calcio. This led to a series of joint events and the rapid expansion of the Italian network of groups.

Supporters in Campo is now established as the first democratic supporter organisation in Italy. The football authorities have responded positively to this development, welcoming the advent of a recognised partner to work with.

Supporter liaison officer (SLO) project workshops

SD Europe co-organised, together with UEFA and its member associations, SLO project workshops last year in Greece, Iceland, Italy and Norway. The introduction of the SLO requirement as part of UEFA’s Club Licensing and Financial Fair Play Regulations represents a new milestone in club-supporter relations.

EU Sport Forum

The results of the ‘Improving Football Governance through Supporter Involvement and Community Ownership’ preparatory action were presented at the EU Sport Forum. The project’s objectives were to increase the involvement of supporters in the governance of clubs, leagues and associations.

SD Europe has helped to establish and secure funding for

7

supporter-owned clubs across Europe in the last

3

years.

Planned activities for 2014/15

- Facilitate the growth of SD-like organisations across Europe and help to ensure that those already in existence are able to secure the funding necessary for development.
- Help members improve structural relationships with national institutions and governing bodies and assist at least two national supporter organisations to achieve formal, structured representation within national governing bodies.
- Help at least three European supporter groups take meaningful steps towards ownership of their clubs.
- Develop relationships with key stakeholders and consequently contribute to at least one European Union expert group.
- Better service the demand for training and educational initiatives from European football’s key stakeholders with respect to the supporter liaison officer project; increase resources for the project.



Key performance indicators

Objective	Indicator	Performance		Plan	Target
		2012/13	2013/14	2014/15	2016/17
Facilitate the growth of SD-like organisations across Europe	Number of SD-like organisations registered	2	2	2	2
Help members improve structural relationships with national institutions and governing bodies	Number of supporter organisations helped to secure funding from stakeholders	1	3	3	2
Help European supporter groups take meaningful steps towards ownership	Number of new supporter-owned clubs founded	1	3	3 ²⁷	3 ²⁸
Better service the demand for training and educational initiatives from European football’s key stakeholders with respect to the SLO project	Participation in UEFA member SLO workshops (number of workshops)	5	5	5	5
	Participation in events organised by stakeholders other than UEFA members (number of events)	4	5	4	4

SD Europe is about to enter its eighth season of operations. After seven years as a member of the football family, representing supporter groups and advising other stakeholders, SD Europe has become a recognised expert in the governance of football.

As well as a growing membership, the range of stakeholders to whom SD Europe provides advice has also expanded to include football clubs, governing bodies, national governments and European institutions.

UEFA’s support for SD Europe is only one side of the coin. UEFA’s member associations should, and often do, take responsibility for their relationships with supporters. SD Europe actively supports the establishment of such relationships and works to improve existing ones. In the coming season, SD Europe hopes to see national governing bodies and supporter groups cooperating on issues of good governance and developing joint projects to improve the game.

²⁷ Campaigns by supporters to take ownership of a club, or to form a new club, are often launched in response to a period of crisis, something that often arises suddenly. While SD Europe actively encourages the network of groups that it works with to have a strategy in place for greater levels of ownership or involvement, it does not target clubs during its pre-season planning, unless requested to do so by a specific group, which is responsible for taking its own decision on the issue. SD Europe’s role is to serve the interests of these groups, help them develop a strategy and provide them with the support required to achieve their goals. ²⁸ As above.



Football First: UEFA We Care

- Il Cerchio Azzurro was set up by former professional footballer Giuseppe Dossena to support and protect athletes facing challenges in their lives after professional sport.
- The chief executive of the Football Association of Ireland, John Delaney, proposed support to the John Giles Foundation which, in turn, supported the Myasthenia Gravis Association and individuals with muscle-weakening conditions.
- The president of the Austrian Football Association, Leo Windtner, proposed support to the ACAKORO football academy, a social and physical development project based in a shanty town in Nairobi, Kenya.
- Support for the Mihai Neșu Foundation was suspended due to the state of health of the former professional footballer after whom this foundation is named. However, Mihai Neșu has been given the option to resume activities with UEFA support in the future.
- David Bernstein, former chairman of The FA in England, proposed support to The Equalizer project to promote coexistence among Jewish and Arab children in Israel.

Il Cerchio Azzurro



The mission of Il Cerchio Azzurro is to provide athletes facing the challenges of life after professional sport with the assistance and tools they need to cope with dramatic changes. The organisation has helped many former athletes regain their identity and dignity.

This initiative was established as a tangible sign of gratitude to athletes who have provided fans with much enjoyment. Over their careers, these athletes have clearly demonstrated the exemplary core values that characterise so many sports.

Project champion:

Giuseppe Dossena,
former professional footballer



“The goals of Il Cerchio Azzurro are very worthy of our attention and respond to needs that the FIGC is proud to promote.”

Carlo Tavecchio, President, Italian Football Federation (FIGC)

“I would like to stress how effectively this project seems to respond to a need that often is rarely considered.”

Michele Uva, CEO, FIGC

The Equalizer

The Equalizer is a not-for-profit organisation that works directly with the Israeli ministry of education to provide year-round football-based activities for Jewish and Arab children aged 10 to 12.

Jewish and Arab children in Israel hardly ever meet or interact in their daily lives. This separation feeds feelings of alienation, suspicion and fear on both sides. In addition, the lack of sports or structured after-school activities for children in disadvantaged communities can eventually lead to violence and crime.

In a country where coexistence is so important, football can not only provide a framework to focus young energies in a positive way, but can also build common ground between people of all backgrounds. The programme was active in five regions throughout Israel last year, using football as a tool for bringing Jewish and Arab children together, sowing the seeds of coexistence, while helping to develop disadvantaged communities.

Project champion:

David Bernstein, former chairman of The FA



Myasthenia Reaching Out



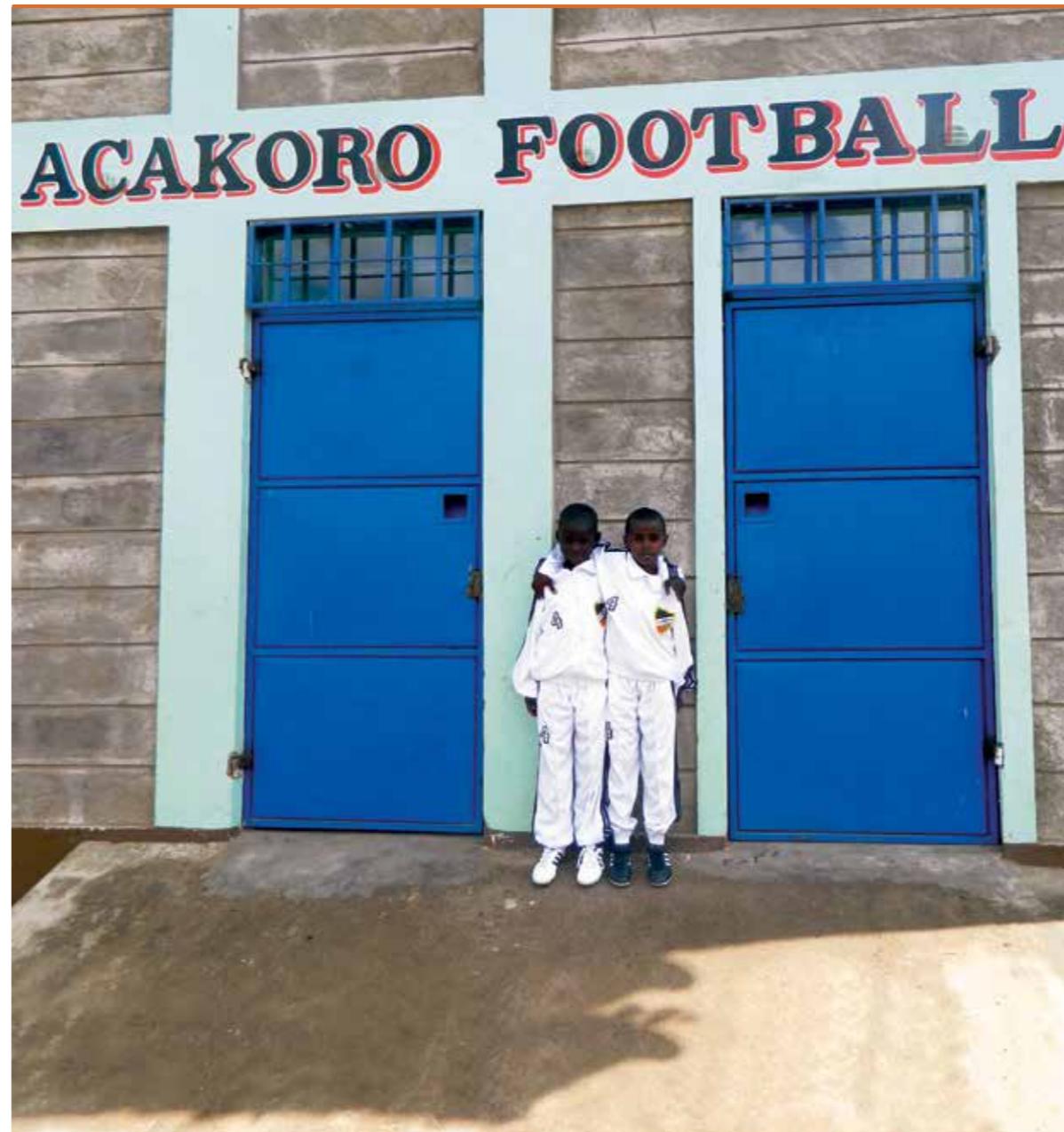
The Myasthenia Gravis Association (MGA) is dedicated to providing comfort and support to individuals with the muscle-weakening condition myasthenia gravis (MG), Lambert Eaton myasthenic syndrome and congenital myasthenic syndromes. The MGA creates public and medical awareness to speed up diagnosis, improve care and understanding and fund medical research into the condition.

The Reaching Out project involves rebranding the MGA in order to both update the image of the charity and reflect the focus on all kinds of myasthenia (not just MG). It will help the MGA to connect and stay in very regular contact with its members and their families, identifying and addressing their specific needs by creating and maintaining a customer relationship management system.

Project champion:

John Giles, former professional footballer

ACAKORO football academy



The Academy of Korogocho Football, better known as ACAKORO Football, is a football academy based in Korogocho – a shanty town in Nairobi, Kenya. Korogocho is home to some 200,000 people, the majority of whom live under the most unimaginable conditions and scrape a living from the nearby rubbish dump. Daily life for these people is characterised by hunger, violence, drugs, rape and murder.

ACAKORO was established in September 2013 to give girls and boys aged 8 to 16 a safe haven where they can play and learn. ACOKORO's objective is to improve the lives of these young people by focusing on their social and physical (sport) development. On the one hand, the project aims to develop footballing skills to offer talented individuals an opportunity to find a way out of Korogocho. On the other, it uses football's innate positive values to promote a peaceful and socially acceptable way of life in the shanty town.

Project champion:

Leo Windtner, president of the Austrian Football Association

Mihai Neșu Foundation



Upon request, UEFA's cooperation with the Mihai Neșu Foundation was suspended due to the state of health of the former professional footballer after whom this foundation is named. However, the project could resume should Mihai wish and be in a position to do so.





FSR partner feedback

- FSR partner workshop held to exchange information and critically analyse last year's reporting process

FSR partner remarks

UEFA held its first FSR partner workshop at the House of European Football in Nyon, Switzerland, soon after publication of the first annual FSR report, covering the 2012/13 season.

Eighteen FSR partner organisations gathered at UEFA's headquarters to exchange information about their core business and the projects they run with UEFA's support. The gathering generated many fruitful discussions, identifying synergies among partners and setting out a pathway for future reporting.

The 2012/13 report was critically analysed during the workshop as well as afterwards, when partners were given the opportunity to provide written feedback on their experience of the whole reporting process. An overview of the data collected from the feedback forms is provided below.

“Regarding content, much information about unknown associations or organisations’ objectives need to be better outlined.”

“One of the points we most appreciate about the report is that all organisations are presented. We appreciate the progress in FSR over time.”

“This is a great initiative and tool, which can, of course, be enhanced in the next years. We look forward to seeing the next version! Having the opportunity to meet in person with all the partners is very appreciated and opens ideas for new partnerships and synergies.”

The workshop produced fruitful discussions – synergies among partners were identified, while recommendations and potential solutions for a variety of issues were put forward. The workshop has paved the way for a 2013/14 report that builds on the awareness raised and the impact of the previous report on stakeholders. The workshop brought UEFA's FSR partners closer together and facilitated efforts to create ties that will enhance their already significant positive influence on society.

“I think UEFA should also state what their overarching KPIs are (environment, HR, diversity) – and then how the various FSR streams sit within this.”

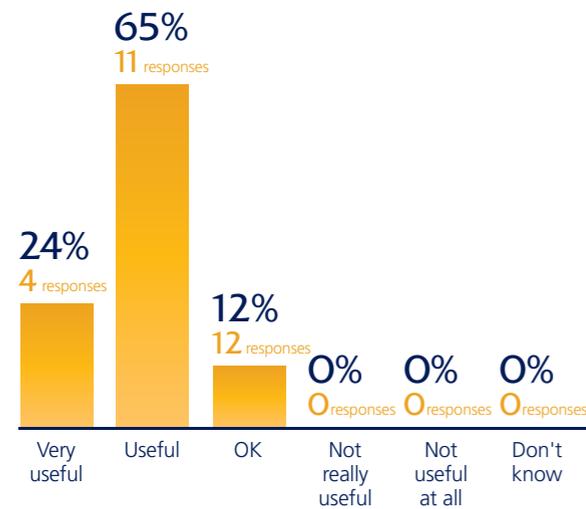
“The strategic work with FAs is not reflected in the report, the CSR conference being one of them. There is also a lack of contact information on the organisations represented.”

“A video and electronic version of the report would be useful.”

“The [...] report should not be made shorter as it's important to be able to outline the diversity of the work done.”

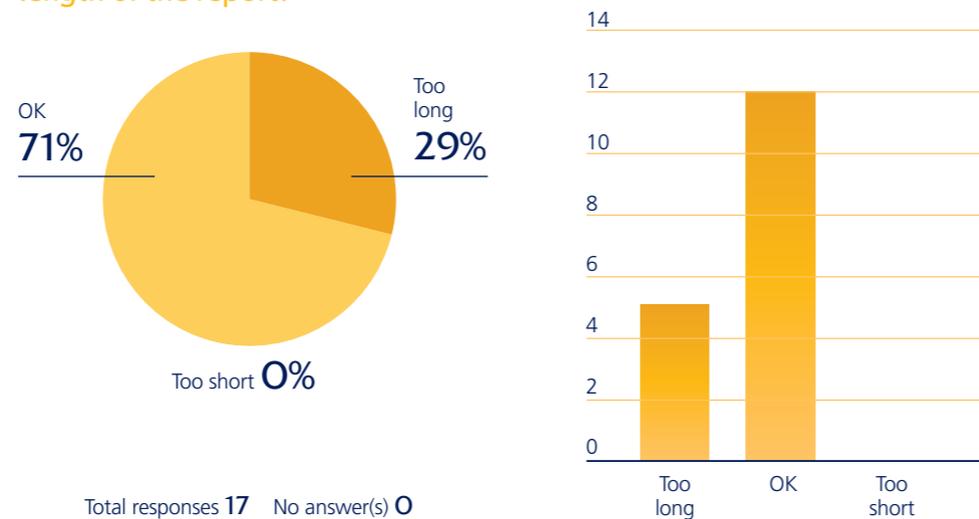
Content

How do you rate the content of the report (as a %)



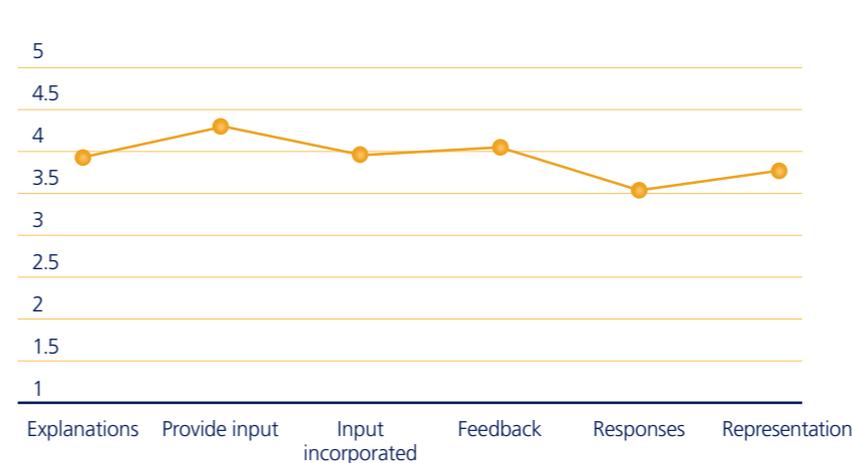
Length

What do you think about the length of the report?



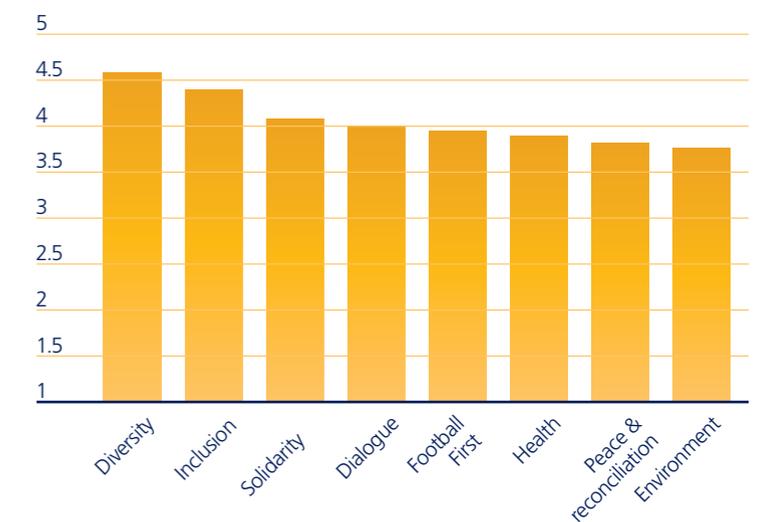
Involvement

Rate the level of engagement across the stages of the reporting process



Topics covered

Rank the relevance of the following issues (scale 1 = very low, 5 = very high)



FSR partner list

The organisations involved in UEFA's FSR programme during the 2013/14 season are listed below, with contact details.

Diversity

Balkan Alpe Adria Project (BAAP)
alex.baap@gmx.at
+43 6811 048 5110

FairPlay. Different Colours. One Game at VIDC (Vienna Institute for Intercultural Dialogue and Cooperation)
www.fairplay.or.at
fairplay@vidc.org
+43 171 335 940

FARE network
www.farenet.org
info@farenet.org
+44 207 253 6795

Kick it Out
www.nif.org
itzik@nif.org.il
+972 525 345 948

Inclusion

Centre for Access to Football in Europe (CAFE)
www.cafefootball.eu
info@cafefootball.eu
+44 20 8621 2405

Cerebral Palsy International Sports and Recreation Association (CPISRA)
www.cpisra.org
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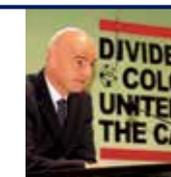
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