



National Association's Guide to Government Funding

WE CARE ABOUT FOOTBALL

What do all of these national association projects have in common? – They were all funded in full or in part by government bodies!

This guide aims to get you thinking about how you can optimise your relationship with government and other substantial funders who can contribute to the growth of football and improve conditions in your country.



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Introduction

Over the past 10 years, many national associations have built strong relationships with national governments and the various funding agencies that administer government resources. The variety of partnerships is remarkable and the enduring nature of these relationships has been equally impressive. National associations do not just receive central funding for mass participation and grassroots activities, specific themed funding is also regularly granted to promote the social, cultural, health and economic objectives of the state.

Why is this? Why the interest in football and the confidence in national associations? Football is a tool that has proven to be a positive influence when tackling the societal challenges that governments face such as a lack of physical activity, anti-social behaviour, bullying, substance abuse and depression, among other issues. The beautiful game continues to attract, entertain, educate and inspire people of all social classes – and now this is done in a more structured, strategic manner with the further professionalisation of national associations. Football's mass appeal and unifying power has meant that the sport can impact and influence the widest possible audience. Governments and funding agencies recognise this and have welcomed the creative use of football in addressing national issues. UEFA's Grassroots Ambassador Per Ravn Omdal recalls how **"local, regional, national and European politicians repeatedly say they want football as their partner ... because we take care of their children"**.

Those involved in the administration of football have been professional and responsible in their approach to government and many have overseen positive outcomes with regards to the objectives set. The enduring nature of these partnerships offers proof of the achievements. National associations have offered value for money, have been results-focused and have been attentive to the needs of local communities. In this Guide we will see examples of how national associations have been attentive to the needs of their national governments. The case studies will demonstrate not just what national associations have been doing, but will also outline the logic and rationale for developing innovative programmes that enhance football development whilst also changing lives in local communities.

Governments and funding agencies have been willing to invest in football as a result of this philosophy to enhance lives through sport. There is an acceptance and confidence in both the capacity of the national association to deliver quality interventions and in the long-term effectiveness of such programmes. Governments can see a return on their investment in preventative measures. It makes financial sense to partner with national associations who have the hearts and minds of men and women, boys and girls, of every generation, religion, ethnicity and ability.

Financial investment from government enables national associations to provide more opportunities to play the game, reach new target groups and improve structures and



Football is a tool proven to contribute positively in dealing with societal challenges

organisation at club and league levels. With more people from more diverse backgrounds playing the game, this makes football more attractive to commercial partners, increasing the fan base and commercial opportunities. It is a truly win-win situation.

So why should national associations seek partnerships with government funding agencies?

- The growth of football - Additional funding provides increased opportunities for engagement with a new audience (players, administrators, fans, customers). Increasing participation is a major objective of national associations, and with increased participation, there come many additional commercial benefits.
- The popularity of football - Football is the most popular sport in the world. It has the ability to connect with more groups in society than any other sport. As guardians of the game at national level, we need to remind government that football has the biggest impact of all sports. No sport enjoys the same mass appeal and connects with the whole of society regardless of social class.
- The power of football - Football plays a very important role in most societies and is an effective tool in tackling societal challenges. Government can use football as a tool to address issues such as obesity and anti-social behaviour in the prevention phase rather than having to allocate much larger sums to hospital or prison budgets at a later stage.
- The image of football and the national association – Increasing commitment and concern for national issues that affect local communities creates a more positive brand “positioning” for national associations. Entering partnership with government to deliver programmes that are good for the community will enhance the image of football and the national association.
- The growth of corporate social responsibility – There has been a trend for corporate sponsors to focus more on grassroots community programmes rather than elite national team branding. As a result, community programmes that help society are more attractive to commercial partners. Commercial partners with social responsibility objectives seek opportunities for collaboration that lead to improved image and positive exposure.
- The trickle-down effect - Clubs learn from and replicate the good practice of the national association: they recognise the benefits deriving from stronger ties with government, including increased funding for new activities. This broadens their engagement within communities. Clubs are stronger and better organised and thus football’s growth is supported.
- Learning from outside football - Partnership is key to most funding projects and there is enormous value for national associations in this regard. Opportunities for shared learning can also serve as a reward for volunteers and staff, representing a motivating factor to strive for better standards.

This guide offers steps towards developing mutually beneficial relationships with government and funding agencies. Using case studies and gathering advice from senior administrators in national associations, we hope that this guide will better

prepare national associations to develop new partnerships and enhance existing ones. The guide will also serve to assist national associations in researching, applying and implementing projects that are granted funding. It’s objective is to demonstrate that governments are prepared to partner with and invest in national associations who are tuned into national challenges

National associations that have a strategic approach to development are best placed to apply for funding. And external funding can certainly assist in implementing strategy as can be seen by the case study from Hungary below. This guide will attempt to show that a strategic and structured approach to funding will assist a national association achieve its aims.





Chapter 1: The Basics

1. Relationship Building

When it comes to government funding, it is right that funding agencies should keep a strong degree of detachment from those seeking funding. Objectivity and fairness can give way to partiality and inequality if there are no clear lines between the funder and the grantee. That said, it is also important that funding agencies are fully aware of the commitment, passion and expertise of individuals involved in football at both paid and voluntary levels. They should also be aware of the capacity of football to affect change in people's lives.

Regular meetings with key government departments are vitally important. There are three reasons for these meetings: 1) to show the agency that you are aware of their objectives and challenges. Whether this relates to health, unemployment, education and training, equality, social cohesion or tourism, the national association is aware of and cares about national issues; 2) these meetings give national associations the opportunity to stay in touch with: the key topics, the language used in reference to these topics and the main actors involved in addressing the issues. The general themes do not change much but it is important to be aware of subtleties and nuances; 3) most importantly, such meetings are an opportunity to explain to the agencies that football can impact a greater number of people and a wider range of issues than most other social and sporting activities. The growth or use of football or sport may not be the government department's primary objective, but it needs to be aware

of the power of football and its popularity within local communities and across the nation. Your government needs to be aware and convinced of your commitment and capacity to form effective partnerships and deliver innovative football programmes

National associations need to be proactive in building these relationships. Below is a checklist for you to consider:

CHECKLIST

- a. Which state agencies/departments currently fund sports initiatives?
- b. Do you have a contact list of the key staff within these agencies?
- c. Which of these departments do not have links to the national association?
 - Sport
 - Education
 - Health
 - Justice
 - Social Protection
 - Integration
 - Communications (national broadcaster)
 - Finance
 - Tourism.
- d. Have you presented to them in the past two years?
- e. Are you aware of "white papers" or "guidelines" associated with these departments' objectives? If so, have you identified synergies with football objectives/capabilities?
- f. Have you sent departments reports of initiatives they previously funded, or initiatives that would be of interest to them? Have you invited them to attend any functions related to these initiatives?

"When I became CEO, the association hadn't enjoyed a good reputation at government level. We received less funding than other sports. We set goals for ourselves, shared these with key members of government departments and over time proved that we could deliver, that we could be trusted. Within a few years things had changed dramatically. It's a relationship that we must keep working on."

John Delaney, CEO, Football Association of Ireland



2. Language and Themes

When it comes to developing a project and making an application for public funding, the language the national association uses is of immense importance. A great idea combined with the capacity to deliver a great project is not sufficient. The national association needs to be able to demonstrate that they can present the idea and illustrate their capacity in a language that is relevant to the funding theme.

Governments often take the lead from European organisations. European themes are well known: health, employment, education, youth, integration, inclusion, research, innovation, business, culture, etc. Please consult http://europa.eu/pol/index_en.htm (accessed on 26 March 2014) for an exhaustive list. Governments develop their own responses specific to their national context. National associations should consult the national implementation strategies for the various themes. Many countries have government agencies that administer funding for the themes listed above. The agencies have responsibility to invest in the right partners who can deliver sustainable and effective programmes.

From football's perspective, and in particular with regards to the grassroots, there are some "natural" links with major European and national concerns. Health-enhancing physical activity is a significant theme and will be for the foreseeable future. Mass participation programmes like football have a major role to play in addressing sedentary lifestyles, childhood obesity and mental health problems. The training and education of the long-term unemployed is a leading economic concern in the EU. Football has a role to play here as it can be used as a "carrot" to keep children and young people interested in education for longer and as a tool to attract early school leavers back into formal and non-formal education. Inclusion and interculturalism are also key concerns. Football can have a major impact on fostering integration, respect for diversity and equality. It can easily go unnoticed, but volunteerism is the glue that holds most

sports and cultural structures together. A long-term concern is how we manage the volunteer cycle more efficiently so as to ensure sustainability, quality and efficacy. Football can play a major role in cultivating a culture of volunteerism in a country; governments should be aware of this.

In most applications, the key desired outputs and objectives are outlined in the funding application. Alternatively, a supporting document is referenced featuring appropriate language and the correct emphasis for your application. "Results-based funding" has become more important in the past ten years. Funders want to know, and indeed often require proof (by way of pilots – mini-test projects), that objectives are realistic. Many funding applications emphasise sustainability, exit strategies, multi-discipline partnerships, value for money and measurable impact. How one "tells" the story of the project is crucial – we can invest so much energy in a project yet its legacy and impact is unknown outside those directly impacted. Funding agencies are always keen to ensure that any lessons learned should be shared with the entire community.

For first time applications, it is advisable to meet the agencies concerned in advance so that they can advise on specific themes and desired outcomes. They may be aware of similar projects and could introduce a partner. Many agencies provide annual training for potential applicants. There are also private agencies/individuals that will provide consultancy in this area – some grants will cover such fees.

"We are very fortunate and receive a significant amount of finance from our government at this time. We continue to communicate with them, which means a bit of work for all of us, but very worthwhile for our Grassroots and Pro Game"

**Jim Fleeting, Technical Director,
Scottish Football Association**



3. Delivery – Pilots, confidence and capacity

Funding institutions need to know that a proposal can deliver on its intended outcomes, outputs and objectives. It is always advisable to show evidence of impact. This is best done by presenting the results of a pilot. The activity needs to deliver, but more importantly, the national association needs to be able to prove the effects with quantitative and qualitative analysis.

The national association should let the potential funder know what it is doing at the pilot stage; the funder may be able to advise on outcomes that are of interest to it. The project may deliver on its objectives, but may not deliver to a wide enough audience or alternatively it may be too broad. It is important to involve the funder in the pilot and to get its advice/support on the development of measuring impact. Many great projects are conducted without reference or thought given to how the outputs will be measured.

SOME THINGS TO REMEMBER WHEN DESIGNING AND RUNNING A PILOT:

- Although pilots should be short and focused on a smaller target audience, the preparation for pilots should involve wide consultation.
- Select contrasting areas/groups, i.e. rural/urban, male/female, advantaged/disadvantaged. However, ensure that there is at least one area/group that will provide good results. If numerous pilots are being conducted it can be useful to have these at different times so that adaptations can be made.
- Ensure the staff/volunteers working on the pilot are well trained and capable of delivering innovative programmes.
- Define what is being tested – what you are seeking to prove – but also allow for experimentation; sometimes a variation in a pilot can prove very beneficial.
- Be open to what has not worked – understand why it has not worked as planned.
- Agree how the outputs will be measured and review with those implementing the pilot and survey participants. Present the findings to the wider consultation group.
- Communicate internally and externally. The staff and volunteers involved in the pilot/project should not be the only ones that know about it. It is important that everyone is aware of the work being done. If parts of the national association do not know about the work, it shows a lack of concern for issues that are important to the funding partner. Make use of online digital channels, newsletters, local and national press.

It is often the case that the funder does not understand or indeed know how football can play a part in delivering their objectives. Allied to this there may be a lack of confidence that “football people” can be trusted to deliver “professionally”. It can be reassuring for funders to know that staff and volunteers have professional and academic backgrounds that are well suited to managing projects and stakeholders as well as understanding objectives and outcomes and reviewing and presenting findings. In addition to delivering successful pilots, biographies of staff/volunteers can be useful in building confidence.

Most national association staff and volunteers have busy schedules so it is important that an honest assessment of the capacity to deliver is undertaken. It may be that staff can deliver on pilots but that additional staff may be required for “new” work. In the early stages of building confidence and relationships with funders it is essential that the capacity to deliver is secured.



4. Administration

– Applying, reporting, promoting

Administrative work, from application through to promotion, can be burdensome even for small grants at local government level. Some national associations have appointed staff to focus solely on these responsibilities as grants often contribute funding towards administrative work. There is merit to having dedicated personnel as they become familiar with the funding agencies, key people, timelines, language and new opportunities. In addition, these staff members have access to and manage a repertoire of “good news” stories that can be used to promote the national association to a wider audience as well as endorsing the various projects.

It is important to understand the funding theme(s) at the application stage. It is useful to send a summary of the application to colleagues in the national association (development officers, managers, marketers, finance, communications) and where possible meet with these people to assess feasibility and synergy with the national association's plans/strategies. If there is agreement that the grant opportunity is a match, the next stage is to brainstorm so as to arrive at possible innovative ways to deliver on the theme(s). Most applications will require general information like legal status, board details, financial certificates and the signatures of executive and board personnel. It is useful to have this on file and update annually. Ideally one person should lead the writing of the application so that there is consistency of style and nothing gets left out. Sufficient time should be given for proofing, posting/scanning/copying. Joint applications with another entity or multiple partners obviously require more time.

It is becoming increasingly important to present the findings of a project in a manner that leads to optimal learning and promotion. Most funders have very strict guidelines in relation to promotion of their “brand” and these need to be adhered

to. There may be a reporting template and this should be consulted from the outset so that data, images, budget, etc., are recorded punctually and in the required format. It is important to remember that the funding agency will have to report its activities elsewhere – it may have to justify why it funded the project. Liaise with them to be sure that what and how you report also meets their needs. In the grant application, time and money should be allocated to capturing quality content in a multi-media manner so that it can be given the widest exposure possible.





5. Buy-in – Partnerships

“Buy-in” refers to benefits that another organisation can see and wants to share in – it wants to buy these benefits. What football can do on and off the pitch, by way of its global popularity, attraction to youth, capacity to break down barriers and develop motivation, means that football is easy to sell.

What national associations need to be aware of is that there are many other non-football partners willing to buy into football. Other disciplines/sectors want to share in the positives that football brings. A multi-discipline , partnership approach is evident in most funding today. Such an approach leads to wider target audiences, greater capacity and impact and better value for money. It is also an indication to potential funders that the organisation has the confidence of other agencies and thus can be trusted to deliver. It is not sufficient to think purely in terms of football, sport or education – national associations need to consider wider disciplines and varied partners. There

are lessons to be learned and there are existing good practices beyond football, thus partnering with a greater cross-section of groups is of value.

The football community in Europe has many opportunities to develop partnerships and identify areas of commonality. Many national associations do this and have been successful in securing funding for their projects. Identifying and building relationships with non-football partners is a more difficult challenge. Within some European Union funding streams, there are platforms and/or agencies that support the setting up and sourcing of partners for specific projects. Within the youth sector this is a good resource: <https://www.salto-youth.net/tools/otlas-partner-finding/>. On LinkedIn there is an Erasmus+ Partner Search platform which is also a good area to advertise your project and identify potential partners.

In summary, it is possible to sell the benefits of football. There are organisations (commercial, governmental, philanthropic) that recognise the power of football and want to share in it. Be open to different types of organisation and different ideas. Some concrete examples will be given in the case studies. Football can help governments create education and training programmes for the unemployed, link with commercial entities to deliver coach education or increase volunteerism, help migrants integrate and support peace between historically troubled regions. These are the concrete things that football can do and which other organisations want to buy into and be a part of.

²e.g., health, education, employment, youth, tourism, justice, culture.



Chapter 2: National Association Case Studies



Football Association of Finland

“We have worked hard to partner with national and local government. There are benefits for both in this partnership. We invest time, we develop good programmes and we prove that football can deliver more than sporting opportunities.”

Timo Huttenun, Deputy General Secretary,
Football Association of Finland



Programme Title:

Club Development: Wellness and Knowledge through Sport

Description:

This programme supports the full-time employment of football development officers in clubs. It has just reached the end of its second three-year phase (2014). In the initial programme 14 staff were funded in grassroots clubs through partnership funding (local government and local businesses). In the first phase, there were three partners (local government, local business and clubs), each contributing approximately one third of the funding. In the second phase the partnership was 50:50 between local government and the 13 new clubs recruited. It was decided for the second phase that local businesses would not be included as partners.

The funding is used to employ a full-time project officer at a club. The person is an employee of the club but s/he is also used to deliver wider sport and health objectives for the local authority. The aims are to ensure the employee is self-sustainable after the three-year period; bring the club closer to the needs of the wider community; and, finally, to prove that football partners are trustworthy and can deliver. The Finnish Football Association organised training for the new employees which was certified by a higher authority.

The Funding Agency:

The funding stream comes from local government, local businesses and the club. The local government funding is provided by the state and the European Social Fund. The initial contact was between the national association and the Department of Education and Culture. The national association proposed the partnership model and then recruited clubs to deliver the project at various locations. The national association also supported the clubs in their approaches to local government. Each club had to secure a business partner.

The Grant:

The grant was paid to individual clubs by local authorities. Settlement was retrospective, every nine months, and made up of salary, pension and training costs. In some cases the national association advanced funding to smaller clubs as the nine months arrears was problematic.

The Application:

The initial process was undertaken by the national association. The national association presented to the Department of Finance and won approval to run the programme with local government. Clubs interested in the project were identified and 14 selected for phase one and 13 for phase two. Strict selection criteria were implemented in order to favour positive outcomes. The national association supported the applications to local government. For the first phase, the national association engaged a consultant to assist with the writing of club applications. For the second phase, the national association had a staff member in place to oversee the project and support applications.

The Theme:

The themes were community regeneration, wellness in the workplace and partnerships with the third sector (voluntary sector). Employment is a major priority for the European Social Fund and this can be seen in the core objectives of the project; creating full-time employment for 13 to 14 people in two phases. The Finnish Government is interested in health at work, thus aspects of the project targeted workplace activities.

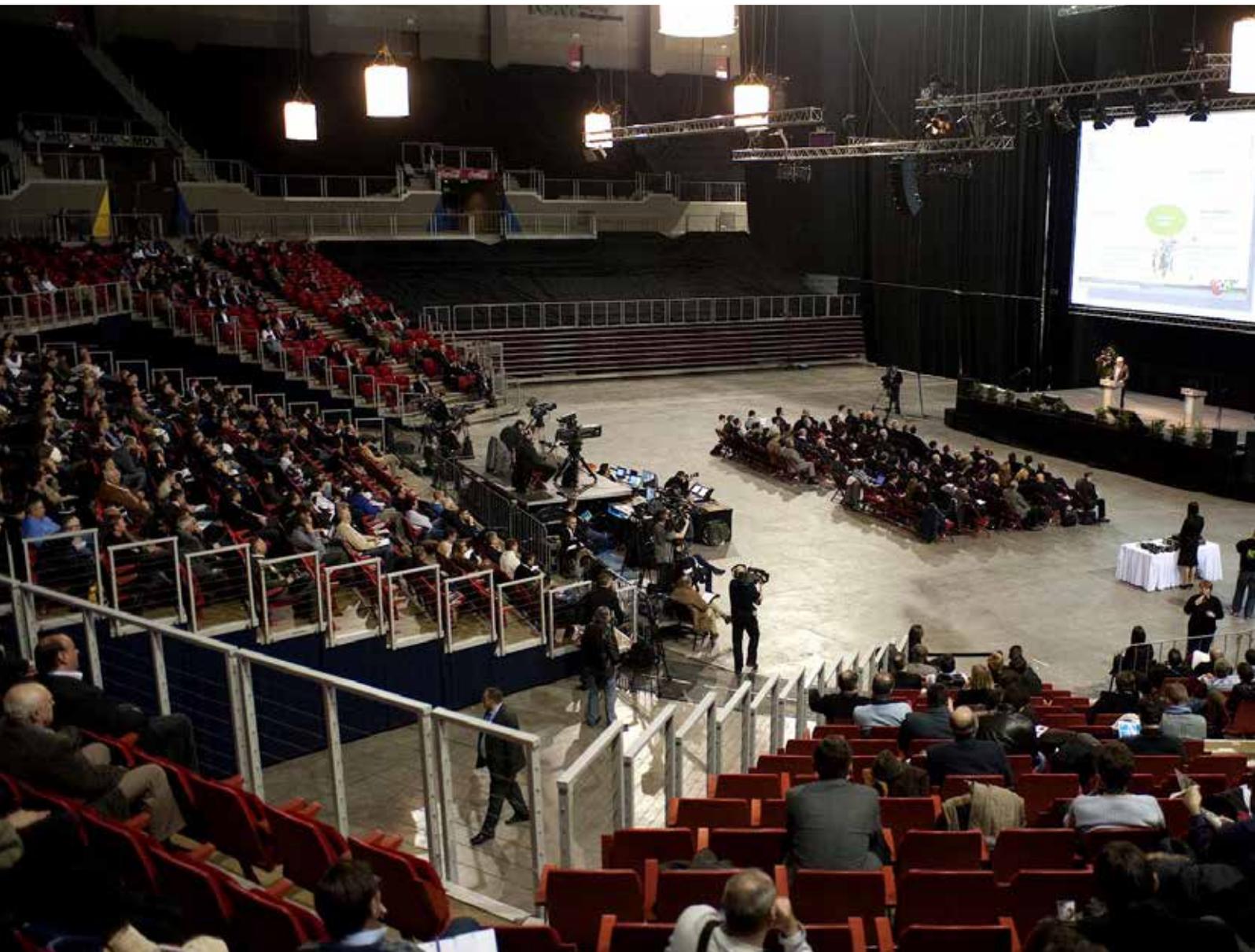
Benefits:

- The benefits at club level were having a full-time staff member to work on the club's administration, promotion and finances.
- Clubs have also had greater exposure to more diverse groups in the community and club facilities have been more fully used.
- The local government partners ensured their adherence to the national government's health agenda.
- Local government also placed greater trust in clubs to deliver on the project's objectives. This had added benefits for the relationship with football.
- All the individuals recruited made their positions sustainable after the three-year period.
- In phase one, some 24,000 people took part in programme activities benefiting physical health.



LINKS:

Project website: <http://www.palloituesr.fi/>



Hungarian Football Federation

“The Hungarian Football Federation worked out a comprehensive ten-year strategy with the involvement of a large number of stakeholders. The strategy is based on systematic, interconnected steps, consistent work and gradual development. The Corporate Income Tax programme supports the financing of our strategy. Already, after two years, we have an additional 20,000 registered players, 1,000 new teams and hundreds of new pitches have been developed.”

Dr Sándor Csányi, President, Hungarian Football Federation





Programme Title:
CIT – Corporate Income Tax

Description:
In 2011, the Hungarian government introduced legislation offering corporate entities a tax incentive to donate to sports clubs and organisations. The legislation states that companies paying corporate income tax (CIT) could reduce their tax base by the sum donated to federations or clubs to up to 75% of the total amount payable in taxes. The sports eligible for the funding are the five most popular team sports, of which football is number one. During the past two years, football clubs have received approximately €80,000 annually for grassroots and player development programmes as well as infrastructure development for club and regional facilities.

The Funding Agency:
The funding agency is the corporate entity. The national association acts as an intermediary in the process and can also apply for funding itself. Clubs make an application to the national association and if they get approval, they receive a certificate which enables them to draw down funding from the CIT programme. The national association ensures that funding is spread nationwide, is aligned with the national association strategy and is not detrimental to other football initiatives. For funding in excess of €900,000, and funding for the national association itself, the National Sports Institute is the approval body.

The Grant:
At club level, the grant is a maximum of 85-90% of the total cost of the project. The club itself must contribute 10-15% depending on the nature of the project. The funding can go towards infrastructural development or staffing costs for programmes. Funding for the national association is aligned with the ten-year strategy – increasing participation, improving player development programmes and renovating or building football facilities at grassroots and professional levels.

The Application:
The national association judges all club applications according to set criteria. A fair geographical spread, considering urban and rural areas, is a guiding factor. Applications that present long-term sustainable goals which are not a direct threat to other clubs are likely to be successful. Proposals should dovetail with the national association strategy and should be realistic and achievable. The club applies to the national association for a certificate which attests to their worthiness for funding. The club can then access CIT funding directly from the corporate entity. Applications by the national association are for infrastructural and development programmes. The Bozsik programme has received significant funding. This programme's objectives are to grow participation and increase the number of youth players. The Bozsik programme is divided into four categories:

- The institutional module supports the organisation of football activities outside physical education classes in schools and kindergartens.
- The club module is aimed at strengthening affiliation to football. Its most important element is a regional tournament scheme in the U6-7, U8-9 and U10-11 age groups.
- The development module provides programmes for the U12-15 age groups in regional centres and at the national training centre.
- The elite programme module seeks to organise competition for the most talented, pre-selected 15-year-olds and youth national team players, thereby nurturing creative players and developing them to international standards.

The Theme:

The theme is centred on increasing participation. The national association is aware that Hungarian football needs improved facilities for young people to begin playing football and join clubs. The national association has used the CIT programme to discount 90% of the fees that grassroots clubs have to pay to compete in domestic leagues. The investment in mini-pitches and artificial pitches is also aimed at getting children, youth and adults active and playing football. The national association recognises that there are direct, positive knock-on effects in terms of the national team performance and attendance figures at national league games.

Benefits:

There has been an increase of 20,000 registered players in two years. An additional 1,000 teams have been created (the reduction in fees has been a great incentive here, as have improved facilities). Female participation has doubled in two years and the number of registered Futsal players has increased threefold. Almost 300 new full-size and reduced-size pitches have been built. Average attendances at first division games have grown from 2,900 in 2010 to 3,600 in 2012.



LINKS:
Project website: <http://www.mlsz.hu/fejlesztések/>



Scottish Football Association

Programme Title:

CashBack

Description:

The CashBack project has been in existence since 2008. The Scottish Football Association has been using the CashBack programme to fund staff who deliver social inclusion programmes throughout Scotland. The funding is also used for programme delivery and large facility development. The programme originated from the social inclusion work that the Scottish Football Association had been doing in local communities. The CashBack programme ensures that money associated with crime is given back to the communities affected by crime by means of projects, human resources and facilities.

The Funding Agency:

The ministry of justice is the funding agency. Money and assets retrieved from the proceeds of crime are invested in cultural and social projects. A charity called "Inspiring Scotland" administers the application of the funding and reviews the outcomes of its social inclusion dimension. Sports Scotland administers funding directed towards facility development.

The Grant:

The grant covers programme and staff costs associated with delivering a wide range of social inclusion programmes aimed mainly at youth. The funding is received retrospectively in quarterly instalments. Although there is not a requirement to keep receipts for expenditure, there is regular sampling of the accounting system used for the fund.

The Application:

The first process was preceded by pilots which showed how football was an effective and attractive option to deliver on social objectives. These pilots also proved that the association could deliver on targets and goals in a professional and accountable manner. The pilots included a range of social inclusion programmes such as development officers working in disadvantaged areas and with youth at risk. The application process involves liaising with local authorities, clubs and community organisations with a view to assessing their needs/capabilities. This is aligned with the association's strategy and from this a plan and budget are submitted for a three-year period. In addition to the application, there is a requirement to submit monthly, quarterly and annual reports. Furthermore, a communications plan makes stakeholders aware of launches, events and presentations so that these can be incorporated into their activities. There are two dedicated staff to manage grants.

The Theme:

The overarching theme is community development. The staff and programmes aim to benefit various groups in the community while the facilities aspect aims to reach the widest possible audience. The staff deliver programmes aimed at increasing participation among 10-19 year olds in areas of social deprivation. Programmes are also delivered



with educational and employment objectives. There are diversionary programmes, projects for girls and women's football, football in primary and secondary schools and programmes aimed at volunteer development.

Benefits:

The benefits are greater participation at grassroots levels, increased contact with youth through schools programmes and more programmes aimed at girls/women's participation. The national association brand is recognised and valued by local communities and among civil/political authorities as an organisation that delivers. More staff and better facilities, with enhanced access to these facilities, also improve the capacity to effect player development and coach education.

A breakdown of some outcomes from the programme

- volunteer education – 1,700 coaches and administrators receive education annually;
- diversionary programmes – 9,000 individuals per year;
- School of Football – 280 primary schools involved in the programme; 78% of children remain on the programme during the year;
- girls' and women's football – 41 new clubs and 1,506 new players in 2013.

LINKS:

CashBack: <http://www.cashbackforcommunities.org/>

Ministry: <http://www.scotland.gov.uk/Topics/Justice/policies/community-engagement/cashback>

Scottish Football Association: <http://www.scottishfa.co.uk/>



Football Association of Moldova

“For a smaller national association, it is really important to develop partnerships, both within the country and beyond its borders. The cross-regional project is a great example of partnership. It requires time to build relationships, but in the long run, it is worth it. Football benefits, our people benefit.”

Nicolai Cebotari, General Secretary, Football Association of Moldova



Programme Title:

CROSS-REGIONAL PROJECT - Promoting peaceful co-existence, gender equality and community development through civil society and local authorities in Moldova including the Transnistria and Gagauzia regions.

The Funder:

The Swedish International Development Cooperation Agency (SIDA) provides 88% of the project funding. The remaining funds come from the local authorities of 12 districts in Moldova and the Football Association of Moldova. The operating partners are the Cross Cultures Project Association (Denmark) and the Ukrainian Football Association.

Description:

This funding is an extension of a project previously financed by SIDA which stems from SIDA's strategy for Moldova (2007-2013). This aimed to foster relations between the Moldovan government and the Transnistria region. Cross Cultures and the Football Association of Moldova jointly manage the project.

The project has three main objectives:

- mobility and cooperation between 7 districts in Moldova, including Transnistria and Gagauzia, advocating peaceful co-existence and dialogue;
- increased gender equality in sports through improved organisation and outreach to girls in five districts in Moldova and counterpart areas in Ukraine;
- improved local government capacity to address child protection and juvenile crime prevention through the direct engagement of local stakeholders, including sports clubs, in 12 districts.

The project also has a tracking and impact assessment methodology designed by the Intercultural Management Institute of American University (Washington DC). The main activities are: Open Fun Football Schools (OFFS) training for instructors, staff and volunteers; cross-community OFFS in Moldovan regions and cross-border between Moldova and Ukraine; club seminars for supporting the formation of new girls' football clubs and teams; four national stakeholder seminars on juvenile crime prevention; baseline and follow-up surveys for project impact evaluation.

The Grant:

The grant is awarded to the Football Association of Moldova but monitored by Cross Cultures. Cross Cultures (represented by the national OFFS team based in Moldova) undertakes the administration of the budget. Monthly



reports are submitted to Cross Cultures in Denmark and an annual audit is also conducted by Deloitte from Denmark. Funding is drawn down retrospectively upon monthly financial reports.

The Application:

The application is quite detailed and covers areas such as the cultural/political background, partner information, project objectives, results and activity plan. The management, monitoring and evaluation of the project are also detailed and there is information on risk analysis, sustainability and financial management.

Benefits:

The benefits are the building of relationships between key local partners and participants in the various regions. Increasing female participation across the regions is also a major benefit. From a football perspective, the partnership with the OFFS facilitates growth at grassroots level and supports the education of volunteer coaches at club level. Since 2006, 174 leaders have been trained and 1,044 individuals have received coaching qualifications. In total, 16,704 children have taken part in the programmes and of this 7,792 have been girls. The Moldovan FA has proved that football can cross cultures positively and that it can deliver planned objectives – this benefits future funding as can be seen by the second approved funding stream.



LINKS:

Programme: http://www.fmf.md/ro/grassroots/media_offs

Programme Facebook: <https://www.facebook.com/pages/CCPA-Open-Fun-Football-Schools-Moldova/115855755193020?ref=hl>

Funding agency: <http://www.sida.se/english/>



English Football Association

Programme Title:

Team Sixteen

Description:

The programme began in 2013. The primary outcomes of the programme are to increase participation and address drop out in 12 to 16-year-olds in secondary schools through lunchtime intra-school leagues. The leagues are primarily organised and led by young people. Some 226 schools have registered thus far targeting over 40,000 young people with 48% of the participants being new. Over 7,500 girls are being targeted by schools. The programme is supported and promoted by The English Schools FA and The Independent Schools FA.

The Funder:

Sport England (<http://www.sportengland.org/>) is the funding body through The FA's Whole Sport Plan. The Whole Sport Plan is a four-year funding programme for national governing bodies of sport.

The Grant:

The grant covers the entire cost of the programme, including branded equipment packages and resources for schools. An independent agency is used to administer the programme and support the annual renewal process. An independent consultancy is used to undertake annual impact research.

The Application:

There are three windows for applications by schools, based on the academic terms. Assessments are conducted by an external agency with a turnaround of approximately 14 days. Schools are required to renew their application each academic year in order to continue to be a member of the scheme and receive benefits.

The Theme:

Growth and retention of players and addressing dropping out.

Benefits:

The football benefits are multiple, including more young people playing football on a regular basis (boys, girls and young people with disabilities). Increased numbers of young people empowered to lead football activities in their school. An increased number of young people making the transition to playing football in a community setting or affiliated club. From a mid-year review in 2014, there were 225 extra schools involved in the programme which meant that more than 8,600 unregistered young players were playing organised football. More than 4,300 girls are participating in the programme based on the mid-year review.



LINKS:

<http://www.esfa.co.uk/teamsixteen/>



Polish Football Association

“The development of children’s and youth football is one of the priorities of the Polish Football Association, which will allow effective development of Polish football in general. Since 2004, Regional Football Associations have run football-profiled junior high schools and high schools, financed by the Polish FA and the ministry of sport and tourism and operating under the aegis of the ministry of education.

“Another aspect that we focus on regarding public funding is women’s football which is still an underrepresented branch of football. The number of girls in relation to the total number of players is still too low. That is why one of our main objectives is to use public grants to include girls in football at the grassroots level by means of participation in children’s and youth tournaments.”

– Maciej Sawicki, Secretary General, Polish FA



Programme Title:

Cooperation with the ministry of sport and tourism

Description:

The Polish Football Association has been cooperating with the ministry of sport and tourism for several years, obtaining funds to train elite youth players and grow grassroots participation. Currently there are 47 centres for elite youth, including four specialising in women’s football. In total, approximately 3,000 elite boys and girls are coached.

The second area of funding concerns participation. Projects that contribute 20% of their own financing (or financing received from another source) are entitled to apply for funding for projects aimed at increasing participation among children and youth players. The association co-funds various activities through this route. Examples of these are the Grassroots Day, UEFA B Licence courses, grassroots tournaments and the publication of training materials.

The Funder:

Ministry of sport and tourism

The Grant:

The vast majority of the funds obtained (approx. 90%) is earmarked to subsidise sports centres at sports schools (junior high schools and high schools that have a football profile) operating in 16 regions of Poland. This aspect of the grant

is managed by the 16 regional football federations. The funding is also used to train 16 regional junior teams (girls U-16) taking part in interregional competitions, which is the basis for the selection and recruitment to the U17 and U19 national teams. The funding covers costs related to home and away camps, participation in competitions, salaries for

the coaches and staff involved as well as the rent of sports facilities.

The second funding theme aimed at participation saw the development of approximately 2,500 mini-pitches. It was also used to help the association subsidise the grassroots activities mentioned above.

The Application:

The application for funding for the sports centres is multiannual and represents a long-term investment by the state. The Polish FA reports annually on the organisation and delivery of the programme. The second part of the grant is aimed at increasing participation for which the association applies on an annual basis. A report is submitted each year detailing the activities that were funded.

The Theme:

The theme is elite development and grassroots participation.

Benefits:

- The funding serves to provide training for 3,000 elite players in Poland on a regional basis. One of the tangible effects of the work of the junior high schools is the number of players ending up at the best clubs in Poland and in the national team. The funding has also contributed to an increase of registered players.
- With an increase of more than 2,500 mini-pitches on which children can play football, there is also the benefit of increased participation.
- The investment in the women’s training programme led to victory in the U-17 European Championship which in turn has fuelled a growth in the number of girls playing football.



LINKS:

<http://www.pzpn.pl/en/grassroots/news>



Irish Football Association

Project Title:

Redevelopment of the national stadium

Description:

The project concerns the upgrading of the national stadium (Windsor Park, Belfast) to an 18,000-capacity all-seater stadium. The new stadium will include ten corporate boxes, 1,000 square metres of office space for use by the Irish Football Association and Linfield Football Club and 1,200 square metres of office space for commercial letting. The total cost of the project is in excess of GBP 30 million.

The Funder:

The funding stream comes from the Northern Ireland Executive and is managed by two government departments. The Department of Finance and Personnel provides the revenue and the Department of Culture, Arts and Leisure administers the allocation and governance of the grant funds.

The Grant:

The grant is paid to the IFA by the Department of Culture, Arts and Leisure. The association contributes 11.5% towards the remaining cost of the project.

The Application:

The association was responsible for the initial process and presented to the Department of Culture, Arts and Leisure. Approval was received to undertake the delivery of the project as part of a programme for local government. For the first phase, the association appointed a member of staff to oversee and support the development of the application. For the second phase, the association employed external consultants to develop the documentation and design of the project in order to support the application. The third phase of the project was the procurement and selection of a design and building contractor to construct the stadium.

The Theme:

The association has worked in partnership with the Department of Culture, Arts and Leisure to develop the theme of social and economic regeneration by providing employment opportunities, community engagement and wellness in the workplace. The project is also relevant to

the theme of partnerships in the third sector (voluntary sector and local government authority). Employment is a major priority of the European Social Fund and this can be seen in the core objectives of the project; creating full-time employment in all phases. The project also encompasses health in the community and workplace and thus aspects of the project are targeted towards activities in this context.

Benefits:

- The development of football across Northern Ireland and an all-seater stadium to enhance the fans' safety and enjoyment.
- Employment of full-time staff for football administration, promotion and finance tasks.
- Engagement with the community and full use of the stadium to promote sustained economic and social development.
- For the local government partner: the means to deliver its community and social agenda through the project.
- Developing and delivering benefits through football at all levels and with all sections of the community.
- Providing a means to sustain employment.
- Providing programme activities with health-enhancing physical attributes.





Football Association of Serbia

Programme Title:

The sports centre of the Football Association of Serbia

Description:

The Football Association of Serbia, with the support of the ministry of youth and sport, FIFA and UEFA, oversaw the construction of a national sports facility. The National Technical Centre is a resource intended for the training and preparation of Serbia's national football teams at all levels. The construction of the sports centre began at the end of August 2009 and was completed by the beginning of 2011.

The Funding Agency:

The funds for the project came from the following sources: UEFA HatTrick programme, FIFA Goal Programme, ministry of youth and sport, municipal authorities of Stara Pazova, the Football Association of Serbia.

The Grant:

The grant covered approximately 50% of the entire investment. The funds were provided prior to the commencement of works.

The Application:

The Football Association of Serbia launched the initiative by presenting the idea of the technical centre to all the parties involved and in particular to the government of Serbia and local governments. The first phase was to obtain support from the state and agree a site for the centre. The relevant projects were presented to all the parties and following approval, tenders were collected and examined prior to the selection of suppliers.

The Theme:

The theme was sporting infrastructure development. Sports facilities were defined as priorities within the national strategy for sports development.

Benefits:

The sports centre of the FA of Serbia is one of the best equipped football centres in Europe, which provides athletes with excellent facilities: comfortable accommodation and a wide range of sporting and recreational activities. The sports centre is a multipurpose venue and is certified by the basketball, handball, volleyball, athletics and futsal associations meaning that it is an asset to elite national athletes in many disciplines. According to the development strategy, the sports centre is a "completely new product" on the market and is unrivalled in the region. It thus has great market potential.

With one artificial and four natural turf football pitches, a hotel and a 4,000-seater stadium, the sports centre offers optimum conditions for hosting all 11 Serbian FA national teams as well as visiting teams.

LINKS:

<http://www.sportskicentarfss.co.rs/>





Chapter 3: Transnational Partnerships

It is important to be aware of partnerships and opportunities outside one's national boundaries. Some of the case studies above highlight existing funding streams: corporate entities, national development agencies and European institutions. This chapter will focus on new opportunities to develop international partners and secure funding for innovative interventions. The White Paper on Sport has been the catalyst for such partnerships. There are possibilities for all countries outside the European Union so all UEFA members are eligible. Over the past four years the European Union has funded pilot programmes with a view to seeing what works and has shared best practice so that as many people as possible benefit. The European Union recognises that sport has an important part to play in society. The first part of this chapter will focus on a new funding stream, Erasmus+, and give an overview of its funding themes. We will then highlight areas where football could enter into partnerships with this funding. Finally, the chapter will conclude with a glossary of terms to help with the jargon of the funding world.



⁴<http://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1404392682535&uri=CELEX:52008IP0198>

A. Erasmus+

Introduction

The overall objective of the Erasmus+ programme is to boost skills and employability by modernising education, training and youth work. The new programme has a 40% increase in budget and for the first time ever, sport has a funding stream within the programme. Over the seven-year programme, €14.7 billion will be invested to provide opportunities for over 4 million Europeans to study, train, gain work experience and volunteer abroad. A breakdown of the budget is as follows:

- 77.5% to education and training (of which 43% to higher education, 22% to vocational education and training, 15% to school education and 5% to adult learning; 15% is left undesignated for "other" education providers);
- 10% to youth exchanges;
- 3.5% to the Student Loan Guarantee Facility;
- 1.8% to sport (€264 million);
- 1.9% to Jean Monnet;
- 3.4% to operating grants to national agencies;
- 1.9% to cover administrative expenditure.

Erasmus+ will support transnational partnerships among education, training and youth institutions and organisations to foster cooperation and bridge the worlds of education and work in order to tackle skills gaps. In the field of sport, there will be support for grassroots projects and cross-border challenges such as combating match-fixing, doping, violence and racism.

In relation to sport, the Erasmus+ programme is subdivided into the following categories:

- Training and Education
- Health and Participation
- Social Inclusion
- Dual Careers⁹.

The objectives are:

- to tackle cross-border threats to the integrity of sport, such as doping, match fixing and violence, as well as all kinds of intolerance and discrimination;
- to promote and to support good governance in sport and dual careers of athletes;
- to promote voluntary activities in sport, together with social inclusion, equal opportunities and awareness of the importance of health-enhancing physical activity through increased participation in, and equal access to, sport for all.

There are four main types of instrument to achieve these aims:

- Support for transnational collaborative partnerships will be the backbone of the Sport Chapter. The objective will be to develop, transfer and implement innovative practices in different areas relating to sport and physical activity. These partnerships will involve organisations in and outside sport from different member states, including public authorities at European, national, regional and local levels, sport organisations, sport-related organisations and educational bodies. These partnerships will also take the form of European networks in the field of sport. The main idea is to provide opportunities for cooperation among stakeholders from different member states, which would not have existed without European Union action. The hope is to be able to fund some 500 partnerships over the seven years of the programme.

- The second type of support will go to not-for-profit European sport events. These events should include several countries and seek to promote volunteering, social inclusion, equal opportunities and awareness of the importance of health-enhancing physical activity.
- The third type of support is for strengthening the evidence base for policy making. Through studies and surveys, the European Union wants to gather more reliable and recent data about sport.
- The fourth type of activity will be dialogue with relevant European stakeholders.

The participation of non-European Union countries, the so-called "Programme Countries", is possible. This means that organisations from non-European Union countries may apply.

Assessment of Award Criteria

The criteria vary depending upon the theme. The award criteria below are given by way of example:

- relevance of the partnership: objectives, needs, quality of learning outcomes, reinforcement of the capacities of organisations, added value of results;
- quality, composition and cooperation of consortium: previous experience in managing a consortium, distribution of roles and responsibilities well defined and shared, consortium involves newcomer;
- activity design and implementation: clarity, completeness and quality of all phases, quality of practical arrangements, quality of cooperation, coordination and communication, selecting participants and promoting disadvantaged persons to participate in mobility activities;
- impact and dissemination: quality of measures for assessing outcomes, the potential impact on those directly affected and those outside the intervention, methods of dissemination;
- an application needs to score at least half of the maximum points in each of the categories to be considered for funding.

Eligible Countries

- Programme Countries: Member States of the European Union and the former Yugoslav Republic of Macedonia, Iceland, Liechtenstein, Norway, Switzerland and Turkey.
- Partner Countries:
 - o Eastern Partners: Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine;
 - o Southern Partners: Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria and Tunisia;
 - o Western Balkans: Albania, Bosnia and Herzegovina, Kosovo, Montenegro and Serbia;
 - o Other: Russian Federation.

For a comprehensive overview of Erasmus+ please see the programme guide.

⁵http://ec.europa.eu/programmes/erasmus-plus/discover/index_en.htm

⁶http://ec.europa.eu/sport/policy/societal_role/education_training_en.htm

⁷http://ec.europa.eu/sport/policy/societal_role/health_participation_en.htm

⁸http://ec.europa.eu/sport/policy/societal_role/social_inclusion_en.htm

⁹http://ec.europa.eu/sport/policy/societal_role/dual_careers_en.htm



Football Association of Wales

“The Football Association of Wales recognised the need to support coaching standards in Wales and recognised the opportunities within the Erasmus+ Programme. The success of this programme was its ability to reach grassroots coaches using new media. National associations are responsible for the continuing education of coaches, and this was the theme of the Erasmus funding. This programme embraces new media to enhance coach education at grassroots level – learning best practices from other European clubs.”
Jonathon Ford, CEO, Football Association of Wales



Programme Title:
Coach Champions

Description:

The programme began in 2009. The main objectives are threefold:

1) to provide a study visit opportunity for elite coaches to a foreign club environment; 2) to promote the learning experience via video and social media; and 3) to cascade the education to club level in the form of workshops delivered by the participants.

Since the first application, the Football Association of Wales has applied for a number of grants under the “Mobility” theme of Erasmus+. To date some 800 coaches have benefited directly or indirectly from the programme.

The Funding Agency:

This funding comes from a national agency called ECORYS – (<http://www.uk.ecorys.com>). ECORYS is the national agency that administers European Union funding. Every

country entitled to participate in Erasmus has a similar agency that administers and supports such funding. The funding stream is from Erasmus+ which supports lifelong learning.

The Grant:

The grant covers the entire cost of the study programme: travel, subsistence, equipment (cameras, IT, web) and insurance. It is paid in three instalments: 25% upon project approval, 50% immediately after the event and 25% on completion of the final report. There are very detailed guidelines on the ECORYS and Erasmus+ websites that specify the amount of funding available and what it covers. The Scottish FA has also had great success with this funding stream. The funding has ranged from €50,000 to €150,000 per project.

The Application:

The entire process from idea to grant approval takes 12 to 18 months. Partners in a different country are key and have to sign a contract and agree to undertake operational and

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educational tasks during the study visit. The application needs to be cognisant of the grant theme – training and education. Thus the language of objectives, learning outcomes, methods and assessment needs to be utilised extensively in the application. Attention to costing is critical as a financial outline needs to be submitted. It is advisable to have a “consultant” or “expert” oversee the first application. Their costs can be included in the grant. Further applications can be made for the exact same project, but the participants attending the study visit need to be different.

The Theme:

The rationale for the funding is “Lifelong Learning” under the European Union “mobility” theme. “Lifelong Learning” employs adult learning methodologies so the project’s educational approach needs to follow these principles. Mobility refers to learning in a different environment/context – in this theme it is aimed at teachers, trainers and tutors. What is of importance for the national agency is that those who receive the training impart this knowledge to others. The “train the trainer” philosophy is an important principle so the national association needs to plan how the learning can be passed on to others when the study visit is over.

Benefits:

There are many benefits for the Football Association of Wales:

- Elite coaches improve and thus offer elite players better training.
- Better coaches at grassroots level as a result of elite coaches delivering Continuous Professional Development at lower levels.
- Improved exposure of the Football Association of Wales via its Facebook page (Coach Champions Programme), which connects the national association to clubs and communities.
- Costs associated with Continuous Professional Development and Pro, A and B licences are reduced for the national association and participants.
- More than 800 coaches have been involved with the programme to date.

LINKS:

Project Facebook page: <https://www.facebook.com/WelshFootballTrust>
Administration agency: <http://www.uk.ecorys.com/#home>



Football Association of Ireland



Programme Title:

Project FUTSAL (Football Used Towards Social Advancement & Learning)

Description:

This four-year project was a cross-border venture between the Football Association of Ireland and the Welsh Football Trust. There were three main objectives: firstly to enhance relations and learning between the eastern region of Ireland and the western region of Wales. Secondly, to provide certified education (including football) for young people experiencing long-term unemployment (50:50 male and female) in order to offer assistance in finding work and progressing to further education. Finally, to conduct longitudinal research on the impact of the intervention on individuals and the achievement of expected outcomes. During the life of the project, three full-time people were employed and over 20 staff partially funded to deliver the programme in Ireland and Wales. The participating students worked on football initiatives and delivered disability football in their local communities.

The Funding Agency:

The funding came from the Interreg Ireland Wales Programme financed by the European Regional Development





Fund. The Ireland Wales Secretariat administered the fund for the EU, managing application processes and monitoring projects. A dedicated person from the secretariat was appointed to monitor the progress of the project in both countries. Project and financial reports were required every three months. The Interreg programme applies throughout Europe. For more information on eligible programmes and the various regions please see: <http://www.interreg4c.eu/interreg-europe/>

The Grant:

The funding was a maximum of 75% of the overall cost of the project. The funding was granted retrospectively (every 6 months) after outcomes had been achieved and proof of expenditure submitted.

Both partners had to contribute at least 25% to the project in cash or in benefit in kind. The funding categories of this project allowed for expenditure in the following areas: staff, educational tutors, hire of facilities, football equipment, travel and subsistence, marketing and promotion, research and student exchanges.

The Application:

The application process was lengthy – three to six months – and required input from a dedicated person. A partnership of a minimum of two and maximum of six partners was required. Projects had to meet the objectives of the funding themes as outlined by the secretariat in charge of administering the fund. “Calls for proposals” were announced six months in advance of the deadlines for application. Initial proposal outlines (three to six pages of objectives, budget, partnerships, exit strategy and promotion) were submitted and the secretariat could amend the proposal or advise on certain aspects of it. The final applications were very detailed proposals with Key Performance Indicators, Timelines, Budget, Outcomes, Outputs and Responsibilities for the duration of the project (three to four years). An independent, non-political board would decide if a proposal was worthy of funding.

The Theme:

The theme was “community regeneration”. Thus the project centres were located in disadvantaged areas and the target audience was young people in receipt of long-term unemployment benefits. As with all interregional projects there was a strong focus on sharing and cultural exchanges. The core approaches shared by the two partners were: football used for social inclusion and football used in pan-disability settings. These two themes were evident at the football centres. Cross-border exchanges were a core part of the project.

Benefits:

Apart from the significant financial benefits to both associations, there were additional tangible benefits:

- The longitudinal research was the first to assess football’s impact in attracting young adults back into education or employment. This qualitative and quantitative data will be of importance to future funding proposals.
- Additional partners came on board after the funding was secured; these added great value especially in relation to the education components and the exchanges between education centres.
- The course received a national award in Ireland for its contribution to adult lifelong learning.
- Over 72,000 hours of social inclusion work aimed at children within disadvantaged communities were delivered by the 700 course participants.

LINKS:

Project website: www.projectfutsal.ie

Administration agency: www.irelandwales.ie

B. Maximising the benefits for Football

Although there is a specific fund for sport within Erasmus+, it is important to remember that Erasmus+ covers the education of teachers and youth workers, adult education and lifelong learning as well as cross-border exchanges of good practice. Some 75% of the overall budget is in the area of higher education and vocational training.

Outcomes that have been identified in these areas are as follows:

- enhanced employability and improved career prospects;
- increased self-empowerment and self-esteem;
- increased ability to address the needs of the disadvantaged;
- increased opportunities for professional and career development;
- enhancing participants' foreign language competence.

All of these outcomes can be achieved in the area of coach education. There is also scope for national associations to develop partnerships in this sector. The case study above from Ireland and Wales is an example of a partnership with vocational training.

The specific areas of interest to football that Erasmus+ seeks to address are the following:

- Rising levels of unemployment, particularly among young people.
- Equality and inclusion: facilitating access to learners with disadvantaged backgrounds – disability, economic obstacles, cultural differences, health problems, social obstacles (gender, ethnicity, sexual orientation) and geographical obstacles.
- ICT-based (information communication technology) teaching and assessment practices.
- Transnational Strategic Partnerships addressing youth education and training. An interesting target for Europe 2020 is to reduce early school leaving to less than 10% and increase tertiary education to at least 40%. Football

programmes in schools are an effective carrot to keep children in school for longer as well as supporting language learning.

- Knowledge Alliances – which aim to foster entrepreneurship, employability and multidisciplinary teaching/learning (i.e. Project FUTSAL). Of interest here is “implementing new learning and teaching methods” – possibilities for coached education.
- Encouraging healthy behaviour through the promotion of grassroots sports, fostering social inclusion and active participation.
- Not-for-Profit sports events – for host organisations of sporting events. Funding will also go towards national events, not just European events. This will include funding for organising training events for coaches, athletes, organisers and volunteers; organising fringe events to the sport event such as a conference/seminar; implementing legacy activities.
- Strengthening the evidence base for policy making: studies, surveys, conferences and seminars which spread good practice.

Dissemination and exploitation of results is one of the crucial areas of Erasmus+: sharing outcomes and deliverables extends the impact of projects, improves sustainability and justifies the outlay.

C. Glossary

Annual report: A voluntary report that provides financial data and descriptions of grant activities.

Application: Specific forms and documents for a particular funding opportunity which are used to apply for a grant.

Award letter: The written notification sent by the funding agency announcing that the project has been funded, the amount of the award, the length of the funding period and the start/end dates.

Beneficiary: The entity receiving funds or services.

Budget: The financial plan of operation showing how each cost to be charged against the grant is calculated and why the cost is necessary for the project. May require that a certain percentage of the total cost be provided by the grantee, i.e. "matched".

Call for proposals: An advertisement of a grant opportunity.

Concept form: A standardised form completed by the applicant prior to the development of the formal proposal, outlining the grant concept, operational needs and approximate budget.

Consortium: A group of organisations sharing in the finances and/or administration of a single grant.

Continuation grant: An award that is provided for a previously funded project.

Contract: A legally-binding agreement, with benefits and burdens flowing to all parties named in the contract. Contracts can be used for different purposes: to commit two or more entities in a collaborative grant project or between a funding agency and the recipient.

Contracted services: Funds paid to a second party providing services.

Cooperative venture: A joint effort between or among two or more partners. Cooperative venture partners may share in funding responsibilities or contribute information and technical resources.

Corporate social responsibility: Corporate entities partner with charitable organisations with a view to making a difference in society. Usually requires acknowledgment of support.

Cost reimbursement: Where the grantee provides proof of each expense allowed under the grant and the funding agency reimburses the documented full amount.

Direct costs: Expenses that are associated with the operation of a project and that are itemised by categories specified as allowable under the grant or contract.

Donor: An individual or organisation that makes a grant or contribution. (Also known as the grantor).

Endowment: Funds intended to be invested in perpetuity to provide income for continued support of a not-for-profit organisation.

Evaluation: The plan for determining if the objectives and performance outcomes of the grant proposal are met along with the methods for achieving those outcomes.

Exit strategy: A plan for the project after the funding has ceased which leads to sustainability.

Formative evaluation: Method of identifying areas for improvement while the project is in the planning stage or being implemented.

Freedom of Information Act: Laws providing public access to grant proposals and scoring information that were submitted to government agencies.

Funding agency: The external source of funding also referred to as the grantor or funder.

Funding criteria: Primary evaluation standards used by the funder when deciding which projects to fund. These are used to measure the quality of the proposal and need to be addressed in a proposal.

Goals: Broad-based statements of the ultimate expected result of the project being undertaken.

Grant: Funds from an external agency offered to organisations through competitive procedures or by allocation.

Grantee: The recipient of a grant.

Grantor: The agency or funding source awarding the funds to carry out a project.

Guidelines: Procedures outlined by a funder that should be followed when making an application.

In-kind contribution: A contribution of equipment, supplies



or other tangible resource, as distinguished from a monetary grant. Some corporate contributors may also donate the use of space or staff time as an in-kind contribution. (Also known as Benefit-in-Kind or BIK).

Legacy: The tangible and long lasting impact and outputs of a project.

Letter of inquiry/letter of intent: A brief letter outlining an organisation's activities and its request for funding that is sent to a prospective funder in order to determine whether it would be appropriate to submit a full grant proposal. Many funders prefer to be contacted in this way before receiving a full proposal.

Local authority: Local government or local municipality.

Match funding: A grant that is made to match funds provided by another donor.

Multi-annual funding: Funding that is secured over a period of years as opposed to a single year's funding.

New starts: Projects that are funded for the first time.

Objectives: Statements about expected outcomes that specify who is going to be doing what, when and how much will be done. Measurable objectives become the criteria used to judge the impact of the project on the target audience and/or on the effectiveness of organisation.

Partnerships: A mutually-beneficial relationship with another agency/organisation.

Pilot: A test or mini-project with a view to proving that the idea or concept has the potential to be successful. Pilots can be used as part of a proposal.

Principal investigator (PI): The individual responsible for leading and carrying out the assessment of the application.

Project director: The designated individual who is responsible for the overall day-to-day administration, coordination, implementation and monitoring of the project. The project director ensures that the project is carried out in accordance with the final contract or agreement.

Project period: The period authorised by the funding agency in which the proposed activities take place. This can range from less than one year to projects lasting several years.

Proposal: A written application, often accompanied by supporting documents, submitted to a funding agency requesting a grant.

Results-based funding: A funding stream that will provide funds after a project has proven it has delivered on objectives and outputs.

Seed funding: A grant or contribution used to start a new project or organisation. Sometimes referred to as "central funding".

Stewardship: Liaising with the funder to ensure that their requirements are being met.

Summative evaluation: Method of looking at the results of a project at its conclusion to determine whether it met its

objectives and was successful. The focus of this evaluation method is on the outcomes.

Sustainability: A project that has the potential or ability to support itself after funding has finished is deemed to be sustainable.

Tax-exempt: Refers to organisations that do not have to pay taxes such as state corporate tax or state sales tax. Individuals/corporates who make donations to such organisations may be able to deduct these contributions from their income tax.

Third sector: Volunteer organisations.

Trustee: A foundation board member or officer who helps make decisions about how grant monies are spent. Depending on whether the foundation has paid staff, trustees may take a more or less active role in running the foundation's affairs.

Value for money: Evidence that the investment is producing tangible benefits.

Vendor: A contractor for goods or services.

White paper: A statement of an organisation's position or philosophy.

Conclusion

We hope this guide has given you some useful tips to consider when pursuing partnership building and grant funding. In a competitive environment, football is very well placed to partner with government and European Union programmes because of the universal appeal of the sport. As can be seen from the varied case studies presented, many national associations are already very successful in finding funding partners. Without question it can be easier to source government funding if the country is in a strong financial position. However, it is equally true that national associations who invest time and personnel in building partners are reaping rewards.

Not every project, partnership or application will be successful, but with each, the association learns and becomes known for its work. There is very little evidence that national associations have lost government funding partners. Funding has been reduced over the past 5-7 years, but the partnerships remain. National associations have had to be open to new projects and partners – these may seem unrelated to football development (education, unemployment, health, etc.), but in reality football is a common bond and a social tool. The knock-on effect is that football is being developed. Funding is coming into the game and different groups are participating or supporting football.

It would be difficult to have imagined 20 years ago that governments would support football programmes that aim to educate unemployed youth, promote peace, train coaches, support girls' participation, tackle obesity, train elite youth, break down social barriers and support inclusion. But this is what has happened. Who knows where football will be in 20 years' time?

To assist in preparations for the years ahead, this guide has identified five basic requirements to help you be successful in funding applications:

a. Invest time in building relationships with government and funding agencies. They need to know what football can do to deliver on their objectives and the national association needs to show its concern for wider social challenges. Most national associations are acutely aware of the challenges in society and, from executive level to volunteers, there are thousands of people effecting change. We need to make

sure that funders know we care.

b. There is a skill to funding applications; they require knowledge of the correct language and themes. Whilst the themes do not change much, there are always developments in what the funding agency is looking for. This is expressed in the language used. It is wise to allocate someone from the association to carry out this work.

c. Using football parlance – “build up from the back”. Take small steps, prove that you can deliver and then move forward. Using pilots and testing the outcomes and objectives is proof that you are serious about the intervention. It allows you to adapt or change your proposal and involve the funder so that problems can be resolved and a longer-lasting impact secured.

d. There is an administrative burden throughout the process. The application will only be successful or funding renewed, if you apply, account for and promote the project properly. Allied with this is the need to find ways to test the results – collating qualitative and quantitative data is of immense merit.

e. Involve partners where possible. There are many new funders (government departments, EU agencies, commercial entities) who recognise football's powerful appeal and want to “buy into” it, be part of it, in order to achieve their own objectives. Be open to new partners.

Summary of key points:

- Be **STRATEGIC**: develop long-term plans with your partners – involve them in your consultations and in setting targets.
- Be **SELECTIVE**: do not try to do everything – select the right programmes and the right partners so that you can deliver effective programmes.
- Be **SINCERE**: understand and appreciate the concerns of your local and national communities – youth challenges, unemployment, health, etc.
- Be **SCIENTIFIC**: analyse and assess what you do. Monitor and evaluate the impact of your programmes and present this information to your partners. Consult with others on common challenges.
- Be **SECRETARIAL**: be aware that grant applications and the stewardship of grants are very administrative tasks. Allow time and finances for this work. The administration of the project is as essential as achieving the objectives of the project.





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