



**AFC DREAM ASIA
FOUNDATION**
Football Cares

AFC SOCIAL RESPONSIBILITY TOOLKIT 2026

FOR
AFC MEMBER ASSOCIATIONS
AFC REGIONAL ASSOCIATIONS



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A. FOREWORD

Dear friends,

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

The AFC firmly believes in 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, the 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 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 to elevate their capabilities and capacities in the long term.

Above all, it reinforces our belief in never leaving our desired outcomes to chance. Through



purposeful design and the meticulous measures outlined in the 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 the 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 provides a practical guide to developing a social responsibility (SR) programme, moving from an initial concept to a full proposal, while outlining the policies and procedures related to developing and delivering such a programme.

Football captures worldwide attention and is enjoyed by people of all ages. It is a unique and powerful medium that connects individuals regardless of gender, culture or ability. 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 mutual understanding.

In this field of football for social development, the AFC's Vision and Mission are clear: to be a leader and 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. Instead, we view it as the establishment of a culture and a set of practices shared across all the MAs, RAs and their communities, aimed at creating a direct and meaningful impact through SR programmes and initiatives.

HOW CAN THIS TOOLKIT BE APPLIED?

- As a foundational guide for the MAs and RAs to design, develop and deliver SR programmes and initiatives.
- As an evolving document that will be updated periodically, incorporating feedback and practical experience gained from our MAs and RAs as they implement SR programmes.
- The information provided in the Toolkit is intended to assist and guide the MAs and RAs 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 five main SR pillars: Child Safeguarding, Education, Inclusion, Sustainability and Health & Wellbeing.



CHILD SAFEGUARDING

To act as a collective voice, along with the 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.



INCLUSION

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



SUSTAINABILITY

To drive our commitment to environmental responsibility and ethical governance by promoting green practices, resource efficiency, and community awareness, ensuring that football in Asia contributes to a more sustainable and resilient continent.



HEALTH & WELLBEING

To promote football as a platform to support physical, mental, and social health across communities, encourage active lifestyles, and create safe and supportive environments that nurture overall wellbeing.



1. CHILD SAFEGUARDING



A safe environment inspires a bright future



The United Nations defines a child as a person below the age of 18. As set out 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 that football is carried out in a safe, positive and encouraging atmosphere for all children, regardless of the level at which it is played.

The [AFC Child Safeguarding policy](#) outlines the AFC's statement of intent along with safeguarding expectations and responsibilities of all AFC staff and stakeholders, which are guided by the following principles:

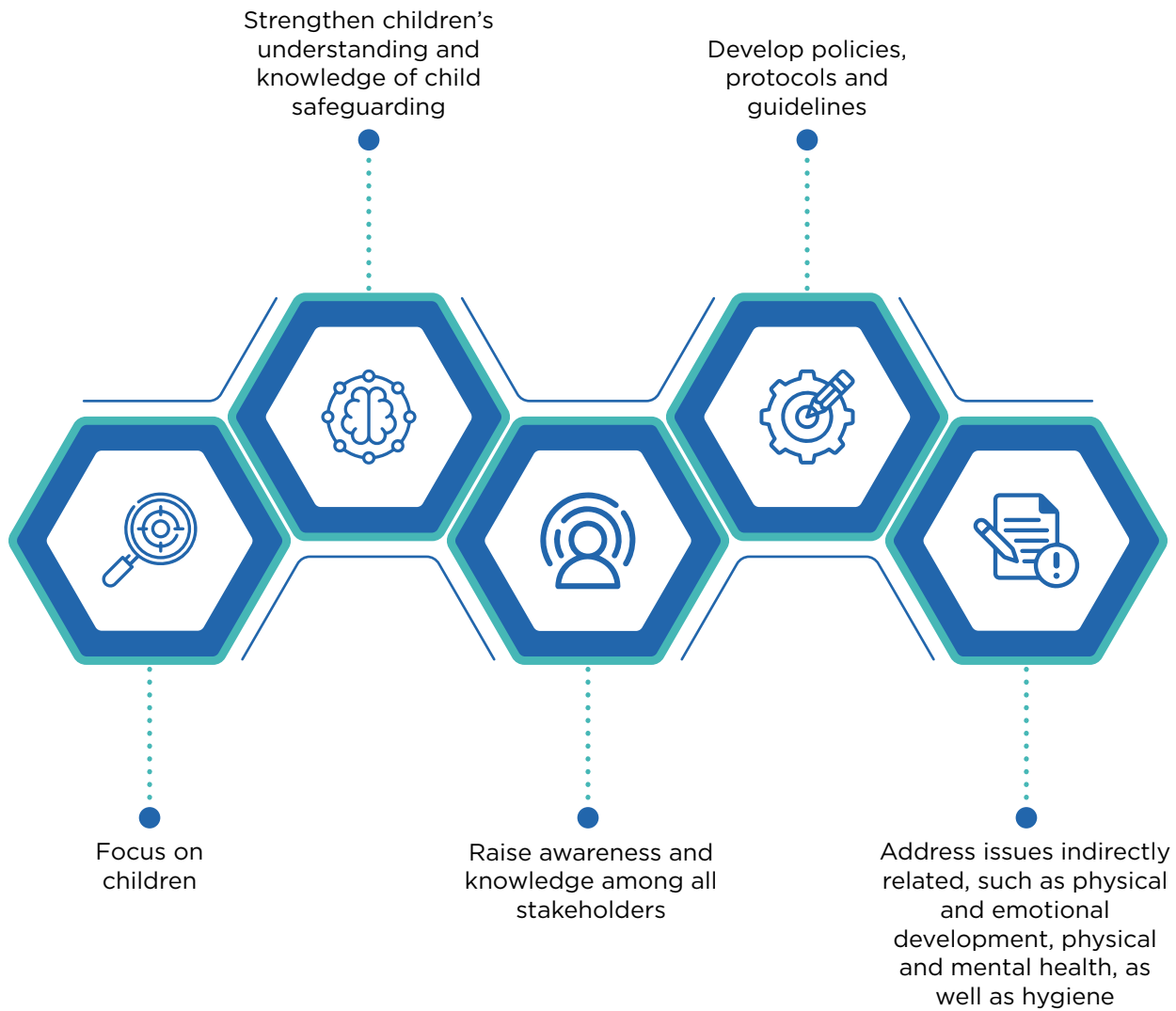
1. To act in the children's best interests by promoting and prioritising their safety and wellbeing;
2. To value, respect and listen to children, allowing them the right to participate and freely express their opinions in matters affecting them;
3. To ensure that no child is subjected to any form of 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 can be described as a set of actions that an organisation can take to protect children from harm. It is a broad concept that encompasses, among other things, the prevention of child abuse.



ANY CHILD SAFEGUARDING INITIATIVE SHOULD:





2. EDUCATION



“

Learning beyond the field

”

The AFC recognises the power that football has among both children and adults alike, regardless of their background, and seeks to leverage 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 may serve as a helpful reference and foundation for developing similar programmes adapted to the local context.

IN THIS 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 UNDER THIS PILLAR COULD COVER A WIDE RANGE OF FOCUS AREAS, INCLUDING BUT NOT LIMITED TO:

- The 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.
- The use of football as a platform to discuss mental health, stress management and the importance of seeking 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 biases.
- Initiatives aimed at 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 children.



3. INCLUSION



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

”

Exclusion refers to situations when marginalised individuals or groups who are disadvantaged based on age, gender, disability, race, ethnicity, origin, religion, economic status, or other status, are prevented from participating equally in social, cultural, economic or political life.

As such, 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.

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, inclusion programmes will need to focus on providing such opportunities to those groups who are at risk of social exclusion.

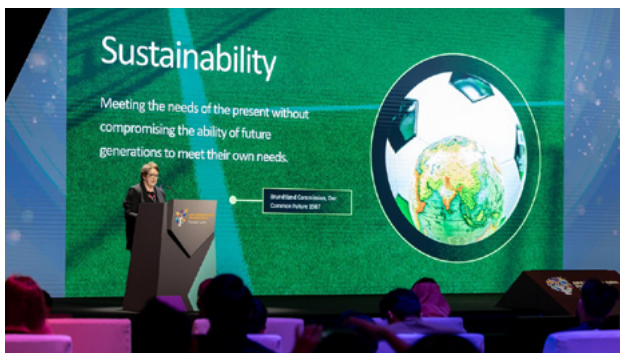


EXAMPLES OF HOW FOOTBALL MAY BE USED TO PROMOTE INCLUSIVITY INCLUDE:

- 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.



4.SUSTAINABILITY



“

Play Today. Protect Tomorrow

”

Sustainability in football extends beyond environmental responsibility, encompassing a holistic approach to ensuring the long-term growth and integrity of the game. It includes promoting environmental leadership, such as energy efficiency, waste reduction, and climate-conscious infrastructure, while also addressing social sustainability through inclusive community programmes, equality, and safeguarding initiatives.

From an economic perspective, it focuses on building resilient football ecosystems by strengthening governance, enhancing transparency, and supporting capacity development at all levels. By integrating these elements, the AFC, together with the MAs and RAs, aims to ensure that football not only thrives competitively but also contributes positively to people, communities, and the environment.

WHAT A SUSTAINABILITY-FOCUSED SOCIAL RESPONSIBILITY PROGRAMME MAY LOOK LIKE

A sustainability-focused programme should aim to ensure that football contributes positively to both the environment and society, on and off the field. It should integrate long-term considerations into football operations, community outreach, and infrastructure development to create a lasting positive impact.



**SUCH A PROGRAMME WOULD
TYPICALLY INCLUDE INITIATIVES THAT:**

- **Reduce environmental impact** – by promoting energy efficiency, waste management, water conservation, and eco-friendly event operations.
- **Encourage sustainable behaviour** – by educating players, fans, and communities on responsible consumption and environmental awareness.
- **Support green infrastructure** – through developing facilities using renewable energy, sustainable materials, and efficient resource management.
- **Strengthen governance and accountability** – by embedding sustainability standards into club and association operations, procurement, and reporting.
- **Empower communities** – by promoting local livelihoods, volunteerism, and social enterprise linked to football activities.
- **Build resilience** – by ensuring football communities can adapt sustainability to climate, economic, and social changes.
- **Promote long-term impact** – by ensuring the programmes are designed for long-term commitment rather than one-off events.



5. HEALTH & WELLBEING



**Football Shapes Healthier Minds,
Bodies, and Communities**



Health and wellbeing go beyond physical fitness. It embraces a holistic approach that nurtures both the body and mind of everyone involved in the game. Through football, this pillar promotes active and healthy lifestyles, while also addressing mental health awareness, emotional resilience, and social connection within communities.

This pillar recognises that a healthy football community extends beyond the pitch, encompassing both personal wellness and collective resilience.

Programmes under this pillar should promote access to safe play, balanced nutrition, and mental health education, creating supportive environments where players, coaches, and fans can thrive by integrating health promotion into football development and community initiatives.



INITIATIVES WITHIN A PROGRAMME MAY INCLUDE:

- **Promoting active lifestyles** – by organising fitness campaigns and inclusive participation opportunities for all genders, ages and abilities.
- **Supporting mental health and emotional wellbeing** – by offering workshops for players, coaches, and children on stress management, confidence building, and coping skills.
- **Raising health awareness** – by partnering with health organisations to deliver education campaigns on nutrition, hygiene, disease prevention, and reproductive health.
- **Creating safe environments** – by ensuring pitches, facilities, and football spaces promote safety, inclusion, and accessibility for all participants.
- **Empowering children and communities** – by using football to strengthen social relationships, promote teamwork, and build emotional resilience.
- **Developing long-term impact programmes** – by establishing legacy initiatives such as mental health support networks, community health screenings, and sustained wellness education in partnership with local stakeholders.
- **Providing humanitarian aid** – by mobilising relief efforts and providing mental and emotional support to affected communities.



D. UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Adopted by all United Nations Member States in 2015, the 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.

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

SUSTAINABLE DEVELOPMENT GOALS





**THE AFC SOCIAL RESPONSIBILITY STRATEGIC DIRECTION
IS DESIGNED TO REFLECT THESE SDGS, WITH ITS FIVE
CORE PILLARS SPECIFICALLY ALIGNED TO THE FOLLOWING:**

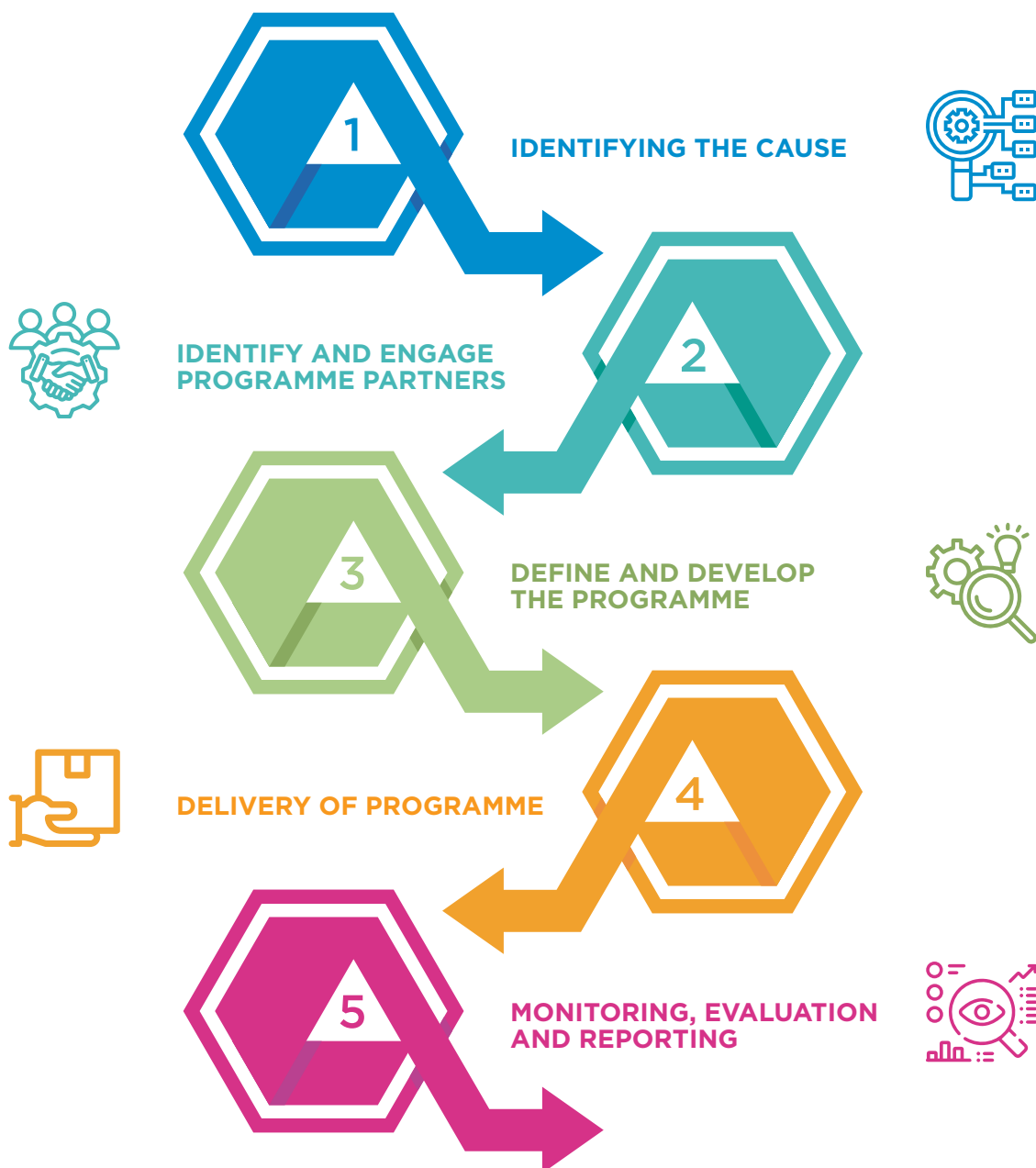




E.

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 affecting the local community. There are various sources that may assist in this regard, including local government agencies or ministries that focus on community or social development, as well as reports and publications by international organisations 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 identify and prioritise specific issues or causes to be addressed. This may be done by deciding on the cause(s) that align most closely with the association's values and by assessing the internal and external resources 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 develop or implement SR activities. In such cases, it is important to identify suitable organisation(s) that the 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 actively working with the community on issues that the association seeks to address and may include government agencies or non-government organisations (NGOs). Depending on the nature of the programme, it is common for both types of organisations to be involved.

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 they 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, the following methods are provided as a guide to the type of information that should be gathered when conducting background or due diligence checks on an organisation, prior to entering any partnership or collaboration:

- ✔ Collect basic organisational information, including its name, location and any subsidiaries or affiliates;
- ✔ Conduct online searches, including on social media and official websites to gain insights into the organisation's recent events, track records, achievements or potential controversies;
- ✔ Review notable partnerships and collaborations the organisation has been involved with;
- ✔ Examine the organisation's official website to understand its values, vision and mission, leadership team and other relevant information; and
- ✔ Where applicable, review financial information, including financial statements and/or annual reports, particularly if the organisation is publicly listed.



**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-authorized 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-authorized 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 five SR pillars of the AFC?

Once programme partner(s) have been identified, the association should work collaboratively with them to identify the programme objectives and develop activities to achieve those objectives.

It is essential to have a clear understanding of the objectives your association wants to achieve in relation to the cause identified. Programmes should not be one-off but should be designed to be sustainable and have a long-term impact for its participants and the community.

POINTS TO CONSIDER WHEN DEVELOPING THE PROGRAMME INCLUDE:

- Setting realistic and achievable objectives.
- Assessing the resources needed to deliver the activities (funding, equipment, workforce, additional external support, etc.).
- Establishing clear and realistic timelines to deliver each activity.
- Preparing a detailed programme budget according to the resources identified.
- Identifying and assessing potential risk areas such as vendors and suppliers and the local cultural, environmental, and political factors, and developing 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.



Once 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 and 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, careful planning, organisation, and clear communication are required to ensure a successful delivery.

- Communicate all upcoming and completed activities to stakeholders, including employees, participants, sponsors and programme partners, to keep them informed.
- Encouraging a collaborative environment among team members by promoting open communication, disagreement resolution 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.
- 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 the 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. The data collected should also be used to prepare regular reports, to be shared with all stakeholders, ensuring transparency and keeping all parties informed on the programme developments.

The data gathered can be used to learn from experiences and to improve how future activities are run, or even to adjust ongoing activities to ensure they remain aligned with programme objectives. 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 be measured easily, particularly where objectives are intangible, such as changes in attitude or behaviour.

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



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 aimed at extracting specific information from the participants. These may capture attitudes, preferences and factual data. 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 reporting formats used to ensure that programmes or activity related questions are addressed, with answers and observations recorded.



Ranking/Rating Scale

This 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 for participants with limited literacy.



Visuals

Includes photos, videos and 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

Involves participants expressing their thoughts or feelings through illustrations. It can also be used for participants with limited literacy.



Focus groups

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

MAs and RAs must provide regular updates or progress reports of the programme activities to the AFC. These reports must include photos and, whenever possible, videos (in high-resolution format) of the activities that were carried out. This is essential as such materials will form part of the official report submitted to the AFC Social Responsibility Committee and the AFC Dream Asia Foundation Board of Trustees.

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 reports are important as they will be presented to both the AFC Social Responsibility Committee and the AFC Dream Asia Foundation Board of Trustees. To ensure strong governance, accountability, and transparency, each programme will be subject to review by an external auditor in accordance with the agreed financial and operational requirements upon conclusion of the programme.

Social responsibility stories often attract attention and engage a wider audience. As such, it is important to communicate the initiatives and achievements effectively to all stakeholders, including fans, sponsors, partners as well as the public. This can be done by leveraging the different platforms available such as social media, websites, newsletters, or even stadium screens and A-boards.

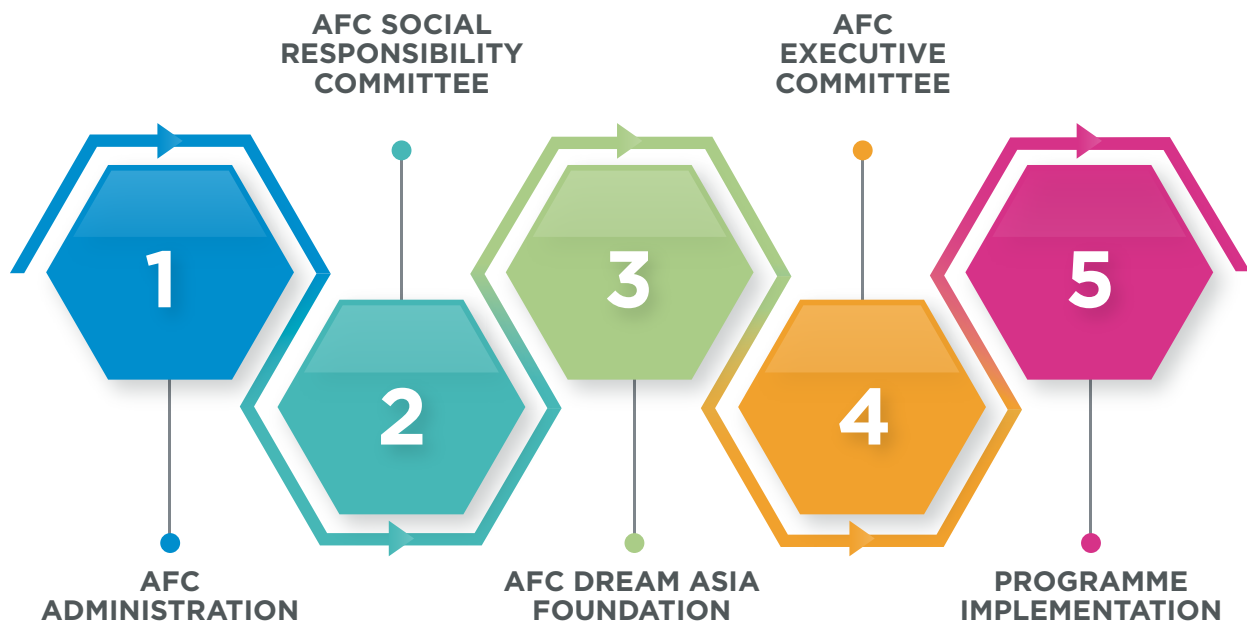
The content for such communication may be obtained from the programme activity reports, and it is a good practice to highlight the achievements from the programme. These can be an individual achievement from one of the participants or a collective achievement as a group.

Associations are also encouraged to utilise the AFC's various platforms to amplify their message.



F.

AFC SOCIAL RESPONSIBILITY PROGRAMME APPROVAL PROCESS



1. AFC ADMINISTRATION

Any proposal must first be submitted to the AFC's Social Responsibility department for an initial review. 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 satisfied that the proposal document has been finalised, it will be submitted for formal approval to the AFC Social Responsibility Committee.

2. AFC SOCIAL RESPONSIBILITY COMMITTEE

All proposals shall be submitted to the AFC Social Responsibility Committee for evaluation. Upon assessment, the AFC Social Responsibility Committee shall deliberate on the proposal and decide on approval or provide recommendations for the programme.

3. AFC DREAM ASIA FOUNDATION

All proposals approved by the AFC Social Responsibility Committee shall be submitted by the AFC Administration to the AFC Dream Asia Foundation Board of Trustees, who evaluates the funding for the programmes. Upon assessing the proposal, the AFC Dream Asia Foundation Board of Trustees shall deliberate and provide its 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 have been approved by both the AFC Social Responsibility Committee and the AFC Dream Asia Foundation Board of Trustees, the AFC Administration shall submit the programmes to the AFC Executive Committee for ratification.

5. PROGRAMME IMPLEMENTATION

Upon ratification, the AFC Administration shall formally notify the respective MA or RA of the programme's approval. The MA or RA may thereafter submit an invoice to the AFC Administration 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 Social Responsibility Committee to when the AFC Administration officially notifies the respective MA or RA of 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 for when a proposal needs to be submitted, but it could be dependent on the date of any forthcoming AFC Social Responsibility Committee meeting.



G. AUDIT OF SOCIAL RESPONSIBILITY PROGRAMMES

- The AFC shall appoint an external auditor to provide independent assurance on the utilisation of funds provided by the AFC Dream Asia Foundation (ADAF) and to assess compliance with applicable policies, procedures, and the approved SR programme objectives.
- Prior to the commencement of an SR programme, the AFC shall schedule a meeting between the appointed external auditor and the beneficiary MA or RA to outline the audit process.
- Upon completion of an SR programme, the AFC will arrange for an audit of the programme as implemented by the beneficiary MA or RA.
- The audit will be conducted through an online review of records and documentation, as outlined below:

Verification of Receipt of Funds

Review of Utilisation of ADAF Funds

Review of Vendor Selection and Engagement Process

Review of Procurement Policies

Confirmation of Programme Completion

Review of Impact Analysis

Analysis of Actual Incurred versus Budgeted Amounts

Review of Fund Redistribution and Reallocation Protocols

- The AFC may request the beneficiary MA or RA to provide any additional evidence that it deems necessary in relation to the ADAF Fund to facilitate the SR Programme Audit.
- Any issues raised by the SR Programme Audit must be resolved by the beneficiary MA or RA.
- The AFC shall bear the cost of any SR Programme Audit.



H. PREVIOUS PROGRAMMES

The following are some previous programmes delivered by MAs, RAs and their 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 to 2019 in response to the Rohingya emergency where individuals fled Myanmar and were living in United Nations High Commissioner for Refugees (UNHCR) refugee camps in Cox's Bazar, Bangladesh.

The AFC worked with the Bangladesh Football Federation (BFF) 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 programmes 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 Kids Fun Football 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 on 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 supporting children and youth in conflict with the law.

Studies have 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 eight coordinators and 50 football coaches from regional clubs, introducing child safeguarding principles. Subsequently, football training workshops were organised 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.

TABLE OF CONTENTS

- A. Introduction
- 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 that 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 ongoing reporting, monitoring and evaluation.

SECTION G: PROGRAMME TIMELINES

A detailed schedule for the programme, which should include the commencement date, start and end dates for each activity and the programme's expected conclusion date.

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 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. This is essential as these images will form part of the official report submitted to the AFC Social Responsibility Committee and the AFC Dream Asia Foundation Board of Trustees.

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 lasting impact on the participants or the wider community.



ASIAN FOOTBALL CONFEDERATION

AFC House, Jalan 1/155B, Bukit Jalil, 57000 Kuala Lumpur

T: +603 8994 3388

the – AFC.com

 @theafcdotcom  @theafcdotcom  @theafchub  /theafcdotcom  @theafchub

 @afcdreamasiafoundation  /AFC Dream Asia Foundation