AFC DREAM ASIA FOUNDATION
Football Cares

AFC SOCIAL RESPONSIBILITY TOOLKIT

FOR
AFC MEMBER ASSOCIATIONS
AFC REGIONAL ASSOCIATIONS

@afcdreamasiafoundation /AFC Dream Asia Foundation

AFC DREAM ASIA FOUNDATION
Football Cares

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A. FOREWORD

Dear friends,

It gives me great pleasure to present to you the AFC Social Responsibility Toolkit for AFC Member Associations (MAs) and AFC Regional Associations (RAs), which once again exemplifies the Asian Football Confederation (AFC)'s long-standing and steadfast commitment to bring about positive change through the beautiful game.

The AFC is a firm believer of harnessing the power of football, and this first-of-its-kind Toolkit has been carefully designed to elevate the standards of our MAs and RAs. At the same time, we recognise that every MA and RA is unique, each with its own complexities, challenges and most importantly, opportunities to unlock the true value of our great game for our most marginalised communities.

As an extension of the AFC Social Responsibility Strategy 2023-2027, this Toolkit aims to enrich and empower our MAs and RAs, regardless of their size or stature, to institute a more meaningful methodology in the delivery of our life changing programmes all across the Continent.

From the ideation and conceptualisation stage to the implementation and review phase, the breakthrough Toolkit represents the AFC's desire not only to work in closer partnership with our MAs and RAs, but also in elevating their capabilities and capacities in the long term.

Above all, it reinforces our belief to never leave our desired outcomes to chance. Through purposeful



design and the meticulous measures outlined in this Toolkit, we want to create the best possible environment to ensure our collective success.

There is no denying the incredible progress we have made together, and as we mark yet another milestone on our shared journey through this Toolkit, I am confident we will deliver more transformative programmes that will continue to leave a profound impact on our future generations in the years and decades to come.

Zaw Zaw
AFC Social Responsibility Committee
Chairperson

B. INTRODUCTION

Welcome to the AFC Social Responsibility Toolkit for AFC Member Associations (MAs) and AFC Regional Associations (RAs). This Toolkit will provide you with a practical guide to developing a social responsibility (SR) programme, from an idea or concept to a full proposal, as well as the policies and procedures related to developing and delivering such a programme.

Football captures worldwide attention and is enjoyed by adults, children and youth of all ages. It is a unique and powerful medium that can connect people, regardless of gender, cultures or abilities. It is welcoming, inclusive and provides a platform for opportunities to develop and raise awareness of life skills, from teamwork and leadership to confidence and understanding.

In this field of football for social development, the AFC's Vision and Mission is clear: To be a leader, drive positive change throughout Asia by strengthening the capabilities of our MAs and RAs, and empowering them to administer and deliver programmes of high quality and impact.

VISION

WE ARE A LEADER IN SOCIAL DEVELOPMENT, TOGETHER WE WILL DELIVER A POSITIVE IMPACT TO COMMUNITIES ACROSS ASIA

MISSION

WE ARE VALUED FOR THE POSITIVE SOCIAL IMPACT THAT WE DELIVER TO COMMUNITIES THROUGH FOOTBALL

At the AFC, we do not view SR as an act of voluntary charity or a donation to a cause, but as a way to establish a culture and practices to be shared across all our MAs, RAs and their communities to impact them directly through SR programmes and initiatives.

HOW CAN THIS TOOLKIT BE APPLIED?

- This toolkit serves as a guide for our MAs and RAs to be used as a starting point to design, develop and deliver any SR programme.
- This toolkit also recognises that there are MAs and RAs who have existing social responsibility structures and practices in place.
- This toolkit is an evolving document that will be updated periodically based on the feedback and practical experience from our MAs and RAs as they implement SR programmes.
- Information provided in this toolkit is meant to assist and guide and does not constitute a "one-size-fits-all" approach to developing and delivering SR programmes.

C. AFC SOCIAL RESPONSIBILITY PILLARS

Every SR programme or initiative should focus on one or more of the three main SR pillars: Child Safeguarding, Education and Social Inclusion.

CHILD SAFEGUARDING

To act as a collective voice, along with our AFC MAs and RAs, to fulfil our duty as organisations to protect the rights of children and ensure football is carried out in a safe, positive and encouraging atmosphere.

EDUCATION

To use football as a platform to educate and raise awareness on pressing social issues across the Continent.

SOCIAL INCLUSION

To promote opportunities for participation by establishing sustainable initiatives and programmes targeted towards individuals and groups who are disadvantaged based on age, gender, disability, race, ethnicity, origin, religion, or economic or other statuses.



1. CHILD SAFEGUARDING





> **A safe environment inspires a bright future**

The United Nations defines a child as a person under the age of 18 and as defined in the United Nations Convention on the Rights of the Child (1989), every child has *"the right to live free from violence, exploitation, and abuse"*. As the governing body of Asian football, the AFC is committed to protecting the rights of children and ensuring football is carried out in a safe, positive and encouraging atmosphere for all children and young people, regardless of the level at which it is played.

The AFC's Child Safeguarding Policy outlines the AFC's statement of intent along with safeguarding expectations and responsibilities of all AFC staff and stakeholders, who are to be guided by the following principles:

1. To act in the Child's best interests by promoting and prioritising the safety and wellbeing of Children

2. To value, respect and listen to Children, allowing them the right to participate and freely express their opinions in matters affecting them

3. To ensure all Children are never subjected to any form of discrimination; and

4. To uphold and promote a culture of Child Safeguarding regardless of function, level or position.

It is also the responsibility of each MA and RA to ensure that children are safe and protected when participating in football activities.

Child safeguarding itself can be described as a set of actions an organisation can take to keep children safe from harm. It is a broad term that encompasses, among other things, the prevention of child abuse.

ANY CHILD SAFEGUARDING INITIATIVE SHOULD:



- Strengthen youth understanding and knowledge
- Develop policies, protocols and guidelines
- Focus on youth
- Raise awareness and knowledge among all stakeholders
- Address issues indirectly related, such as physical and emotional development, physical and mental health as well as hygiene.

2. EDUCATION







> **Learning beyond the field**

The AFC recognises the power that football has among both youths and adults alike, regardless of their background, and we intend to leverage on this unique platform to educate, increase literacy and raise awareness on pressing issues affecting communities across Asia.

There are a number of well-established international organisations who, either independently or in collaboration with football governing bodies, have developed *education through football or football for social development* programmes. Such programmes would be a helpful reference and basis for developing a similar programme according to the local context.

A PROGRAMME SHOULD:

- ✔ Be well-designed to have a long-term impact on communities
- ✔ Address a broad range of issues – child's rights, life skills, inclusivity, equality, etc.

A PROGRAMME ON THIS PILLAR COULD COVER A WIDE RANGE OF FOCUS AREAS SUCH AS:

- Incorporation of leadership training and teamwork exercises into football programmes to help participants develop leadership and other valuable life skills
- Programmes that expose participants to various career opportunities related to football, such as coaching, refereeing, football management or administration, or sports medicine
- Football as a platform to discuss mental health, stress management and the importance of asking for help
- Programmes that include football with health education to teach participants about the importance of nutrition, fitness, and overall well-being
- Football programmes that include both boys and girls to promote gender equality and to break down traditional gender bias
- Increasing access to education for marginalised or underprivileged communities
- Mentorship programmes involving coaches, players and staff

A well-designed education programme can have a positive and lasting impact on the lives of participants, especially the youth.

3. SOCIAL INCLUSION





> **If a person is involved in football, then they are involved in society**

Social exclusion is when marginalised individuals or groups who are disadvantaged based on age, gender, disability, race, ethnicity, origin, religion, or economic or other statuses, are unable to participate in their society either socially, culturally, economically or politically.

As such, social inclusion can be described as a process where initiatives are made to ensure that everyone, regardless of their background, is given opportunities to participate in society and achieve their full potential in life.

SOCIAL INCLUSION WOULD MEAN THAT A PERSON OR GROUP:

- Is accepted by the community
- Experiences a sense of belonging
- Has a role and participates in the community
- Can participate in activities based on their abilities or preferences

By using football as the platform, social inclusion programmes will need to focus on providing such opportunities to those groups who are at risk of social exclusion.

SOME AREAS WHERE FOOTBALL COULD BE USED AS A MEANS FOR INCLUSIVITY ARE:

- Women and girls' programmes to promote gender equality and provide opportunities within football
- Disability programmes to provide opportunities for disabled people to play in a structured and safe environment
- Social development activities that use football to educate life skills such as teamwork, communication, well-being and respect
- Opportunity for refugees to participate and integrate into the local community to build a better understanding and acceptance
- Provide an alternative path for those in conflict with the law through physical activity, informal education and employment opportunities
- Provide qualifications or training for teachers and coaches on disability and diversity to create a multiplier effect
- Train-the-trainer programmes for disadvantaged and marginalised groups to develop skills on and off the field
- Walking football programmes for those with differing levels of physical ability
- Encourage disadvantaged youth to remain in school or motivate school dropouts to return to school
- Mentorship programmes to connect coaches or players to disadvantaged or marginalised youth in order to provide positive guidance

D. UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Adopted by all United Nations Member States in 2015, these 17 Sustainable Development Goals (SDGs), also known as the Global Goals, are designed to serve as a shared blueprint for peace and prosperity for people and the planet now and into the future.

In a global partnership, the SDGs are a call for action by all developed and developing countries. The aim is to achieve these 17 goals by 2030 to end all forms of poverty, fight inequalities and tackle climate change while ensuring that no one is left behind.



THE AFC SOCIAL RESPONSIBILITY STRATEGY (2023-2037) WAS DESIGNED TO REFLECT THESE SDGs AND HAS ALIGNED THE THREE AFC PILLARS SPECIFICALLY WITH THE FOLLOWING FIVE SDGs:



End poverty in all its forms everywhere



Ensure healthy lives and promote well-being for all at all ages



Ensure inclusive and equitable quality education, and promote lifelong learning opportunities for all



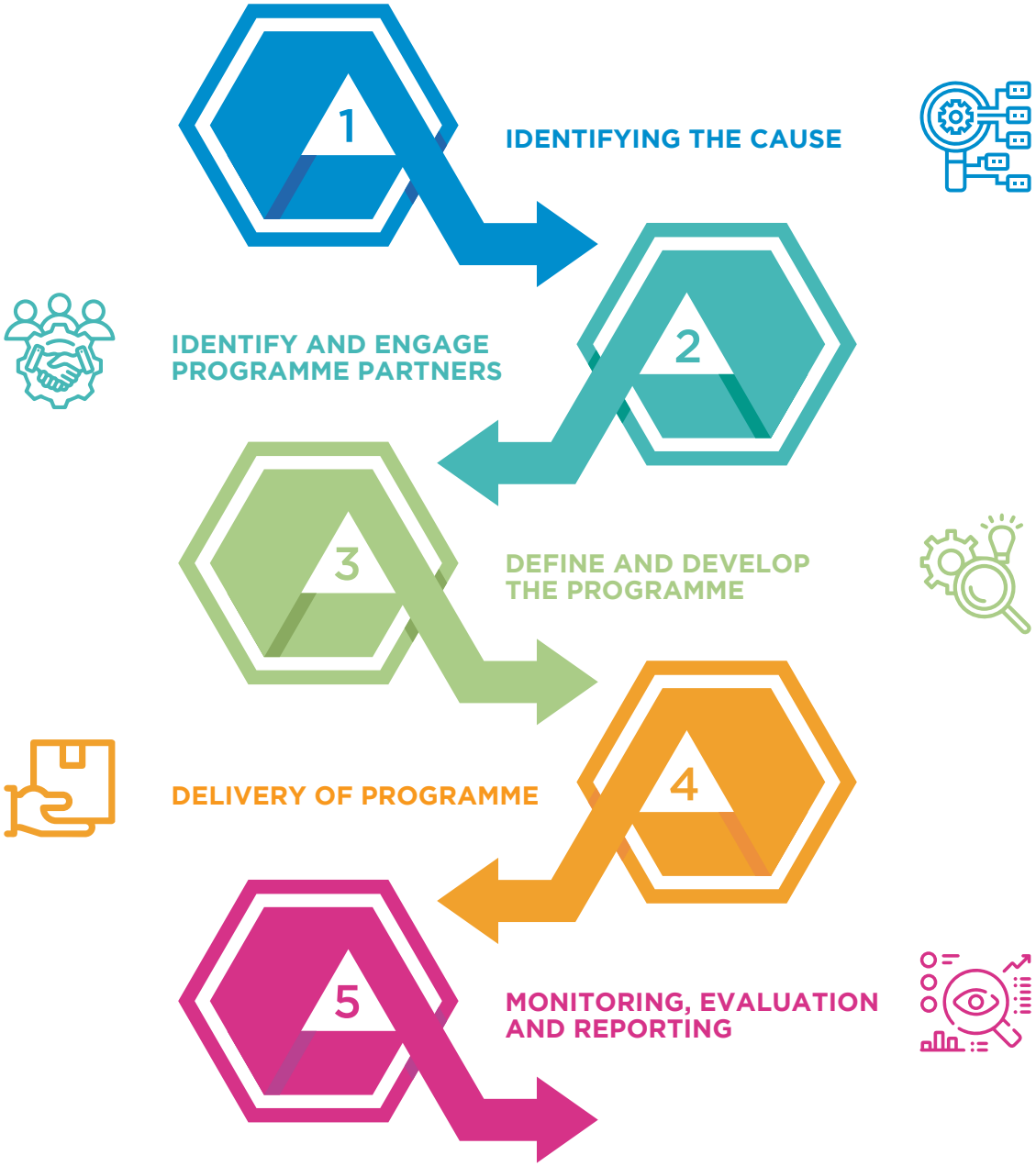
Achieve gender equality and empower all women and girls



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

E. GUIDE TO DEVELOPING A SOCIAL RESPONSIBILITY PROGRAMME

This guide serves to support our MAs and RAs from the point of conceiving an idea for a programme through to the development of a proposal document, delivery of the programme and preparation of a final report.



1. IDENTIFYING THE CAUSE

The respective MA or RA would be best placed to identify the nature of the social issues that are affecting the local community. There are various sources that could help provide information on such issues, such as local government agencies or ministries that focus on community or social development, or reports and publications by international agencies such as the United Nations, World Health Organisation, and the International Federation of Red Cross and Red Crescent Societies

KEEP IN MIND...

- What are the issues and who needs support?
- What resources, internal and external, are needed?

THESE ARE SOME EXAMPLES OF SOCIAL ISSUES THAT YOUR COMMUNITY COULD BE FACING:



Your Association should list and prioritise specific issues or causes to be tackled. This can be done by deciding on the cause(s) that aligns most with your organisation's values, and determining the kind of resources, internal and external, that are available.

2. IDENTIFY AND ENGAGE PROGRAMME PARTNERS

As an Association's key focus is on the development and delivery of football, some may not have the resources or expertise to either develop or deliver SR activities. If this is the case, then it is important to identify a suitable organisation(s) that your association could partner or collaborate with.

REMEMBER...

- Who can your Association work with to support you?
- Who are the government agencies overseeing this area?
- Who are the established non-governmental organisations in my community working in this area?

Such an organisation should be working with the community on the ground on the issues that your Association is looking to tackle and can be either a government agency or non-government organisation (NGO); quite commonly, depending on the type of programme, it would involve both such organisations.

IMPORTANT TO NOTE:

- Programmes will be more sustainable with the buy-in and approval of local government and/or community leaders.
- While the AFC recognises that external organisations, be it governmental or non-governmental, may be involved in developing and delivering an SR programme, support and funding will be provided directly to either the MA or RA.
- It is the responsibility of the MA/RA to conduct a due diligence background check on any NGO or programme partner prior to initiating any collaboration.

In terms of due diligence, here are some methods as a guide on the type of information to gather when performing a background or due diligence check on an organisation, before starting any partnership or collaboration:

- ✔ Collect the organisation's basic information such as its name, location and any subsidiaries or affiliates.
- ✔ Online searches on social media and websites can provide insights into an organisation's recent events, track records, achievements or controversies.
- ✔ Online searches on any notable partnerships and collaborations the organisation have been involved in
- ✔ The organisation's official website will provide further information on its values, vision & mission, leadership team and other relevant information.
- ✔ If an organisation is publicly listed, reviews can be performed on its financial statements and/or annual reports.

GUIDING QUESTIONS TO CONSIDER WHILE PERFORMING THE DUE DILIGENCE OR BACKGROUND CHECK ON ANY ORGANISATION:

IS THE ORGANISATION INVOLVED IN:	
Exposure to the use of forced labour or compulsory labour?	Privacy and Data Protection violations, including non-authorised data collection, processing and any other use?
Exploitation or use of child labour?	Allegation or finding of bribery?
Gender or minority discriminatory hiring and promotion policies?	Pending or threatened litigation, claim, arbitration proceeding or investigation on an ethical issue (misconduct, including professional misconduct)?
Discriminatory hiring and promotion policies in regard to persons with disabilities?	Pending or threatened litigation, claim, arbitration proceeding or investigation on violation of privacy and data protection issues, including non-authorised collection, use and reuse of data?
Sexual abuse, exploitation, discrimination, harassment?	Sanctions by the United Nations?
Financing or promotion of terrorism or entities that are classified as terrorist or paramilitary organisations?	Been the subject of any major criticism by a civil society organisation, government, or media, or other entity that would reflect negatively upon the organisation?
Does the organisation have a privacy and data protection policy, principles and/or code of conduct?	Does the organisation have policies or rules relating to the safeguarding of children and young people?

3. DEFINE AND DEVELOP THE PROGRAMME

REMEMBER...

- Do the programme activities use football as its platform?
- Do the programme activities fall within any of the three SR pillars of the AFC?

Once a programme partner or partners are identified, your Association would need to work with them to identify the programme objectives and start developing activities to meet them.

It is essential to understand the objectives you want to achieve in relation to the cause identified. A programme should not be a one-off but needs to be designed to be sustainable or have a longer-term impact on its participants and the community.

POINTS TO CONSIDER WHEN DEVELOPING THE PROGRAMME:

- Ensure realistic and achievable objectives
- Understand the resources needed to deliver the activities (funding, equipment, workforce, additional external support, etc)
- Develop specific and realistic timelines to deliver each activity
- Develop the detailed programme budget according to the resources identified
- Identify and understand potential risk areas such as vendors and suppliers and the local cultural, environmental, and political factors, and develop a risk management plan to mitigate or address them
- Ensure the programme complies with relevant legal and regulatory requirements
- Communicate programme objectives to employees and stakeholders
- Provide opportunities for employees and stakeholders to engage and contribute to the programme

When the objectives are agreed upon and the programme activities, timelines and budgets are developed, these would need to be compiled into a programme proposal document. A template for such a proposal document can be found in Appendix I.

IMPORTANT TO NOTE:

- There is no specific budget allocated for an MA or RA. The programme budget will need to be set by the MA or RA in relation to the type of programme proposed.
- However, should the MA or RA programme cost exceed the approved budget amount, all additional expenses are to be borne by the respective MA or RA.
- The AFC is moving away from merely making donations, but more towards establishing sustainable partnerships and delivering impactful programmes.
- It is a requirement that all collateral produced for the programme must include the AFC Dream Asia Foundation brand. Artwork for these collaterals will need to be approved by the AFC before being produced. The applicable design files and brand guidelines will be provided to the respective MA or RA.

4.DELIVERY OF PROGRAMME

When all resources are in place and the programme is ready to commence with the activities, careful planning, organisation and clear communication are required to ensure a successful programme.

- Communicate all upcoming and completed activities to stakeholders including employees, participants, sponsors and programme partners, to keep them informed
- Encourage a collaborative environment among team members by promoting open communication, disagreement resolutions and ensuring everyone understands their roles and responsibilities
- Ensure any relevant policies are in place where necessary, such as child safeguarding guidelines and codes of conduct
- Be able to adapt to changing circumstances or unexpected challenges which may occur
- Have contingency plans in place if the activities or timelines need to be changed
- Ensure relevant information is recorded during the activities using the monitoring and reporting methods identified
- Maintain accurate documentation throughout the programme activities. This includes user manuals, official correspondence, collateral designs and any other material deemed relevant

Any programme will face various challenges throughout its delivery. It is important to maintain open communication, teamwork, adaptability and a focus on the objectives to increase the likelihood of successful delivery of the programme.

5. MONITORING, EVALUATION AND REPORTING

KEEP IN MIND...

- How can we best measure the quantitative impact of the programme? (e.g. number of participants who benefited)
- How can we best measure the qualitative impact of the programme? (e.g. change of behaviour, mindset in participants)
- How can we best communicate the impact of the programme?

Reporting or Monitoring and Evaluation (M&E) involves collecting data from your programme activities. It is important to do so as this data can be used to evaluate the progress of activities and whether the programme has met, or is on track to meeting, its objectives. This data should also be used to prepare regular reports, which can be shared with all stakeholders to keep everyone up to date on the programme.

You can use this data to learn from experiences and to improve how future activities are run, or even to adjust ongoing activities to ensure they remain on track. As such, the data collected must be as accurate as possible so that a precise evaluation can be carried out.

The outcome and impact of an SR programme may not easily be measured as its objectives may be intangible, such as attitude or behavioural change.

There are various traditional standard and alternative M&E tools available that can be used to capture the outcomes of a programme. A combination of tools and methods listed below could be used, depending on the needs of your programme and the resources available to you.

Interviews
Involves asking specific questions aimed at getting information. Questions can be open-ended or closed. E.g., Yes or No answers).

Surveys/Questionnaires
A specific set of written questions aims to extract specific information from the participants. The questions and answers are designed to gather information about attitudes, preferences and factual information. Multiple choice questions are the most common method of survey questions. They allow participants to select one or more options from a list of answers that you define according to your programme.

On ground reports
Structured report forms that ensure that the programme or activity related questions are asked, and answers and observations recorded.

Ranking/Rating Scale
The technique utilises the use of a range or scale. Participants are expected to state their own observations or feelings. Participants are usually asked to state if they strongly agree, agree, disagree, or strongly disagree with a statement. Pictures and symbols can be used if participants are children or cannot read and write.



Visuals
Includes photos, videos, stories that are used to illustrate the experiences of participants throughout the programme.



Participant observation
This involves direct observation of activities, relationships and behaviours. The observer would need to get involved with the activities on the ground instead of maintaining a distance.



Drawings
This involves getting participants to draw pictures, usually of how they feel or think about something. It can also be used if participants are children or cannot read and write.



Focus groups
When a group of people are interviewed together by an interviewer with structured interview questions, which are usually focused on a specific topic or issue.

At the AFC, MAs and RAs must provide regular updates or progress reports of the programme activities. These reports need to include photos and, whenever possible, videos (in high-resolution format) of the activities that were carried out.

Upon completion of a programme, a final report will need to be prepared, which must include details of all the activities carried out, the number of participants who benefitted from the programme as well as a detailed financial report of the programme according to the approved budget.

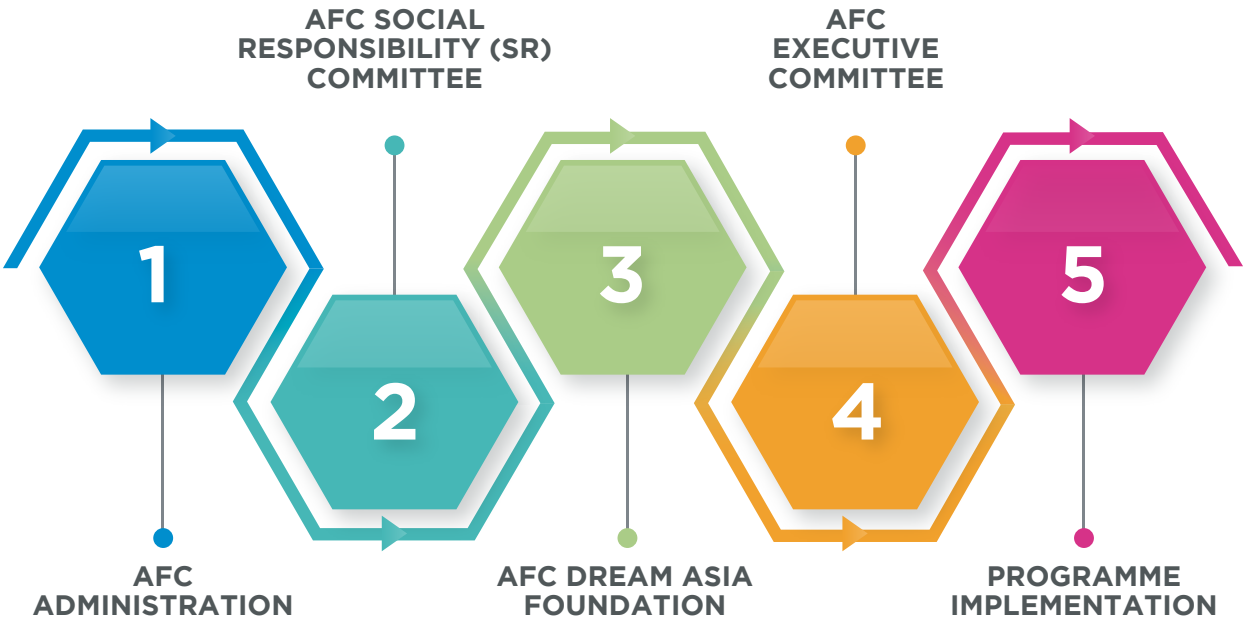
These are important as the reports will need to be presented to both the AFC Social Responsibility Committee and the AFC Dream Asia Foundation Board of Trustees.

Social responsibility stories often attract attention and engage with a wider audience. As such, it is important to communicate the good work being done by your Association to all your stakeholders - these could be fans, sponsors, partners as well as the public. This can be done by leveraging the different platforms available – social media, websites, newsletters, or even stadium screens and A-boards.

The content for your messaging can be obtained from the programme's activity reports, and it is a good practice to highlight the achievements from the programme. These can be an individual achievement from one of the participants or a collective achievement as a group.

Your association could also leverage the AFC's various platforms to amplify your message.

F. AFC SOCIAL RESPONSIBILITY PROGRAMME APPROVAL PROCESS



1. AFC ADMINISTRATION

Any proposal will first need to be submitted to the AFC SR Department, who will carry out an initial review. The proposal is not considered finalised at this stage as the AFC will provide feedback and have further discussions with the MA or RA to clarify details or to make recommended amendments to the proposal. Once both the AFC and MA or RA are in agreement that the proposal document is finalised, it will be submitted for official approval.

2. AFC SOCIAL RESPONSIBILITY (SR) COMMITTEE

The first official approval will be from the AFC SR Committee. All proposals will be presented to the Committee for evaluation. Upon assessment, the Committee will discuss and decide or provide recommendations for the programme.

3. AFC DREAM ASIA FOUNDATION

All proposals approved by the AFC SR Committee will be submitted by the Administration to the AFC Dream Asia Foundation Board of Trustees, who evaluates the funding for the programmes. Upon assessing the proposal, the Board of Trustees will deliberate and provide their recommendations or approval of funds for the respective programme according to the proposed programme budget.

4. AFC EXECUTIVE COMMITTEE

Once a programme and its budget has been approved by both the AFC SR Committee and the AFC Dream Asia Foundation Board of Trustees, the Administration will table the programmes to the AFC Executive Committee for ratification.

5. PROGRAMME IMPLEMENTATION

Once ratified, the Administration will officially notify the respective MA or RA of the programme's approval. The MA or RA may then issue the Administration with an invoice reflecting the approved programme budget for the AFC to disburse the funds and facilitate the implementation of the programme.

IMPORTANT TO NOTE:

- Proposals that do not get approved will be sent back to the respective MA or RA to consider the recommendations provided by either the AFC SR Committee or the AFC Dream Asia Foundation Board of Trustees.
- The approval process may take up to 40 days, from the day the proposals are presented to the AFC SR Committee to when the AFC Administration officially notifies the respective MA or RA on its approval.
- Keep in mind the time it may take to receive official approval of your programme. This should be factored in when developing the timelines, especially if you depend on the funds to start the programme.
- There is no set deadline to when a proposal needs to be submitted, but it could be dependent on the date of any forthcoming AFC SR Committee meeting.

G. PREVIOUS PROGRAMMES

The following are some previous programmes delivered by MAs and their programmes partners, including their impact and how these programmes fall under the AFC SR pillars.

AFC – BANGLADESH FOOTBALL FEDERATION SOCIAL RESPONSIBILITY PROGRAMME PHASE I, II & III





OVERVIEW

The AFC undertook a three-phase social responsibility programme from 2018 - 2019 in response to the Rohingya emergency where individuals fled Myanmar and were living in UNHCR refugee camps in Cox's Bazar, Bangladesh.

The AFC worked with the Bangladesh Football Federation and programme partners Coaches Across Continents which also included collaborations with the UNHCR, the English FA as well as local organisation, Jaago Foundation, in Dhaka to run Coach Education programs and Kids Fun Football Festivals for refugees as well as the local community.

ACTIVITIES

Train the Trainers coach education workshops for participants were carried out followed by Kid's Football Fun Festivals.

Key topics of the training included Life Skills, Conflict Prevention and Problem Solving, Health & Wellness, Hygiene and drugs/alcohol prevention, and child rights. The methodology focused on communication, teamwork, child safeguarding and best practices working with children.

It was stressed that creating a positive environment is crucial to children's learning, and that priorities should be creating situations allowing them to have fun with their friends.

IMPACT

Upon completion of the three phases, a total of 368 coaches were educated, from which 197 were Rohingya refugees. Up to 40,000 children, boys and girls, were impacted from which more than 25,000 were Rohingya refugees. The trained coaches are now able to train and educate children in their communities on a regular basis.

BHUTAN FOOTBALL FEDERATION SOCIAL RESPONSIBILITY PROGRAMME





OVERVIEW

The Bhutan Football Federation (BFF) delivered a social responsibility programme from 2020 to 2021 in collaboration with a local civil society organisation that supports children and youth in conflict with the law.

Studies had shown that many children and youth, after their release from the Youth Development Rehabilitation Centre, eventually repeated the cycle due to the lack of after-care services or opportunities and were in turn subjected to abuse, neglect and marginalisation. BFF looked to break this cycle by providing life-skills training to these youth to reintegrate them into society as productive citizens.

ACTIVITIES

A total of 150 youths participated in the year-long programme. Activities were carried out by BFF coaches and referees and included football skills and tactical training, referee training as well as health and fitness sessions by qualified instructors.

IMPACT

The programme was successfully completed and helped all stakeholders better understand the mindset of children and adults, and how they are affected after being in conflict with the law. From this, a number of participants were given a second chance at pursuing their footballing dreams.

One participant was selected to trial for Bhutan U16 National Team.

Nine participants were selected for Transport United Football Club's U17.

Five participants were selected for Thimphu City Football Club's U14 and U17.

Two participants were selected for Druk Lhayul Football Club's U17.

One participant was selected for Terton Football Club's U17.

LEBANESE FOOTBALL ASSOCIATION FOOTBALL 4 GOOD PROGRAMME





OVERVIEW

Over a period of four months, the Lebanese Football Association (LFA) implemented a programme that spanned eight regions in Lebanon: Beirut, Mount Lebanon, South Lebanon, Nabatieh, North Lebanon, Aakkar, Baalbek, and Beqaa.

This initiative gathered a diverse group of over 6,000 youth, including those with special needs, providing them with important life lessons such as teamwork, resilience, inclusivity, and awareness of child safeguarding.

ACTIVITIES

LFA provided training for 8 coordinators and 50 football coaches from regional clubs, introducing child safeguarding principles. Subsequently, football training workshops were organized by LFA in collaboration with the clubs, coaches, and coordinators. These workshops resulted in the creation of a comprehensive manual designed to raise awareness among a broader audience.

In each region, children engaged in on-field football activities that integrated life skills education, conflict management training, and awareness regarding child abuse. Participants were also educated on how to respond if they encountered such situations by equipping them with the necessary knowledge about the various forms of abuse for their self-protection.

IMPACT

Through activities promoting child safeguarding awareness, the programme brought about a change in the coaches' approach and interaction with their players. This resulted in healthier relationships with players and equipped the coaches with the knowledge and tools to educate children about the importance of child safeguarding.

For the children, the programme imparted crucial awareness about their rights to be safeguarded both on and off the field. The life skills sessions contributed to significant changes in behaviour, fostering increased self-confidence, determination, and improved acceptance of differences among each other.

Initially, parents held differing opinions about the programme, with some having faith in it and others being sceptical. However, by the programme's conclusion, parents came together in unity as they recognised the positive changes in their children's behaviour and their enhanced ability to tackle life's everyday challenges.

APPENDIX I

PROGRAMME PROPOSAL TEMPLATE

COVER PAGE

SOCIAL RESPONSIBILITY PROGRAMME PROPOSAL

(MA/RA Logo)

The main page of the proposal document should include:

- *Programme Title*
- *Name of MA or RA*
- *Contact person for the programme*
- *Date*
- *MA or RA official stamp with approval of the General Secretary*

Any relevant logos or images may also be included here and throughout the proposal document.

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B. *Objectives*
C. *Activities*
D. *Programme partners*
E. *Roles and Responsibilities*
F. *Reporting / Monitoring and Evaluation*
G. *Programme Timelines*
H. *Programme Budget*

SECTION A: INTRODUCTION

The proposal should clearly state the overall scope and details of the programme. It must clearly provide an overall description of the programme. This section needs to explain the context of the programme and the history or background behind the programme, if applicable.

SECTION B: OBJECTIVES

This section should clearly state the programme's objectives. This can be in a bulleted format and must reflect the purpose of the programme and should include, to the best of one's knowledge, the nature of the groups and the number of participants or community members that the programme is expected to benefit, and how.

SECTION C: ACTIVITIES

List in detail all the activities which will be carried out during the programme. This section needs to explain the methods and activities that will be used to achieve the expected outcomes or programme objectives.

SECTION D: PROGRAMME PARTNERS

This section should identify the stakeholders or partners who will be involved in the programme, such as - but not limited to - the MA or RA, local government authorities, NGOs and individuals (trainers, volunteers and other funding stakeholders, if any).

A clear understanding must be established in terms of the identities of the programme sponsors, partners and supporters, as well as how each stakeholder will be involved and the nature of their roles in the programme.

SECTION E: ROLES & RESPONSIBILITIES

This section details the roles of each stakeholder, how they would be involved and their expected responsibilities in the programme.

SECTION F: REPORTING / MONITORING AND EVALUATION

This section states the nature of the reporting, and Monitoring and Evaluation exercises that will take place daily, weekly and monthly. Describe the process and frequency that will be undertaken for on-going reporting, monitoring and evaluation.

SECTION G: PROGRAMME TIMELINES

A detailed schedule for the programme, which should include the commencement date, start and end date for each activity and date the programme is expected to conclude by.

There is no specific time frame for when a particular programme must commence or the duration a programme will need to run for.

SECTION H: PROGRAMME BUDGET

A detailed/itemised budget for implementation of the programme and its activities. All costs should be in United States Dollars (USD) and include any additional sources of funding for the programme.

For SR programmes, there is no specific budget allocated for an MA or RA. The programme budget will need to be set by the MA or RA in relation to the type of programme proposed.

APPENDIX II

PROGRAMME REPORT TEMPLATE

COVER PAGE

FINAL REPORT

(MA/RA Logo)

The main page of the report should include:

- *Programme Title*
- *Name of MA or RA*
- *Contact person for the programme*
- *Date*
- *MA or RA official stamp with approval of the General Secretary*

Any relevant logos or images from activities should be included here and throughout the report.

TABLE OF CONTENTS

A. Summary
B. Impact
C. Challenges
D. Gallery
E. Financial Report
F. Conclusion

SECTION A: SUMMARY

Provide a summary of highlights from the final report, and an overall description and background of the programme. If there were any amendments or adjustments to the original description, this information should be included as well.

SECTION B: IMPACT

This is the main section of the report and will need to describe in detail how the programme and its activities performed, benchmarked against its overall objectives.

Provide details from the Monitoring and Evaluation exercises carried out throughout the programme as well as details of the activities carried out including their commencement and end dates, location(s) where the activities were carried out as well as quantify the number of participants and how they have benefitted from the programme.

The MA or RA is also encouraged to include and highlight any other relevant information to the programme. This may include personal or success stories of participants.

SECTION C: CHALLENGES

Highlight the challenges or issues faced while delivering the programme. Describe the steps taken to overcome these challenges and the lessons learnt, both positive and negative, from the experience.

SECTION D: GALLERY

Include selected images captured throughout the programme that highlight the activities and its participants.

The AFC also requires all photos and videos to be sent in high-resolution format. These can be provided separately from the final report via a downloadable link.

SECTION E: FINANCIAL REPORT

A detailed itemised financial report on the overall cost of the programme against the approved budget.

A scanned copy of receipts from the programme will also be required. These can be provided separately in the final report.

SECTION F: CONCLUSION

Provide overall remarks on the programme, including the next steps, if any, that encourage the programme to have a longer impact on the participants or the wider community.

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