



# AFC ENHANCE PROGRAMME REGULATIONS



A large, semi-transparent watermark of the AFC logo is positioned on the left side of the page, spanning across the dark grey background. It is rendered in a light brown or gold color.

# AFC ENHANCE PROGRAMME REGULATIONS

# TABLE OF CONTENTS

Page

<b>Preamble</b>	<b>6</b>
<b>Definitions</b>	<b>6</b>
<b>1 Scope of Application</b>	<b>11</b>
<b>2 Objectives</b>	<b>12</b>
<b>3 Beneficiaries</b>	<b>12</b>
<b>4 Responsibilities</b>	<b>12</b>
<b>5 Financial Conditions</b>	<b>17</b>
<b>6 Conditions of Use</b>	<b>19</b>
<b>7 Eligibility Criteria</b>	<b>24</b>
<b>8 Application to Join the Enhance Programme</b>	<b>25</b>
<b>9 Application Process to benefit from the Enhance Programme Fund</b>	<b>26</b>
<b>10 Release of Funds</b>	<b>28</b>
<b>11 Enhance Programme Bank Account</b>	<b>30</b>
<b>12 Revision of Budgets</b>	<b>30</b>
<b>13 Unclaimed Funds</b>	<b>31</b>
<b>14 Unutilised Funds</b>	<b>32</b>
<b>15 Suspended Member Associations</b>	<b>33</b>
<b>16 Misuse of Enhance Programme Fund</b>	<b>34</b>
<b>17 Restricted Funding</b>	<b>35</b>
<b>18 Central Audit</b>	<b>38</b>
<b>19 Alignment of Funding</b>	<b>39</b>
<b>20 Taxes and Duties</b>	<b>40</b>
<b>21 Fees and Expenses</b>	<b>40</b>
<b>22 Indemnification</b>	<b>40</b>
<b>23 Disciplinary Measures</b>	<b>41</b>
<b>24 Decisions</b>	<b>41</b>

<b>25 Amendments</b>	<b>41</b>
<b>26 Force Majeure</b>	<b>41</b>
<b>27 Matters Not Provided For</b>	<b>41</b>
<b>28 Implementing Provisions</b>	<b>42</b>
<b>29 Enforcement</b>	<b>42</b>
<b>APPENDIX</b>	<b>43</b>
<b>Appendix 1: Kick-Off</b>	<b>44</b>
<b>Appendix 2: Pass</b>	<b>46</b>
<b>Appendix 3: Volley</b>	<b>47</b>
<b>Appendix 4: Stadium</b>	<b>48</b>
<b>Appendix 5: Advantage</b>	<b>58</b>
<b>Appendix 6: Extra-Time</b>	<b>68</b>
<b>Appendix 7: Backroom</b>	<b>73</b>
<b>Appendix 8: Equaliser</b>	<b>75</b>
<b>Appendix 9: Penalty</b>	<b>76</b>
<b>Document A: Declaration of Commitment – Beneficiary Member Associations and Beneficiary Regional Associations</b>	<b>78</b>
<b>Document B: Beneficiary AFC Enhance Programme Bank Account Information - Beneficiary Member Associations and Beneficiary Regional Associations</b>	<b>80</b>
<b>Document C1 and C2: Beneficiary Member Association and Beneficiary Regional Association Budget for utilisation of AFC Enhance Programme Fund</b>	<b>82</b>
<b>Document D: Checklist with the following supporting documents and conditions</b>	<b>91</b>
<b>Document D1: AFC Enhance Programme Manager and Child Safeguarding Officer</b>	<b>93</b>
<b>Document E: Stadium Project Application Form</b>	<b>95</b>
<b>Document F: Advantage Programme Application Form</b>	<b>99</b>
<b>Document G: Extra-Time Programme Application Form</b>	<b>102</b>
<b>Document H: Application form to join the AFC Enhance Programme</b>	<b>103</b>

# PREAMBLE

Based on Articles 33.1 and 33.2(a) of the AFC Statutes and in view of the objectives of the AFC set out in Articles 2(a), (f), (h) and (o), the following Regulations have been adopted by the AFC Executive Committee.

# DEFINITIONS

In these Regulations, capitalised terms shall have the following meanings, unless the context specifically indicates otherwise:

<b>Advantage</b>	A category of activities that covers the coaching staff salaries and technical staff salaries for the employment of full-time coaches and technical staff in a Beneficiary Member Association and operational expenses to cover the operational costs for technical matters, including without limitation those identified in Appendix 5 of these Regulations.
<b>AFC</b>	Asian Football Confederation.
<b>AFC Committee</b>	Any committee of the AFC as constituted in accordance with the AFC Statutes.
<b>Backroom</b>	A category of activities that covers the administrative salaries and staff overheads for the employment of full-time administrative staff in a Beneficiary Regional Association, including without limitation those identified in Appendix 7 of these Regulations.

<b>Beneficiary</b>	Any Beneficiary Member Association or Beneficiary Regional Association.
<b>Beneficiary Member Association</b>	Any Member Association receiving the Enhance Programme Fund.
<b>Beneficiary Regional Association</b>	Any Regional Association receiving the Enhance Programme Fund.
<b>Budget</b>	The proposed annual utilisation of the Enhance Programme Fund by a Beneficiary.
<b>Central Audit</b>	An audit of the Enhance Programme Fund undertaken by an independent auditor appointed by the AFC.
<b>Declaration of Commitment</b>	A document declaring that the Beneficiary will abide by the Regulations. This declaration must be signed by the President and General Secretary of that Beneficiary.
<b>Enhance Programme</b>	The AFC Enhance Programme.
<b>Enhance Programme Bank Account</b>	The bank account(s) owned and operated by a Beneficiary solely for the purpose of receiving and disbursing the Enhance Programme Fund and any other AFC development funds.
<b>Enhance Programme Cycle</b>	Period commencing from the 2021 calendar year for a four (4) year cycle (2021-2024).
<b>Enhance Programme Fund</b>	Any financial assistance provided by the AFC to a Member Association and/or Regional Association pursuant to and for the purposes set out in these Regulations.

<b>Equaliser</b>	A category of activities that covers the operational cost of a Beneficiary Regional Association, including without limitation those identified in Appendix 8 of these Regulations.
<b>Extra-Time</b>	A category of activities that covers the ad-hoc and impromptu needs that support a Beneficiary Member Association's development objectives, including without limitation those identified in Appendix 6 of these Regulations.
<b>FIFA</b>	The Fédération Internationale de Football Association.
<b>Force Majeure</b>	Any event affecting the performance of any provision of these Regulations arising from or attributable to acts, events, omissions, or accidents which are beyond the reasonable control of a party. This shall include, without limitation, abnormally inclement weather, flood, lightning, storm, fire, explosion, earthquake, structural damage, power supplies, war, terrorist action, military operations, riot, crowd disorder, strike, lockouts or other industrial action, civil commotion, epidemic or pandemic.
<b>Kick-Off</b>	A category of activities that covers the administrative salaries for the employment of full-time administrative staff and operational costs of the Beneficiary Member Association, including without limitation those identified in Appendix 1 of these Regulations.
<b>Member Association</b>	A football association which is a member of the AFC.

<b>Normalisation Committee</b>	<p>A body established by FIFA, in consultation with the AFC, following the removal of a Member Association’s executive body under exceptional circumstances in accordance with the FIFA Statutes.</p>
<b>Pass</b>	<p>A category of activities that covers the participation and/or organisation of the men’s national teams, clubs and youth football, futsal and beach soccer matches of a Beneficiary Member Association, including without limitation those identified in Appendix 2 of these Regulations.</p>
<b>Penalty</b>	<p>A category of activities that covers the specific projects of a Beneficiary Regional Association, including without limitation those identified in Appendix 9 of these Regulations.</p>
<b>Regional Association</b>	<p>A group of Member Associations recognised by the AFC that belong to the same geographic zone, as provided under Article 14.1 of the AFC Statutes.</p>
<b>Regulations</b>	<p>These AFC Enhance Programme Regulations, including the Appendices.</p>
<b>Restricted Funding</b>	<p>A targeted mode of funding in circumstances deemed necessary to enforce compliance with these Regulations and/or ensure good financial governance.</p>
<b>Suspended Member Association</b>	<p>A Member Association, which has been suspended by FIFA and/or the AFC.</p>

<b>Stadium</b>	A category of activities that cover the infrastructure projects of a Beneficiary Member Association, including without limitation those identified in Appendix 4 of these Regulations.
<b>Volley</b>	A category of activities that covers the participation and/or organisation of the women’s national teams, clubs and youth football, futsal and beach soccer matches of a Beneficiary Member Association, including those identified but are not limited in Appendix 3 of these Regulations.

For the purposes of these Regulations, and provided the context so permits:

- a. the singular shall include the plural and vice-versa;
- b. the feminine gender shall include the masculine and vice-versa;
- c. references to natural persons shall include any legal person or corporation;
- d. references to the AFC shall include its successors and permitted assigns and, where the context requires, the AFC Committees; and
- e. all defined terms unless otherwise stated herein shall bear the same meaning as ascribed in the AFC Statutes, unless the context indicates otherwise.

# AFC ENHANCE PROGRAMME REGULATIONS

## 1. SCOPE OF APPLICATION

- 1.1. These Regulations govern the:
  - a) operation of the Enhance Programme;
  - b) rights, duties, and obligations of all parties involved in the operation of the Enhance Programme; and
  - c) eligibility criteria to qualify for the Enhance Programme.
- 1.2. These Regulations shall apply to all Member Associations and Regional Associations that apply to benefit from the Enhance Programme and all Beneficiaries.
- 1.3. Beneficiaries are eligible to receive other forms of development support and participate in other development programmes offered by the AFC, subject to the approval of the relevant AFC Committee(s), availability of relevant budget(s) and compliance with the provisions of the relevant AFC development programme policies/regulations.
- 1.4. These Regulations and all related policies, directives, decisions, guidelines, and circulars issued by the AFC shall be binding upon all parties involved in the implementation of the Enhance Programme.
- 1.5. Any rights and proprietary interests associated with the Enhance Programme and any Enhance Programme Fund that are not granted by these Regulations or specific agreement to any Member Association and/or Regional Association and/or any third-party vest and shall continue to vest in the AFC.
- 1.6. Any reference to the AFC Statutes and these Regulations refers to those in force at the time of application.

## 2. OBJECTIVES

- 2.1 The Enhance Programme is designed to facilitate the strategic and long-term development of football in the AFC's Member Associations and Regional Associations through the provision of funding for activities or projects, which are anchored in the nine (9) tenets of goal development (namely Kick Off, Pass, Volley, Stadium, Advantage, Extra-Time, Backroom, Equaliser and Penalty) which focus on the areas of governance, administration, infrastructure, national teams (Men, Women, Youth), domestic football (Men, Women, Youth), futsal, beach soccer and where applicable, grassroots, technical and referee development.

## 3. BENEFICIARIES

- 3.1 Subject to Article 7 of the AFC Statutes, all Member Associations have the right to benefit from the Enhance Programme in accordance with Articles 2 and 9.1(f) of the AFC Statutes.
- 3.2 All Regional Associations have the right to benefit from the Enhance Programme in accordance with Articles 2 and 14.2(c) of the AFC Statutes.
- 3.3 Any Member Association and Regional Association that wants to benefit from the Enhance Programme must fulfil the requirements set out in these Regulations.

## 4. RESPONSIBILITIES

### 4.1 AFC DEVELOPMENT COMMITTEE

- 4.1.1 In accordance with Article 53 of the AFC Statutes and Article 9.55 of the AFC Organisation Regulations, the AFC Development Committee shall be responsible for and supervise the implementation of the Enhance Programme and fulfil its rights and duties as they are established in the above-mentioned provisions as well as in these Regulations.

4.1.2 The responsibilities of the AFC Development Committee in relation to the Enhance Programme include, but are not limited to:

- a) approving new applications to join the Enhance Programme (*cf.* Article 8 of these Regulations);
- b) making all decisions relating to the eligibility of a Beneficiary to benefit and/or continue to benefit from the Enhance Programme based on the recommendation of the AFC General Secretariat and subject to the availability of budget(s);
- c) approving the allocation of the Enhance Programme Fund, as well as determining the commencement date for the disbursement of the Enhance Programme Fund, unless otherwise specified in these Regulations;
- d) approving, reviewing, revising and amending the terms and/or format of the Enhance Programme and/or the allocation of the Enhance Programme Fund for any Beneficiary at any time during the Enhance Programme Cycle;
- e) deciding and/or amending the distribution ratio and schedule of disbursement of the Enhance Programme Fund based on recommendation of the AFC General Secretariat and subject to the AFC's finances and cash flow;
- f) excluding any Beneficiary from the Enhance Programme following a review and evaluation of the existing Enhance Programme and budget(s);
- g) excluding any Beneficiary from the Enhance Programme upon the recommendation of the AFC General Secretariat due to non-compliance with these Regulations, the AFC Statutes and/or any other applicable AFC regulations and policies;
- h) granting exemptions to these Regulations upon the proposal of the AFC General Secretariat; and
- i) declaring cases of Force Majeure.

4.1.3 The AFC Development Committee may delegate certain responsibilities to the AFC General Secretariat in connection with these Regulations. Such delegation shall be duly documented.

## **4.2 AFC GENERAL SECRETARIAT**

- 4.2.1 The AFC General Secretariat acts as the secretariat of the AFC Development Committee. It shall fulfil its rights and duties as they are established in these Regulations and shall also implement the decisions taken by the AFC Development Committee.
- 4.2.2 The responsibilities of the AFC General Secretariat include, but are not limited to:
- a) making all necessary assessments and providing the AFC Development Committee with recommendations relating to the eligibility of a Beneficiary Member Association to join the Enhance Programme and/or the Beneficiaries to benefit or continue to benefit from the Enhance Programme;
  - b) making all necessary assessments and providing the AFC Development Committee with recommendations to exclude a Beneficiary from the Enhance Programme;
  - c) proposing amendments to these Regulations for the approval of the AFC Development Committee; and
  - d) undertaking all tasks to ensure the operation of the Enhance Programme in compliance with these Regulations, the AFC Statutes and/or all other applicable AFC regulations and policies.

## **4.3 BENEFICIARIES**

- 4.3.1 Each Beneficiary shall undertake to:
- a) fully comply with these Regulations, the AFC Statutes and all other applicable AFC regulations and policies at all times;
  - b) provide the AFC with all necessary information and supporting documentation relating to its participation in the Enhance Programme;

- c) provide the AFC with all the necessary information and supporting documentation to conduct the Central Audit;
- d) assist the AFC in monitoring and overseeing the operation of the Enhance Programme within its territory;
- e) immediately inform the AFC General Secretariat of any challenges faced in respect of the implementation of the Enhance Programme or of any revision to the approved Budget;
- f) utilise the Enhance Programme Fund solely for the activities proposed in the Budget, as approved by the AFC;
- g) establish appropriate practices and procedures, where applicable, particularly relating to the procurement of goods and services, in order to evaluate and select products, suppliers and/or subcontractors in compliance with local procurement laws and regulations;
- h) obtain all necessary government approvals required to operate the Enhance Programme;
- i) not undertake any cash transactions involving the Enhance Programme Funds;
- j) respect all applicable laws, including those relating to the confidentiality of data and privacy, and in particular, laws and rules on the preservation of human rights including those that prohibit child labour and forced labour;
- k) evaluate and reduce the environmental impact of their projects and use the Enhance Programme Fund in a responsible manner in order to achieve growth that is sustainable, and which respects the environment;
- l) have a general secretary and technical director and employ an Enhance Programme manager for the purposes of monitoring the operation of the Enhance Programme and employ a child safeguarding officer or a focal point (in accordance with the guidelines set out in the AFC Child Safeguarding Policy). For the avoidance of doubt, this requirement to have a technical director and a child safeguarding officer shall only apply to a Beneficiary Member Association;

- m) implement a four (4) year strategic plan that is approved by the highest legislative or authoritative body of the Beneficiary. For Beneficiary Member Associations, such plan shall be completed by 2023;
- n) have, for Beneficiary Member Associations, current statutes in compliance (or which are in the process of compliance) with the FIFA Standard Statutes and/or any other applicable FIFA regulations and policies and, for the Beneficiary Regional Associations, adopt statutes which comply with the principles of good governance and all AFC's recommendations. All Beneficiaries' statutes are to be published, in English and in the official languages of the Beneficiary (if applicable), on the Beneficiaries' official website;
- o) open a dedicated US Dollar Enhance Programme Bank Account for the receipt and disbursement of the Enhance Programme Fund (it being noted that if the Beneficiary plans to disburse the Enhance Programme Fund in a currency other than US Dollars, the Beneficiary shall also maintain a dedicated Enhance Programme Bank Account in the local currency);
- p) submit annual progress/activity reports and quarterly expenditure statements in the form provided by the AFC. These reports must include details on progress and spending according to pre-defined objectives and the approved Budget;
- q) have its annual accounts audited by a statutory auditor whose report shall be submitted to its congress for approval and thereafter to the AFC. The statutory auditor, who must be certified by their respective national/local accounting body(ies), should be appointed by the Beneficiary's congress and shall audit the accounts approved by the Beneficiary's Executive Committee in accordance with relevant auditing standards;
- r) have its participation in the Enhance Programme and relevant project or activities approved by its Executive Committee and inform its Congress thereof. This must be noted in the relevant minutes of both meetings and submitted to the AFC; and
- s) fully submit to any audit conducted on the instructions of the AFC and/or pursuant to these Regulations.

## 5. FINANCIAL CONDITIONS

5.1 Subject to compliance with these Regulations, each Beneficiary Member Association may be provided the following financial assistance:

5.1.1 a funding of up to a maximum of Two Million United States Dollars (USD 2,000,000) during the Enhance Programme Cycle (at a maximum allocation of Five Hundred Thousand United States Dollars (USD 500,000) per year per Beneficiary Member Association) to be utilised for activities or projects under Kick-Off, Pass, Volley and Stadium.

5.1.2 In addition, the following financial assistance may be provided to certain Beneficiary Member Associations, subject at all times to compliance with these Regulations:

a) a funding of up to a maximum of Three Hundred Thousand United States Dollars (USD 300,000) during the Enhance Programme Cycle (at a maximum allocation of One Hundred and Fifty Thousand United States Dollars (USD 150,000) per year per eligible Beneficiary Member Association) to be utilised for activities or projects under Advantage. For the avoidance of doubt, the allocation of funds under Advantage is for the period commencing from the 2023 calendar year of the Enhance Programme Cycle.

In order to benefit from the funding(s) under Advantage, a Beneficiary Member Association's annual total income should not exceed Five Million United States Dollars (USD 5,000,000). This figure shall be reflected in the annual statutory audit report of the previous year, which should be submitted to the AFC within six (6) months of the close of the financial year.

- b) a funding of up to a maximum of One Hundred Thousand United States Dollars (USD 100,000) during the Enhance Programme Cycle (at a maximum of Fifty Thousand United States Dollars (USD 50,000) per year per eligible Beneficiary Member Association) to be utilised for activities or projects under Extra-Time. For the avoidance of doubt, the allocation of funds under Extra-Time is for the period commencing from the 2023 calendar year of the Enhance Programme Cycle.

In order to benefit from the funding(s) under Extra-Time, a Beneficiary Member Association's annual total income should not exceed Three Million United States Dollars (USD 3,000,000). This figure shall be reflected in the annual statutory audit report of the previous year, which should be submitted to the AFC within six months of the close of the financial year.

- 5.1.2.1 For the purposes of clarity, the funds received by the Beneficiary Member Association through the FIFA Forward Programme, AFC Enhance Programme and any FIFA and/or AFC subsidies/grant towards the fulfilment of its objectives, will not be taken into consideration and will be excluded while determining the annual total income of the Beneficiary Member Association pursuant to Articles 5.1.2 a) and b) above.

- 5.1.2.2 The AFC Development Committee is competent to amend the annual total income threshold as set out in Articles 5.1.2 a) and b) above and/or add additional criteria for both funds.

- 5.2. Subject to compliance with these Regulations, each Beneficiary Regional Association may be provided the following financial assistance:

- 5.2.1. a funding of up to a maximum of One Million United States Dollars (USD 1,000,000) during the Enhance Programme Cycle (at a maximum allocation of Two Hundred and Fifty Thousand United States Dollars (USD 250,000) per year per Beneficiary Regional Association) to be utilised for activities or projects under Backroom, Equaliser and Penalty.

## 6. CONDITIONS OF USE

- 6.1 The Enhance Programme Fund pursuant to Article 5.1.1 of these Regulations shall only be utilised by the Beneficiary Member Association for the following activities in order to achieve the objectives of the Enhance Programme:

6.1.1 Kick-Off

- 6.1.1.1 A maximum of One Hundred Thousand United State Dollars (USD 100,000) of the Enhance Programme Fund can be utilised for Kick-Off activities and projects as set out in Appendix 1 of these Regulations.

6.1.2 Pass

- 6.1.2.1 A maximum of Seventy-Five Thousand United States Dollars (USD 75,000) of the Enhance Programme Fund can be utilised for Pass activities and projects as set out in Appendix 2 of these Regulations.

6.1.3 Volley

- 6.1.3.1 A maximum of Seventy-Five Thousand United States Dollars (USD 75,000) of the Enhance Programme Fund can be utilised for Volley activities and projects as set out in Appendix 3 of these Regulations.

The criteria for the utilisation of the Enhance Programme Fund for activities or projects under Kick-Off, Pass and Volley (cf. Articles 6.1.1, 6.1.2 & 6.1.3 of these Regulations) is set out under Appendix 1, Appendix 2 and Appendix 3 of these Regulations respectively.

#### 6.1.4 Stadium

- 6.1.4.1 A maximum of Two Hundred and Fifty Thousand United States Dollars (USD 250,000) of the Enhance Programme Fund can be utilised for Stadium projects as set out in Appendix 4 of these Regulations.
- 6.1.4.2 The mechanism and criteria for the application and implementation of the Enhance Programme Fund for Stadium projects is set out under Appendix 4 of these Regulations.
- 6.1.4.3 For any projects under Stadium to be approved by the AFC, the Beneficiary Member Association must apply along with the Budget for the project stating the nature of the project and the benefits that the Beneficiary Member Association would derive through the implementation of the project.
- 6.1.4.4 Upon examination and verification of the information and documentation submitted by the Beneficiary Member Association pursuant to Appendix 4 of these Regulations, the AFC General Secretariat shall compile a report for the attention of the AFC Development Committee. The AFC Development Committee shall decide on the approval of projects over Fifty Thousand United States Dollars (USD 50,000). The AFC General Secretariat shall decide on the approval of projects equal to or below Fifty Thousand United States Dollars (USD 50,000).

6.1.5 The Enhance Programme Fund for activities or projects under Kick-Off, Pass, Volley and Stadium shall not be utilised for:

- a) settlement of non-AFC debts;
- b) any form of salary, stipend and/or bonus paid to players;
- c) flights not in economy class;
- d) payment of salary, bonus, allowance and/or tokens to elected executives;
- e) Beneficiary Member Association's corporate tax; and/or
- f) such other purposes as advised by the AFC General Secretariat at its discretion from time to time.

6.1.6 The Enhance Programme Fund may be utilised for the following payments incidental to the implementation of activities or projects under Kick-Off, Pass, Volley and Stadium, subject to the discretion of the AFC General Secretariat:

- a) payment of professional and legal fees; and/or
- b) paying bank charges.

6.2 The Enhance Programme Fund for Advantage pursuant to Article 5.1.2 a) of these Regulations shall only be utilised by a Beneficiary Member Association for the following activities in order to achieve the objectives of the Enhance Programme:

6.2.1 Men's national teams

6.2.1.1 A maximum of Fifty-Two Thousand Five Hundred United States Dollars (USD 52,500) of the Enhance Programme Fund for Advantage can be utilised for the salary subsidies of the full-time coaching staff of all the men's national teams (senior national team, U23 national team, U20 national team, U17 national team, futsal and beach soccer national teams) as set out in Appendix 5 of these Regulations.

## 6.2.2 Women's national teams

6.2.2.1 A maximum of Fifty-Two Thousand Five Hundred United States Dollars (USD 52,500) of the Enhance Programme Fund for Advantage can be utilised for the salary subsidies of the full-time coaching staff of all the women's national teams (senior national team, U23 national team, U20 national team, U17 national team, futsal and beach soccer national teams) as set out in Appendix 5 of these Regulations.

## 6.2.3 Technical staff

6.2.3.1 A maximum of Thirty Thousand United States Dollars (USD 30,000) of the Enhance Programme Fund for Advantage can be utilised for the salary subsidies of the technical staff positions as set out in Appendix 5 of these Regulations.

## 6.2.4 Operational expenses

6.2.4.1 A maximum of Fifteen Thousand United States Dollars (USD 15,000) of the Enhance Programme Fund for Advantage can be utilised for conducting coaching courses under the AFC Coaching Convention as well as other technical courses related to the overall technical development as set out in Appendix 5 of these Regulations.

The mechanism and criteria for the application and implementation of the Enhance Programme Fund for Advantage is set out under Appendix 5 of these Regulations.

6.3 The Enhance Programme Fund for Extra-Time pursuant to Article 5.1.2 b) of these Regulations shall only be utilised by the Beneficiary Member Association for the following activities in order to achieve the objectives of the Enhance Programme:

6.3.1 A maximum of Fifty Thousand United States Dollars (USD 50,000) of the Enhance Programme Fund can be utilised to meet the activities that support the Member Association's development objectives as set out in Appendix 6 of these Regulations.

The mechanism and criteria for the application and implementation of the Enhance Programme Fund for Extra-Time is set out under Appendix 6 of these Regulations.

6.4 The Enhance Programme Fund pursuant to Article 5.2.1 of these Regulations shall only be utilised by the Beneficiary Regional Association for the following activities in order to achieve the objectives of the Enhance Programme:

6.4.1 Backroom

6.4.1.1 A maximum of One Hundred and Fifty Thousand United States Dollars (USD 150,000) must be utilised for Backroom activities and projects as set out in Appendix 7 of these Regulations.

The criteria for the utilisation of the Enhance Programme Fund for Backroom activities and projects is set out under Appendix 7 of these Regulations.

6.4.2 Equaliser

6.4.2.1 A maximum of Fifty Thousand United States Dollars (USD 50,000) must be utilised for Equaliser activities and projects as set out in Appendix 8 of these Regulations.

The criteria for the utilisation of the Enhance Programme Fund for Equaliser activities or projects is set out under Appendix 8 of these Regulations.

### 6.4.3 Penalty

6.4.3.1 A maximum of Fifty Thousand United States Dollars (USD 50,000) must be utilised for Penalty activities and projects as set out in Appendix 9 of these Regulations.

The criteria for the utilisation of the Enhance Programme Fund for Penalty activities or projects is set out under Appendix 9 of these Regulations.

6.4.4 The Enhance Programme Fund for activities or projects under Backroom, Equaliser and Penalty shall not be utilised for the following:

- a) settlement of non-AFC debts;
- b) any form of salary/stipend/ bonus paid to players;
- c) flights not in economy class;
- d) payment of salary/bonus/allowance/token to elected executives;
- e) Beneficiary Regional Association's corporate tax;
- f) allowance to the staff and delegates; and/or
- g) such other purposes as advised by the AFC General Secretariat at its discretion from time to time.

6.4.5 The Enhance Programme Fund may be utilised for the following payments incidental to the implementation of activities or projects under Backroom, Equaliser and Penalty, subject to the discretion of the AFC General Secretariat:

- a) payment of professional and legal fees; and/or
- b) paying bank charges.

## **7. ELIGIBILITY CRITERIA**

7.1 In order to benefit from the Enhance Programme, the Beneficiary shall:

- a) comply with these Regulations; and
  - b) be able to clearly demonstrate that they have insufficient financial means to support their football development and/or management activities and projects. For the avoidance of doubt, this requirement only applies to a Member Association.
- 7.2 A Suspended Member Association and/or a Member Association whose country or territory is subject to international economic, financial and/or other sanctions/restrictions shall not be eligible to apply to join the Enhance Programme unless the applicable suspensions and/or sanctions are lifted by FIFA, the AFC and/or the relevant authorities.

## 8. APPLICATION TO JOIN THE ENHANCE PROGRAMME

- 8.1 Member Associations may apply to join the Enhance Programme.
- 8.2 Applications to join the Enhance Programme must be made by 30 June of the year preceding the year in which the Member Association intends to benefit from the Enhance Programme to the AFC General Secretariat in the prescribed form:
- a) Document H (Application Form); and
  - b) any other documents as requested by the AFC.
- 8.3 The AFC Development Committee shall decide on all new applications to join the Enhance Programme based on the eligibility report submitted by the AFC General Secretariat and subject to the availability of budget(s).
- 8.4 Where an application is approved, the allocation of the Enhance Programme Fund shall commence from the calendar year succeeding the year in which the Beneficiary Member Association had applied to join the Enhance Programme (*cf.* Article 8.2 above).

- 8.5 If an application to join is made during the Enhance Programme Cycle, the Beneficiary Member Association shall not be eligible to receive any Enhance Programme Fund allocated for the calendar year(s) prior to the commencement date for the Beneficiary Member Association to receive the allocated Enhance Programme Fund.
- 8.6 Where an application is rejected, the Member Association may apply to join the Enhance Programme in the next application window subject to fulfilling the relevant requirements set out in these Regulations.
- 8.7 The AFC Development Committee has absolute discretion to accept or reject any applications and is under no obligation to provide any reason where an application is rejected.

## **9. APPLICATION PROCESS TO BENEFIT FROM THE ENHANCE PROGRAMME FUND**

- 9.1 The application to benefit from the Enhance Programme pursuant to Articles 5.1.1 and 5.2.1 of these Regulations should be made as follows:
- 9.1.1 Beneficiary Member Associations
- 9.1.1.1 The application to benefit from the Enhance Programme shall be made annually in accordance with these Regulations.
- 9.1.1.2 The AFC Development Committee will make a decision on each application based on its merits and approval would be granted after thorough analysis.
- 9.1.1.3 Beneficiary Member Associations must submit the following documents by 31 December of the preceding year to the AFC General Secretariat on the prescribed forms to receive the Enhance Programme Fund:

- a) Document A – Declaration of Commitment;
- b) Document B – AFC Enhance Programme Bank Account Information;
- c) Documents C1 and C2 – Budget for Utilisation of AFC Enhance Member Association Programme Fund;
- d) Document D1 – AFC Enhance Programme Manager and Child Safeguarding Officer Information; and
- e) Employment contracts of any full-time staff pursuant to Article 6.1.1 of these Regulations and such documents shall be in English or provided with a certified English translation thereof.

9.1.1.4 The application process to benefit from the Advantage and Extra-Time funds are set out in Appendix 5 and Appendix 6 of these Regulations respectively.

#### 9.1.2 Beneficiary Regional Associations

9.1.2.1 The application to benefit from the Enhance Programme shall be made annually in accordance with these Regulations.

9.1.2.2 The AFC Development Committee will make a decision on each application based on its merits and approval would be granted after thorough analysis.

9.1.2.3 Beneficiary Regional Associations must submit the following documents by 31 December of the preceding year to the AFC General Secretariat on the prescribed forms to receive the Enhance Programme Fund:

- a) Document A – Declaration of Commitment;
- b) Document B – AFC Enhance Programme Bank Account Information;
- c) Documents C1 and C2 – Budget for Utilisation of AFC Enhance Regional Association Programme Fund;

- d) Document D – Checklist with the following supporting documents and conditions;
  - e) employment contracts of any full-time staff pursuant to Article 6.4.1 and such documents shall be in English or provided with a certified English translation thereof.
- 9.2 Application forms (*cf.* Articles 9.1.1.3 and 9.1.2.3 of these Regulations) must be duly completed in full and in English in order for the activities to be eligible for funding through the Enhance Programme. The Beneficiary must provide all information and documentation deemed necessary by the AFC.
- 9.3 If an application is incomplete, the AFC General Secretariat may return it to the applicant Beneficiary with a request for additional information, clarification and/or confirmation.
- 9.4 In the event the Beneficiary wishes to not apply to benefit from the Enhance Programme pursuant to Article 9.1.1 or Article 9.1.2 of these Regulations in a particular calendar year, in such case, the Enhance Programme Fund for the particular calendar year shall not be carried forward to the subsequent year and stands forfeited.

## 10. RELEASE OF FUNDS

### 10.1 Beneficiary Member Association

- 10.1.1 Save in respect of the Enhance Programme Fund for activities or projects under Stadium, Advantage and Extra-Time referenced under Article 10.1.2 of these Regulations, if an Enhance Programme application is approved by the AFC Development Committee, the Enhance Programme Fund shall be disbursed to the Beneficiary Member Association's Enhance Programme Bank Account as per the following allocation:
  - a) First Payment: Fifty percent (50%) of the total Enhance Programme Fund to be disbursed by 31 January upon receipt and approval of documents stated in Article 9.1.1.3 and

- b) Second Payment: Fifty percent (50%) of the total Enhance Programme Fund by 31 July upon the AFC's receipt and approval of the following documents:
  - i. Central Audit report conducted by the AFC as per Article 18 of these Regulations;
  - ii. Latest Beneficiary Member Association annual accounts audited by the statutory auditor and approved by the Beneficiary Member Association's congress; and
  - iii. A Beneficiary Member Association activity report setting out the usage of the Enhance Programme Fund in the previous year.

10.1.2 The payment terms and conditions for the disbursement of the Enhance Programme Fund for Stadium, Advantage and Extra-Time activities or projects are set out in Appendix 4, Appendix 5 and Appendix 6 of these Regulations.

## 10.2. Beneficiary Regional Association

10.2.1 If the Enhance Programme application is approved by the AFC Development Committee, the Enhance Programme Fund shall be disbursed to the Beneficiary Regional Association's Enhance Programme Bank Account as per the following schedule:

- a) First Payment: Fifty percent (50%) of the total Enhance Programme Fund to be disbursed by 31 January upon receipt and approval of documents stated in Article 9.1.2.3 of these Regulations; and
- b) Second Payment: Fifty percent (50%) of the total Enhance Programme Fund to be disbursed by 31 July upon receipt and approval of the following documents:
  - i. Central Audit report conducted by the AFC as per Article 18 of these Regulations;

- ii. Latest Beneficiary Regional Association annual accounts audited by the statutory auditor and approved by the Beneficiary Regional Association's congress; and
- iii. A Beneficiary Regional Association activity report setting out the usage of the Enhance Programme Fund in the previous year.

## 11. ENHANCE PROGRAMME BANK ACCOUNT

- 11.1 Subject to Article 11.4 of these Regulations, Beneficiaries shall not be eligible to receive the Enhance Programme Fund until the details of their Enhance Programme Bank Account(s) are submitted to the AFC General Secretariat in the prescribed form (*cf.* Articles 9.1.1.3b and 9.1.2.3b of these Regulations)
- 11.2 The Enhance Programme Bank Account shall only be used for remittances or transactions involving the Enhance Programme or any other AFC development funds. All other transactions are strictly prohibited.
- 11.3 Under no circumstances shall the Enhance Programme Bank Account have a negative balance (overdraft) or be pledged.
- 11.4 Save in exceptional circumstances (to be determined by the AFC General Secretariat and approved by the AFC Development Committee), the receipt and disbursement of the Enhance Programme Fund must only be made via the Beneficiary's Enhance Programme Bank Account(s).

## 12. REVISION OF BUDGETS

- 12.1 If a Beneficiary wants to revise its approved Budget or the manner in which it utilises its Enhance Programme Fund, it shall immediately inform the AFC General Secretariat in writing and submit a revised Budget for approval.
- 12.2 The revised Budget shall:

- a) set out reasons for the proposed revision; and
  - b) identify the areas of utilisation of the remaining Enhance Programme Fund for the activities within the calendar year.
- 12.3 If the revised Budget is approved by the AFC General Secretariat, the Enhance Programme Fund shall be amended to reflect such revision and disbursed accordingly.
- 12.4 If the revised Budget is rejected, the Enhance Programme Fund shall not be disbursed until such time that the Beneficiary provides the AFC General Secretariat with a revised Budget that is approved.

## 13. UNCLAIMED FUNDS

- 13.1 If a Beneficiary is unable to or decides not to pursue the Enhance Programme and/or comply with these Regulations after successful application, it shall inform the AFC General Secretariat immediately and provide its reasons in so doing in writing.
- 13.2 The AFC General Secretariat shall undertake all necessary actions in this regard, including considering the explanation provided by the Beneficiary and/or issuing the required directives to safeguard any unutilised Enhance Programme Fund.
- 13.3 In the event a Beneficiary wishes not to claim any part of the Enhance Programme Fund in a particular year, then that particular fund will be carried forward to the next year subject to the requirements below.

### 13.3.1 Beneficiary Member Association

- 13.3.1.1 The unclaimed funds for activities or projects under Kick Off (*cf.* Article 6.1.1), Pass (*cf.* Article 6.1.2), Volley (*cf.* Article 6.1.3), and Stadium (*cf.* Article 6.1.4) in a particular year shall only be carried forward for use in relation to Stadium activities or projects in the following year and not for use in respect to activities or projects under Kick Off, Pass and/or Volley; and

13.3.1.2 Any unclaimed Enhance Programme Funds in the final year of the Enhance Programme Cycle for activities or projects under Kick Off, Pass and/or Volley may be allocated for use on Stadium activities or projects in that year.

13.3.2 Beneficiary Regional Association

13.3.2.1 The unclaimed funds for activities or projects under Backroom (*cf.* Article 6.4.1), Equaliser (*cf.* Article 6.4.2), and Penalty (*cf.* Article 6.4.3) in a particular year shall only be carried forward for use in relation to Penalty activities or projects in the following year and not for use in respect to activities or projects under Backroom and/or Equaliser; and

13.3.2.2 Any unclaimed Enhance Programme Funds in the final year of the Enhance Programme Cycle for activities or projects under Backroom and/or Equaliser may be allocated for use on Penalty activities or projects in that year.

13.4 The full amount of the Enhance Programme Funds must be utilised within the relevant Enhance Programme Cycle for activities conducted within the same cycle. The unclaimed balance shall not be carried forward to the next Enhance Programme cycle and any unclaimed amounts shall stand forfeited.

## 14. UNUTILISED BALANCE

14.1 If a Beneficiary receives but does not utilise the full amount of the Enhance Programme Fund by the end of the calendar year, the unutilised balance shall be carried forward to the next year as follows:

14.1.1 Beneficiary Member Association

14.1.1.1 The unutilised funds for projects under Kick Off (*cf.* Article 6.1.1), Pass (*cf.* Article 6.1.2), Volley (*cf.* Article 6.1.3), and Stadium (*cf.* Article 6.1.4) shall only be carried forward for use in relation to activities or projects under Stadium.

14.1.2 Beneficiary Regional Association

14.1.2.1 The unutilised funds for activities or projects under Backroom (*cf.* Article 6.4.1), Equaliser (*cf.* Article 6.4.2), and Penalty (*cf.* Article 6.4.3) shall only be carried forward for use in relation to activities or projects under Penalty.

14.2 If a Beneficiary receives but does not utilise the full amount of the Enhance Programme Fund at the end of the Enhance Programme Cycle, the unutilised balance shall be deducted from the Enhance Programme Fund in the following Enhance Programme Cycle as determined by the AFC General Secretariat. In case there is an unutilised balance remaining at the end of the Enhance Programme Cycle and the Beneficiary does not apply for the following Enhance Programme Cycle, in such case, the Beneficiary has to reimburse the unutilised balance to the AFC.

## 15. SUSPENDED MEMBER ASSOCIATIONS

15.1 Should a Beneficiary Member Association be suspended in accordance with the AFC and/or FIFA Statutes, the Enhance Programme Fund shall be immediately suspended, and no funds will be released during the period of such suspension until further notice. The suspension of the Enhance Programme Fund and its effect shall remain in force throughout the period of the suspension of the Beneficiary Member Association even if, in the interim, FIFA appoints a Normalisation Committee for the suspended Beneficiary Member Association.

- 15.2 A Beneficiary Member Association that is suspended pursuant to Article 15.1 of these Regulations above shall not be entitled to utilise any remaining Enhance Programme Fund in their Enhance Programme Bank Account during the period of the suspension. The AFC Development Committee may, based on the assessment of the AFC General Secretariat, order the Beneficiary Member Association concerned to return to the AFC the remaining Enhance Programme Fund received under the Enhance Programme.
- 15.3 Once the suspension is lifted, the AFC Development Committee, based on the assessment of the AFC General Secretariat, shall then decide what actions to take in respect of the suspended Enhance Programme Fund, including deciding on the procedure for the release of the remaining funds and the amount of the Enhance Programme Fund in accordance with these Regulations (*cf.* Articles 14.1.1.1, 14.2, 15.1, Appendix 5 and Appendix 6 of these Regulations).
- 15.4 In the case of termination of AFC membership in accordance with Article 7.5 of the AFC Statutes, the AFC reserves the right to request full or partial reimbursement of any payments made during the Enhance Programme Cycle. The AFC Executive Committee shall be competent to decide on this matter.

## 16. MISUSE OF ENHANCE PROGRAMME FUND

- 16.1 If the AFC General Secretariat deems that funds or other benefits in connection with the Enhance Programme have been misused, it may:
- a) order the immediate suspension of any further disbursements of the Enhance Programme Fund or other benefits until further notice;
  - b) order a member of the AFC General Secretariat or third party mandated by the AFC to inspect and audit the Beneficiary, including undertaking a forensic audit. The Beneficiary concerned shall provide full access to relevant personnel, accounts, contracts, meeting minutes, and all other relevant documents to enable such audits. Any such audits shall be conducted at the expense of the AFC;

- c) order the Beneficiary concerned to reimburse to the AFC Enhance Bank Account in part or in full all funds received under the Enhance Programme; and/or
- d) take any other measures deemed appropriate and/or necessary in the circumstances.

Without prejudice to the above, if the AFC General Secretariat deems that funds or other benefits in connection with the Enhance Programme have been misused, it shall refer the matter to the AFC Disciplinary and Ethics Committee.

16.2 Upon the recommendation by the AFC General Secretariat that funds or other benefits in connection with the Enhance Programme have been misused by the Beneficiary concerned, the AFC Development Committee may exclude the Beneficiary concerned from the Enhance Programme in accordance with Articles 4.1.2 f) and 4.2.2 b) of these Regulations.

16.3 Should a Beneficiary be excluded from the Enhance Programme pursuant to Article 16.2 of these Regulations, it shall:

- a) be required to reimburse all funds received, whether in full or in part, and any expenses incurred by the AFC to date. The amount of expenses shall be determined by the AFC Development Committee; and
- b) be immediately ineligible to benefit from the Enhance Programme from the time of its exclusion, including any payments for that year, and for the remaining calendar years during the Enhance Programme Cycle. The Beneficiary Member Association will not be able to access or benefit from any rollover funds.

## 17. RESTRICTED FUNDING

17.1 A Beneficiary may be placed under Restricted Funding by the AFC Development Committee based on the recommendation of the AFC General Secretariat, if on the basis of the Central Audit reports and/or other information received, the AFC Development Committee considers that:

- a) the Enhance Programme Fund has not been utilised for the activities or projects proposed by the Beneficiary in accordance with the Budget approved by the AFC;
- b) the transactions involving the Enhance Programme Fund have not been correctly categorised or documented;
- c) the Beneficiary has failed to comply with these Regulations or any other rule or regulation or instruction of the AFC relating to the Enhance Programme or any applicable laws; and/or
- d) the Beneficiary has unsatisfactory internal controls relating to the management of the Enhance Programme.

17.2 In such cases of the foregoing, the AFC Development Committee shall restrict the release of payments to the Beneficiary concerned for a period of twelve (12) months during the Enhance Programme Cycle. This period may be extended only by up to twelve (12) months during the Enhance Programme Cycle.

17.3 The above restricted release of the Enhance Programme Funds will be in force until the respective decision of the AFC Development Committee, and at the same time the Beneficiary should follow and implement remedial action plans which will be drafted and provided to the Beneficiary by the AFC General Secretariat.

17.4 Pursuant to Article 17.2 of these Regulations above, the release of the restricted Enhance Programme Fund may be made in quarterly instalments, or such other allocations as determined by the AFC Development Committee, subject to satisfactory quarterly audits by the AFC.

17.5 In cases where the restricted release of funds persists for more than two (2) calendar years, the AFC Development Committee may, upon the recommendation of the AFC General Secretariat, exclude the Beneficiary concerned from the Enhance Programme and take all other appropriate measures in accordance with these Regulations (*cf.* Articles 4.1.2 g) and 4.2.2 b) of these Regulations).

## 17.6 Beneficiaries on Restricted Funding

### 17.6.1 Beneficiary Member Associations

17.6.1.1 Beneficiary Member Associations currently under restricted funding shall submit the following documents by 31 December of the preceding year to the AFC General Secretariat on the prescribed forms to receive the Enhance Programme Fund:

- a) Document A – Declaration of Commitment;
- b) Document B – Beneficiary Member Association's AFC Enhance Member Association Programme Bank Account Information;
- c) Documents C1 and C2 – (annual and quarterly budgets for utilisation of AFC Enhance Member Association Programme Fund);
- d) employment contracts of any full-time staff for activities or projects under Kick-Off (*cf.* Article 6.1.1 of these Regulations) and such documents shall be in English or provided with a certified English translation thereof;
- e) latest annual accounts audited by the statutory auditor and approved by its congress; and
- f) any other documents as requested by the AFC General Secretariat.

### 17.6.2 Beneficiary Regional Associations

17.6.2.1 Beneficiary Regional Associations currently under restricted funding shall submit the following documents by 31 December of the preceding year to the AFC General Secretariat on the prescribed forms to receive the Enhance Programme Fund:

- a) Document A – Declaration of Commitment;
- b) Document B – Beneficiary Regional Association's AFC Enhance Regional Association Programme Bank Account Information;
- c) Documents C1 and C2 – (annual and quarterly Budgets for utilisation of AFC Enhance Regional Association Programme Fund);
- d) Document D – Checklist with the following supporting documents and conditions;
- e) employment contracts of any full-time staff for activities or projects under Backroom (*cf.* Article 6.4.1 of these Regulations) and such documents shall be in English or provided with a certified English translation thereof;
- f) latest annual accounts audited by the statutory auditor and approved by its congress; and
- g) any other documents as requested by the AFC General Secretariat.

17.7 The release of the Enhance Programme Fund shall be subject to Articles 17.2 and 17.5 of these Regulations.

## 18. CENTRAL AUDIT

18.1 The AFC General Secretariat shall appoint a central auditor for the Enhance Programme.

18.2 For each calendar year, the AFC General Secretariat shall arrange for a Central Audit of all Beneficiaries benefiting from the Enhance Programme Fund.

18.3 The central auditor shall examine the relevant Enhance Programme Bank Account(s), Beneficiary's statement of accounts (such as income and expenses) and conduct audit-related services and payment verification on the basis of the AFC's instructions.

- 18.4 The Beneficiary shall assist the AFC by providing the following documents to conduct and complete the mandatory Central Audit within the first quarter of the year for the utilisation of the previous year's Enhance Programme Fund to ensure the timely release of the second payment:
- a) statement of accounts in the prescribed forms provided by the AFC. The statement of accounts should detail all payments made utilising the Enhance Programme Fund and be supported by adequate evidence of the transactions (original copies of receipts, invoices, or bills); and
  - b) bank account annual statements for the USD Dollar Enhance Programme Bank Account and the local currency Enhance Programme Bank Account, if applicable, for the preceding year.
- 18.5 The AFC General Secretariat may request the Beneficiaries to provide any additional evidence that it deems necessary in relation to the Enhance Programme Fund to facilitate with the Central Audit.
- 18.6 The AFC shall bear the cost of any Central Audit.
- 18.7 The second payment of the Enhance Programme Fund shall be disbursed only when the AFC approves the findings of the Central Audit, which includes the Beneficiary's management response.
- 18.8 Any issues raised by the Central Audit must be resolved prior to the release or disbursement of the second payment.

## 19. ALIGNMENT OF FUNDING

- 19.1 Under these Regulations and in accordance with Article 72 of the AFC Statutes, the AFC is entitled to deduct any amount owed to the AFC by a Beneficiary Member Association for any reason from the Beneficiary Member Association's Enhance Programme Fund.

## 20. TAXES AND DUTIES

- 20.1 The Beneficiary shall be responsible for the payment of all taxes, duties, and other charges payable in relation to the operation of the Enhance Programme in their territory (including receipt of and disbursement to third parties in relation to the Enhance Programme Fund).
- 20.2 The Beneficiary shall declare such items where applicable within their Budget.

## 21. FEES AND EXPENSES

- 21.1 The Beneficiary shall be responsible for the payment of all fees and expenses in relation to the operation of the Enhance Programme in their territory, except where expressly identified otherwise in these Regulations.
- 21.2 For the avoidance of doubt, this includes all professional (legal, accounting, etc.), banking and monetary exchange costs (transaction charges for cheque fees, etc).

## 22. INDEMNIFICATION

- 22.1 The Beneficiary shall indemnify, hold harmless and defend the AFC, its officers, members, agents, auxiliary persons, representatives, and employees from and against all liabilities, obligations, damages, losses, claims, demands, recoveries, deficiencies, costs or expenses (including without limitation all costs and expenses for withdrawal or exclusion from the Enhance Programme and/or all attorneys' fees and expenses) which such parties may suffer or incur in connection with, resulting from, or arising out of any breach by the Beneficiary (including its officers, directors, representatives, auxiliary persons, employees or agents) or any act or omission of the Beneficiary (including its officers, directors, representatives, auxiliary persons, employees or agents) in connection with the performance of its obligations pursuant to these Regulations.

## 23. DISCIPLINARY MEASURES

- 23.1 All disciplinary measures in relation to these Regulations shall be undertaken in accordance with the AFC Statutes, AFC Disciplinary and Ethics Code, AFC Code of Conduct and any relevant AFC regulations, circulars and directives.

## 24. DECISIONS

- 24.1 All decisions made by the AFC Development Committee and/or the AFC General Secretariat in accordance with these Regulations, except where expressly identified otherwise, are final and binding and not appealable.

## 25. AMENDMENTS

- 25.1 The AFC reserves the right to make amendments to any part of these Regulations for any reason whatsoever. Such amendments shall be duly communicated in due course.

## 26. FORCE MAJEURE

- 26.1 The AFC Development Committee is the only body capable of declaring a Force Majeure event. The AFC Development Committee shall take whatever action it deems necessary in cases of Force Majeure.

## 27. MATTERS NOT PROVIDED FOR

- 27.1 Matters not provided for in these Regulations shall be decided by the AFC Development Committee. Such decisions are final and binding and not appealable.

## 28. IMPLEMENTING PROVISIONS

- 28.1 The AFC General Secretariat is entrusted with the operational management of the Enhance Programme and is therefore entitled to make decisions and adopt the detailed provisions necessary for implementing these Regulations.

## 29. ENFORCEMENT

- 29.1 These Regulations were ratified by the AFC Executive Committee on 17 October 2022 and come into force immediately.

- 29.2 Notwithstanding Article 29.1 of these Regulations and without prejudice to the time of commencement of the Enhance Programme Cycle, these Regulations shall be applicable to the implementation and operation of the Enhance Programme from the start of the 2023 calendar year onwards. For the avoidance of doubt: (i) all activities relating to applications under the Enhance Programme that were made in the 2021 and 2022 calendar years shall continue to be governed by the applicable AFC regulations that were in force as at the date of the application (“Previous Regulations”); and (ii) no Previous Regulations will apply to any application under the Enhance Programme in the 2023 calendar year onwards.

For the AFC Executive Committee

**Shaikh Salman bin Ebrahim Al Khalifa**  
*President*

**Datuk Seri Windsor John**  
*General Secretary*

# APPENDIX

**Appendix 1:** Kick-Off

**Appendix 2:** Pass

**Appendix 3:** Volley

**Appendix 4:** Stadium

**Appendix 5:** Advantage

**Appendix 6:** Extra-Time

**Appendix 7:** Backroom

**Appendix 8:** Equaliser

**Appendix 9:** Penalty

**Document A:** Declaration of Commitment – Beneficiary Member Associations and Beneficiary Regional Associations

**Document B:** Beneficiary AFC Enhance Programme Bank Account Information - Beneficiary Member Associations and Beneficiary Regional Associations

**Documents C1 and C2:** Beneficiary Member Association and Beneficiary Regional Association Budget for utilisation of AFC Enhance Programme Fund

**Document D:** Checklist with the following supporting documents and conditions

**Document D1:** AFC Enhance Programme Manager and Child Safeguarding Officer

**Document E:** Stadium Project Application Form

**Document F:** Advantage Programme Application Form

**Document G:** Extra-Time Programme Application Form

**Document H:** Application form to join the AFC Enhance Programme

## APPENDIX 1: KICK-OFF

1. Activities/Projects for Kick-Off covers the administrative salaries for the employment of full-time administrative staff and the operational costs in the Beneficiary Member Association.
2. Administrative salaries

These include but are not limited to the following:

- a) general administration/admin office;
- b) general secretary office;
- c) coach education;
- d) commercial department;
- e) women's football;
- f) youth & grassroots;
- g) marketing;
- h) media and communications;
- i) medical department;
- j) finance;
- k) club licensing;
- l) competitions;
- m) international relations;
- n) in house legal staff;
- o) strategy & planning;
- p) technical department;
- q) referees;
- r) provincial FA/regional FA management;
- s) procurement;
- t) travel & logistics;
- u) national teams;
- v) football science/analyst;
- w) information technology;
- x) integrity; and/or
- y) child safeguarding.

### 3. Operational costs

These include but are not limited to the following:

- a) implementation of the AFC development programmes;
- b) other payments including without limitation, and subject to prior written approval of the AFC General Secretariat, electricity, gas and water charges, telephone bills, internet subscription, maintenance expenses of office building, payment of audit fees, office rental, medical expenses, IT & server equipment of the Beneficiary (*cf.* Article 9.1.1.2 of these Regulations);
- c) AFC annual subscription fees; and/or
- d) such other administrative or operational costs, subject to prior written approval of the AFC General Secretariat (*cf.* Article 9.1.1.2 of these Regulations).

### 4. Administrative salaries as above-mentioned (*cf.* Article 2 of this Appendix) shall not be utilised for the following:

- a) payment of coaches;
- b) payment of bonuses to staff;
- c) payment of living/accommodation expenses and transport allowance of the staff;
- d) staff insurance payments; and/or
- e) such other payments as advised by the AFC General Secretariat from time to time.

### 5. The AFC Development Committee will only approve the salary subsidies for the Beneficiary Member Association staff on an annual basis.

### 6. The Beneficiary Member Association must provide the employment contracts of any fulltime staff employed pursuant to Article 1 of this Appendix to the AFC General Secretariat, and such documents shall be in English or provided with a certified English translation thereof.

## APPENDIX 2: PASS

1. Activities/Projects for/under Pass covers the participation and/or organisation of the men's national teams, clubs and youth football, futsal and beach soccer matches. The Beneficiary Member Associations may use the Enhance Programme Fund to cover the following categories of expenses:
  - a) travel to participate in any AFC or regional competition(s);
  - b) travel to or organise any training camps;
  - c) travel to play in or organise any friendly match(es);
  - d) organisation cost of domestic competitions – field rental, match officials cost (referees, match commissioners, local general coordinators, liaison officers, security officers, media), food & beverage and hospitality, accommodation, transportation, prizes & trophies;
  - e) daily allowance to the players and team officials as part of the specific competition expenses; and/or
  - f) such other costs associated to the participation and/or organisation of football matches under this provision, subject to prior written approval of the AFC General Secretariat (*cf.* Article 9.1.1.2 of these Regulations).
2. The Enhance Programme Fund for activities/projects for/under Pass cannot be used by the Beneficiary Member Associations to purchase football equipment such as training equipment, jerseys, football boots, football socks, etc. This is not an exhaustive list, and any other purchase of equipment will be subject to the prior written approval of the AFC General Secretariat (*cf.* Article 9.1.1.2 of these Regulations).
3. From the allocated Seventy-Five Thousand United States Dollars (USD 75,000) for activities/projects under/for Pass for the relevant calendar year, the Beneficiary Member Association is allowed to transfer the allocation from Pass for use in Volley in that calendar year. However, the Beneficiary Member Association shall not be allowed to transfer the allocation from Volley to Pass.

## APPENDIX 3: VOLLEY

1. Activities/Projects under/for Volley covers the participation and/or organisation of the women's national teams, clubs and youth football, futsal & beach soccer matches. The Beneficiary Member Associations may use the Enhance Programme Fund for Volley to cover the following categories of expenses:
  - a) travel to participate in any AFC or regional competition(s);
  - b) travel to or organise any training camps;
  - c) travel to play in or organise any friendly match(es);
  - d) organisation cost of domestic competitions – field rental, match officials cost (referees, match commissioners, local general coordinators, liaison officers, security officers, media), food & beverage and hospitality, accommodation, transportation, prizes & trophies;
  - e) daily allowance to the players and team officials as part of the specific competition expenses; and/or
  - f) such other costs associated to the participation and/or organisation of women's football matches under this provision, subject to prior approval of the AFC General Secretariat (*cf.* Article 9.1.1.2 of these Regulations).
2. The Enhance Programme Fund for Volley cannot be used by the Beneficiary Member Associations to purchase football equipment such as training equipment, jerseys, football boots, football socks, etc. This is not an exhaustive list, and any other purchase of equipment will be subject to the prior approval of the AFC General Secretariat (*cf.* Article 9.1.1.2 of these Regulations).
3. From the allocated Seventy-Five Thousand United States Dollars (USD 75,000) for Pass for the relevant calendar year, the Beneficiary Member Association is allowed to transfer the allocation from Pass for use in Volley in that calendar year. However, the Beneficiary Member Association shall not be allowed to transfer the allocation from Volley to Pass.

# APPENDIX 4: STADIUM

## 1. OVERVIEW

This document serves to outline the mechanism and criteria for the application and implementation of the Enhance Programme Fund for Stadium.

## 2. PROJECT SCOPE

The Enhance Programme Fund for Stadium may be used for infrastructure projects as follows:

- a. Installation of mini pitches;
- b. Installation of full-size football turf – artificial & natural;
- c. Installation of floodlights;
- d. Installation of scoreboard;
- e. Installation of LED boards;
- f. Installation of turnstiles;
- g. Seating solutions;
- h. Construction of football academies;
- i. Construction of press conference rooms in the stadium;
- j. Solar solutions;
- k. Purchase of referee equipment and VAR system;
- l. Purchase of player tracking system;
- m. Purchase of playing kit and equipment;
- n. Purchase of gym equipment;
- o. Purchase of team bus;
- p. Purchase of land for utilisation by the Beneficiary Member Association for football related activities;
- q. Refurbishing of the headquarters & academies;
- r. Renovation of headquarters, academies, and any other facilities; and/or
- s. Any other football related infrastructure projects, subject to prior approval and/or approval of the AFC (*cf.* Article 6.1.4.4 of these Regulations).

### 3. PROJECT MANAGEMENT

- 3.1 The Beneficiary Member Associations must manage their projects in accordance with the Regulations, this Appendix and the terms of the countersigned project agreement.
- 3.2 The Beneficiary Member Associations shall ensure that:
  - 3.2.1 they have the right, title and interest to undertake the relevant infrastructure projects and shall have in place and maintain all necessary documents and approvals attesting to its ownership or use of any land or property for purposes relating to the approved infrastructure project;
  - 3.2.2 ownership and/or use of the land or property by the Beneficiary Member Association pursuant to Article 3.2.1 above, shall be in perpetuity or for a period not less than ten (10) years; and
  - 3.2.3 all documents and agreements submitted attesting to ownership and/or use of the land or property shall be in English or where in a language other than English, a certified translation of the same shall be provided to the AFC General Secretariat.
- 3.3 The Beneficiary Member Associations shall also:
  - 3.3.1 establish and implement appropriate practices and procedures to evaluate and select vendors, suppliers, contractors, and subcontractors, it being acknowledged that:
    - 3.3.1.1 projects over USD 50,000 shall be tendered publicly by the Beneficiary Member Association in accordance with its procurement and tender guidelines and local laws prevailing in the country of the Beneficiary Member Association. The AFC at its discretion may require a certified independent auditor to be appointed by the Beneficiary Member

Association as part of the overall project cost to oversee and certify the integrity of the tender process. The certified independent auditor shall report directly to the AFC; and

3.3.1.2 projects equal to or below USD 50,000 will not require a tender however Beneficiary Member Associations are required to request for quotations from a minimum of three (3) prospective vendors, supplies or contractors including:

- (a) company background;
- (b) client list;
- (c) quotation breakdown (itemisation plus breakdown of any construction costs);
- (d) registration details of company;
- (e) images of proposed products; and
- (f) warranty details.

The above is subject to the prevailing procurement and tender guidelines and local laws of the country. If the procurement and tender guidelines and local laws prescribe an open public tender for projects equal to or below USD 50,000, then this should be adhered to.

3.3.2 cooperate at all times with the AFC with respect to the verification and use of the Enhance Programme Fund for infrastructure projects.

3.4. Once a project has been approved and where applicable, upon execution of the project agreement, the Beneficiary Member Associations shall not be permitted to sell or mortgage assets financed through the infrastructure project without the explicit approval from the AFC (*cf.* Article 6.1.4.4 of these Regulations). Leasing of the same for a purpose other than those defined in the project agreement is also prohibited without the explicit approval from the AFC (*cf.* Article 6.1.4.4 of these Regulations).

## 4. PROCEDURE FOR SUBMISSION OF PROJECTS

### 4.1 Requirements

4.1.1 Beneficiary Member Associations shall submit the following in respect of their application for funding of infrastructure projects:

4.1.1.1 application form (Document E), along with a cover letter to the AFC General Secretariat;

4.1.1.2 details of the proposed sites and project(s) in the form of a business plan including:

- (a) reasons and strategic consideration for selection;
- (b) ownership status and information;
- (c) layout or plan of proposed project site; and
- (d) maintenance plans.

4.1.1.3 Risk Assessment/Controls Monitoring Form to assess the risks involved in the implementation of the infrastructure projects undertaken.

4.1.2 Beneficiary Member Associations shall appoint an external technical consultant in respect to any Infrastructure projects undertaken.

### 4.2 Application Process

4.2.1 To apply for funding for infrastructure projects, the Beneficiary Member Associations are required to submit the documents as set out in Article 4.1.1 of this Appendix above

4.2.2 Application forms must be fully completed in English in order for the corresponding projects to be eligible for funding through the infrastructure project. The Beneficiary Member Association must provide all information and documentation deemed necessary by the AFC General Secretariat.

4.2.3 If an application is incomplete or a project does not fulfil any requirement and/or formal condition, the AFC General Secretariat may return it to the applicant Beneficiary Member Association with a request for additional information and/or documentation.

#### 4.3 Technical Support

4.3.1 The AFC General Secretariat may appoint an AFC administration technical expert to assist the AFC with matters relating to any proposed infrastructure project including to conduct site visits to inspect and verify the status of the infrastructure project(s) as and when required.

4.3.2 The AFC administration technical expert shall provide and examine the following (without limitation)

- a) advise on the feasibility of all infrastructure projects for Beneficiary Member Associations;
- b) review all documents submitted by the Beneficiary Member Association regarding its infrastructure projects;
- c) advise the AFC and Beneficiary Member Associations on the technical specifications of all infrastructure projects;
- d) review and verify all progress reports and payment claims submitted by the Beneficiary Member Association; and
- e) keep track of all payments made to the Beneficiary Member Association regarding its infrastructure projects.

4.3.3 The Beneficiary Member Association shall assist the AFC administration technical expert by providing any documents and information related to the project and allowing access to project sites.

4.3.4 The AFC General Secretariat may request Beneficiary Member Associations to provide additional information and documentation that it deems necessary to facilitate the AFC administration technical expert.

4.3.5. The AFC shall bear the cost of the AFC administration technical expert.

#### 4.4 Approval Procedure

4.4.1 The AFC General Secretariat shall review all documentation and information submitted by the Beneficiary Member Association. In accordance with Article 6.1.4.4 of these Regulations, the AFC shall (at its discretion) provide the Beneficiary Member Association with its approval upon satisfactory completion of the review process.

4.4.2 Once a project has been approved, the AFC and the Beneficiary Member Association will execute an infrastructure project agreement formalising the AFC's approval of the project and payment of the agreed funding.

#### 4.5 Implementing and monitoring procedure

4.5.1 Once a project has been approved and where applicable, upon execution of the project agreement, the Beneficiary Member Association may commence project implementation in accordance with agreed terms and timelines.

4.5.2 The Beneficiary Member Association shall, during the project implementation phase, undertake to:

4.5.2.1 provide progressive updates on the technical and financial aspects of the project;

4.5.2.2 permit the AFC to conduct inspections and compliance checks at any time requested by the AFC General Secretariat;

4.5.2.3 provide the AFC General Secretariat with a final report on the whole implementation process and completion of all aspects of the project (technical, administrative and financial), including details on the use and maintenance of the asset(s); and

- 4.5.2.4 inform the AFC immediately of any concerns or problems arising during the implementation and realisation of the project.
- 4.5.3 The AFC is not responsible for managing, maintaining and/or replacing the infrastructure investment. The Beneficiary Member Association must illustrate consideration towards these important issues.

## **5. INSPECTIONS, AUDITS AND FRAUD PREVENTION**

- 5.1 A Beneficiary Member Association may not use the infrastructure funding for any purpose other than for the approved purposes as consequently set out under the infrastructure project agreement.
- 5.2 The AFC reserves the right to inspect and verify any Beneficiary Member Association accounts and documents and vendor/supplier/contractor records relating to the management of the projects and the infrastructure funding at any time.
- 5.3 The Beneficiary Member Association must provide any relevant information and documents that are requested for the purpose of such inspections, verification, checks and audits in relation to the management of projects and the allocated infrastructure funding, and take all appropriate steps to facilitate the work of AFC's duly authorised representatives, including giving them access to such records and the project site(s).

## **6. PAYMENT TERMS AND CONDITIONS**

- 6.1 The AFC will only disburse the funding for infrastructure projects if the necessary conditions and requirements are met.
- 6.2 If the Beneficiary Member Association does not use the entire infrastructure funding available to it in the 2022-24 cycle, the remaining amount shall not be carried over for use in the framework of a subsequent cycle of infrastructure funding. For the avoidance of doubt, the deadline for utilisation of the infrastructure funding is 31 December 2024.

- 6.3 The AFC General Secretariat has full discretion to decide on the disbursement of funding including by making either a one-off payment or progressive payments, taking into consideration the nature, agreed delivery and payment schedule of the project(s).
- 6.4 Infrastructure funding shall be disbursed only on receipt of a countersigned infrastructure project agreement and subject to the condition that the Beneficiary Member Association does not violate the provisions of the Regulations or the terms of the infrastructure project agreement.
- 6.5 The allocated infrastructure funding may be used solely for the approved purposes and as defined in the infrastructure project agreement.
- 6.6 When planning a project, the Beneficiary Member Association must consider the budget, running costs and maintenance and/or depreciation costs of the project.
- 6.7 The Beneficiary Member Association is responsible for all project-related invoicing and accounting. Beneficiary Member Association shall ensure that the AFC shall not be directly invoiced at any time.
- 6.8 The AFC General Secretariat reserves the right to check or monitor any documents related to a given project at any time.
- 6.9 The Beneficiary Member Association must provide any relevant information and documents that are requested for the purpose of such inspections, checks and audits in relation to the management of projects and the allocated infrastructure funding, and take all appropriate steps to facilitate the work of AFC's duly authorised representatives, including giving them access to the sites and premises where the project is being implemented.
- 6.10 The AFC Development Committee reserves the right at its sole discretion to suspend, withhold or revoke the disbursement of funds at any time.

## 7. RISK MANAGEMENT

- 7.1. The Beneficiary Member Association applying for the infrastructure projects must undertake the necessary due diligence and risk management before submitting the application. The Beneficiary Member Association must identify and analyse the risks associated with the infrastructure project in terms of time, cost, quality and scope. The Beneficiary Member Association must take into consideration the internal and external risks of the project management. These include, but are not limited to –
- 7.1.1 technical risks - risks related to design and construction;
  - 7.1.2 project management risk - risks due to faulty workmanship, poor quality of raw materials and execution delays;
  - 7.1.3 financial risk - risks arising from insufficient financing structure;
  - 7.1.4 environmental risk – risks due to the adverse effects of infrastructure project may have on the environment;
  - 7.1.5 operational risk – risks arising due to operating machine and risk in maintenance costs exceeding estimates;
  - 7.1.6 regulatory risk – risks arising from changes in the organisational environment and adverse effects of the regulatory rules;
  - 7.1.7 political risk - risks arising due to political interference into the process or progress of the construction;
  - 7.1.8 legal risk - risks arising due to unawareness about legal terms related to project; and

- 7.1.9 contractual risk – risks arising due to unawareness of the terms used in the contract or due to not following the rules of contract which may become reason of dispute and due to adequate and defective contract documentation and inappropriate contract arrangements.
  
- 7.2. The Beneficiary Member Association must undertake risk management in the project management cycle at various stages before, during and after the project – initiation, planning, implementation, and closure. The risk management process would generally involve:
  - 7.2.1 risk classification – organising the risks based on their sources;
  - 7.2.2 risk identification - determine the risks that could potentially prevent the project from achieving its objectives;
  - 7.2.3 risk analysis - examining how project outcomes and objectives might change due to the impact of the risk event; and
  - 7.2.4 risk response – develop options and determine actions to enhance opportunities and reduce threats to the project’s objectives.

## APPENDIX 5: ADVANTAGE

1. Activities and projects under Advantage covers the following activities:

1.1. Men's national team

Salary subsidies of the full-time coaching staff of all the men's national teams (senior national team, U23 national team, U20 national team, U17 national team, futsal and beach soccer national teams) for the following positions:

- a) head coach;
- b) assistant coach;
- c) fitness coach;
- d) goalkeeping coach; and/or
- e) any other position, subject to prior written approval of the AFC.

Coaches' Profiles

The Beneficiary Member Association is responsible for hiring suitable qualified and experienced coaches. The coaches should fulfil the minimum coaching qualification requirements as appended for the application to be approved.

1.1.1 Men's senior national team

- a) head coach – minimum of AFC "Pro" Diploma/"Pro" License
- b) assistant coach – minimum of AFC "A" Diploma/"A" License
- c) fitness coach – minimum of AFC Fitness Level 2 certificate
- d) goalkeeping coach – minimum of AFC Goalkeeping Level 3 certificate

1.1.2 Men's U23 national team

- a) head coach – minimum of AFC "Pro" Diploma/"Pro" License
- b) assistant coach – minimum of AFC "A" Diploma/"A" License

- c) fitness coach – minimum of AFC Fitness Level 2 certificate
- d) goalkeeping Coach – minimum of AFC Goalkeeping Level 3 certificate

1.1.3 Men's U20 national team

- a) head coach – minimum of AFC "A" Diploma/"A" License
- b) assistant coach – minimum of AFC "B" Diploma/"B" License
- c) fitness coach – minimum of AFC Fitness Level 2 certificate
- d) goalkeeping coach – minimum of AFC Goalkeeping Level 3 certificate

1.1.4 Men's U17 national team

- a) head coach – minimum of AFC "A" Diploma/"A" License
- b) assistant coach – minimum of AFC "B" Diploma/"B" License
- c) fitness coach – minimum of AFC Fitness Level 2 certificate
- d) goalkeeping coach – minimum of AFC Goalkeeping Level 2 certificate

1.1.5 Men's futsal senior national team

- a) head coach – minimum of AFC Futsal Level 2 Coaching Certificate
- b) assistant coach – minimum of AFC Futsal Level 2 Coaching Certificate
- c) fitness coach – minimum of AFC Futsal Fitness Level 1 Coaching Certificate
- d) goalkeeping coach – minimum of AFC Futsal Goalkeeping Level 1 Coaching Certificate

1.1.6 Men's futsal U20 national team

- a) head coach – minimum of AFC Futsal Level 2 Coaching Certificate

- b) assistant coach – minimum of AFC Futsal Level 2 Coaching Certificate
- c) fitness coach – minimum of AFC Futsal Fitness Level 1 Coaching Certificate
- d) goalkeeping coach – minimum of AFC Futsal Goalkeeping Level 1 Coaching Certificate

1.1.7 Men's beach soccer national team

- a) head coach – minimum of AFC Beach Soccer Level 1 Coaching Certificate
- b) assistant coach – minimum of AFC Beach Soccer Level 1 Coaching Certificate
- c) fitness coach – minimum of AFC Beach Soccer Level 1 Coaching Certificate
- d) goalkeeping coach – minimum of AFC Beach Soccer Level 1 Coaching Certificate

1.1.8 The Beneficiary Member Association must provide the employment contracts of the above-mentioned coaching staff and such documents shall be in English or provided with a certified English translation thereof.

1.2. Women's national team

Salary subsidies of the full-time coaching staff of all the women's national teams (senior national team, U23 national team, U20 national team, U17 national team, futsal national team) for the following positions: a) head coach;

- b) assistant coach;
- c) fitness coach;
- d) goalkeeping coach; and/or
- e) any other position, subject to prior written approval of the AFC.

## Coaches' Profiles

The Beneficiary Member Association is responsible for hiring suitable, qualified and experienced coaches. The coaches should fulfil the minimum coaching qualification requirements as appended for the application to be approved.

### 1.2.1 Women's senior national team

- a) head coach – minimum of AFC “Pro” Diploma/”Pro” License
- b) assistant coach – minimum of AFC “A” Diploma/”A” License
- c) fitness coach – minimum of AFC Fitness Level 2 certificate
- d) goalkeeping coach – minimum of AFC Goalkeeping Level 3 certificate

### 1.2.2 Women's U23 national team

- a) head coach – minimum of AFC “Pro” Diploma/”Pro” License
- b) assistant coach – minimum of AFC “A” Diploma/”A” License
- c) fitness coach – minimum of AFC Fitness Level 2 certificate
- d) goalkeeping coach – minimum of AFC Goalkeeping Level 3 certificate

### 1.2.3 Women's U20 national team

- a) head coach – minimum of AFC “A” Diploma/”A” License
- b) assistant coach – minimum of AFC “B” Diploma/”B” License
- c) fitness coach – minimum of AFC Fitness Level 2 certificate
- d) goalkeeping coach – minimum of AFC Goalkeeping Level 3 certificate

### 1.2.4 Women's U17 national team

- a) head coach – minimum of AFC “A” Diploma/”A” License
- b) assistant coach – minimum of AFC “B” Diploma/”B” License

- c) fitness coach – minimum of AFC Fitness Level 2 certificate
- d) goalkeeping coach – minimum of AFC Goalkeeping Level 2 certificate

1.2.5 Women's futsal senior national team

- a) head coach – minimum of AFC Futsal Level 2 Coaching Certificate
- b) assistant coach – minimum of AFC Futsal Level 1 Coaching Certificate
- c) fitness coach – minimum of AFC Futsal Fitness Level 1 Coaching
- d) goalkeeping coach – minimum of AFC Futsal Goalkeeping Level 1

1.2.6 The Beneficiary Member Association must provide the employment contracts of the above-mentioned coaching staff and such documents shall be in English or provided with a certified English translation thereof.

1.3. Technical staff

Salary subsidies of the technical staff positions in the Member Association including:

- a) technical director;
- b) head and staff of women's football department;
- c) head and staff of coach education department;
- d) head and staff of youth football department;
- e) head and staff of grassroots department; and/or
- f) part time staff for technical and competition matters.

Technical Staff Profile

The Beneficiary Member Association is responsible for hiring suitable qualified and experienced technical staff. The technical staff should fulfil the minimum coaching qualification requirements for the application to be approved.

1.3.1 Technical Director - For the Beneficiary Member Association to claim salary subsidy for the technical director, the appointed person should fulfil the following minimum requirements:

- minimum of AFC 'A' Diploma/'A' License; and
- experience as a coach and an instructor.

1.3.2 Head & staff in women's football - For the Beneficiary Member Association to claim salary subsidy for the head of women's football (technical development), the appointed person should fulfil the following minimum requirements:

- minimum of AFC 'B' Diploma/'B' License; and
- experience in women's football.

If the Beneficiary Member Association wants to utilise a part of the funds as salary subsidies for the staff in women's football, it has to submit the following information and documents to the AFC General Secretariat:

- an organisation chart (for the women's football department/unit);
- development plan; and
- CV, KPI and contract of each staff for whom the subsidy is requested.

1.3.3 Head & staff in coach education - For the Beneficiary Member Association to claim salary subsidy for the head of coach education, the appointed person should fulfil the following minimum requirements:

- minimum of AFC 'A' Diploma/'A' License; and
- experience in coach education development.

If the Beneficiary Member Association wants to utilise a part of the funds as salary subsidies for the staff in coach education, it has to submit the following information and documents to the AFC General Secretariat:

- an organisation chart (for the coach education department/unit);
- development plan; and
- CV, KPI and contract of each staff for whom the subsidy is requested.

1.3.4 Head & staff in youth football - For the Beneficiary Member Association to claim salary subsidy for the head of youth football, the appointed person should fulfil the following minimum requirements:

- minimum of AFC 'A' Diploma/'A' License; and
- experience in youth football development.

If the Beneficiary Member Association wants to utilise a part of the funds as salary subsidies for the staff in youth football, it has to submit the following information and documents to the AFC General Secretariat:

- an organisation chart (for the youth football department/unit);
- development plan; and
- CV, KPI and contract of each staff for whom the subsidy is requested.

1.3.5 Head & staff in grassroots - For the Beneficiary Member Association to claim salary subsidy for the Head of Grassroots, the appointed person should fulfil the following minimum requirements:

- minimum of AFC 'C' Diploma/'C' License; and
- experience in youth football development.

If the Beneficiary Member Association wants to utilise a part of the funds as salary subsidies for the staff in youth football, it has to submit the following information and documents to the AFC General Secretariat:

- an organisation chart (for the youth football department/unit);
- development plan; and

- CV, KPI and contract of each staff for whom the subsidy is requested.

1.3.6 Part time staff for technical and competition matters – The Beneficiary Member Association can use part of the Enhance Programme Fund for activities/projects under Advantage to pay salaries of the part time staff employed for implementation of technical and competition matters.

If the Beneficiary Member Association wants to utilise a part of the Enhance Programme Fund as salary subsidies for the part time staff employed for implementation of technical and competition matters, it has to submit the contract of each staff for whom the subsidy is requested.

#### 1.4. Operational expenses

Conducting coaching courses under the AFC Coaching Convention as well as other technical courses related to the overall technical development. The Beneficiary Member Association can also utilise the Enhance Programme Fund for Advantage to purchase equipment that are in line with their technical plans and general technical development. The Beneficiary Member Association can use the funds in the following areas:

- a) AFC Coaching Convention;
- b) seminars, workshops, events (technical specific);
- c) grassroots events/football festivals;
- d) equipment (related to technical development only); and
- e) such other costs associated to the technical development in the Beneficiary Member Association, subject to prior written approval of the AFC General Secretariat.

## 2. Application Process

2.1 The application to benefit from the Enhance Programme Fund for Advantage should be made annually in accordance with this Appendix.

- 2.2 Applications must be made by 31 January of the relevant calendar year in which the Enhance Programme Fund is requested.
- 2.3 The Beneficiary Member Association must have entered into a contract with the coaches and the technical staff members prior to making the application. All applications must be accompanied by the curriculum vitae, job descriptions and employment contracts of the relevant coaches and technical staff members. Such documents shall be in English or where in a language other than English, shall be provided with a certified English translation thereof.
- 2.4 The above Enhance Programme Fund for salary subsidies and operational expenses will be released to the Beneficiary Member Association in one instalment upon approval of the application.
- 2.5 The Beneficiary Member Association must submit Document F (application form) with a letter to the General Secretary of the AFC. Only fully completed application forms with a letter signed by the General Secretary of the Beneficiary Member Association will be considered.
- 2.6 The AFC Development Committee will make a decision on each application based on its merit and approvals will be granted upon thorough analysis.
- 2.7 The AFC General Secretariat reserves the right to decline any proposed coaching staff of the men's and women's national teams and technical staff of the Member Association to benefit from Advantage if they do not meet the minimum requirements set out in these Regulations.

### 3. Conditions of Use

- 3.1 The full amount of the Enhance Programme Fund for Advantage must be utilised within the relevant calendar year in which the Beneficiary Member Association intends to benefit from the Enhance Programme.

- 3.2 If a Beneficiary Member Association receives but does not utilise the full amount of the Enhance Programme Fund for Advantage by the end of the calendar year, the unutilised balance shall only be carried forward to the next year for use in relation to Advantage subject to the Beneficiary Member Association fulfilling the eligibility criteria set out in Article 7 of these Regulations.
- 3.3 If a Beneficiary Member Association receives but does not utilise the full amount of the Enhance Programme Fund for Advantage by the end of the calendar year and in the following year, the Beneficiary Member Association fails to fulfil the eligibility criteria for Enhance Programme Fund for Advantage, in such case:
- a) the Beneficiary Member Association shall return the unutilised balance to the AFC; and/or
  - b) the AFC can deduct the funds from the entitlement of any other development programmes the Beneficiary Member Association benefits.

The above is determined by the AFC Development Committee upon the recommendation of the AFC General Secretariat.

- 3.4 In the event the Beneficiary Member Association wishes to not apply to benefit from the Enhance Programme Fund for Advantage in a particular calendar year, in such case, the Enhance Programme Fund for Advantage for the particular calendar year shall not be carried forward to the subsequent year and stands forfeited.
- 3.6 Beneficiary Member Associations must keep all records to ensure that payments made can be reviewed and audited during the Central Audit.

## APPENDIX 6: EXTRA-TIME

1. Activities/Projects under Extra-Time covers without limitation the following:
  - a) Football equipment;
  - b) Medical and sports science equipment;
  - c) Referee equipment;
  - d) Maintenance equipment;
  - e) Infrastructure facilities;
  - f) Video Assistant Referee (VAR);
  - g) IT resources and networking (software and hardware);
  - h) Outside broadcast (OB) van;
  - i) Air tickets (economy class) to travel in AFC Competitions, including compensation on the charges incurred due to cancellation of the competition; and/or
  - j) Any other football development related projects, subject to prior approval of the AFC General Secretariat.
  
2. Projects equal to and/or below Fifty Thousand United States Dollars (USD 50,000) do not require a tender, but a minimum of three (3) proposals to include the following:
  - company background;
  - client list;
  - quotation breakdown (itemisation plus breakdown of any construction cost);
  - registration details of company;
  - images of proposed products; and
  - warranty details.

The above is subject to the prevailing procurement and tender guidelines and local laws of the country. If the procurement and tender guidelines and local laws prescribe an open public tender for projects equal to and/or below Fifty Thousand United States Dollars (USD 50,000) then this should be adhered to.

### 3. Application Process:

- 3.1 The Beneficiary Member Association may submit an application at any time but shall provide the AFC General Secretariat with reasonable notice prior to the implementation of any activity.
- 3.2 The Beneficiary Member Association must have a detailed plan on how the equipment and the project will be utilised and how it will help the Beneficiary Member Association in meeting their development objectives.
- 3.3 In case of purchase of equipment, the Beneficiary Member Association must provide the AFC General Secretariat with a minimum of three (3) quotations from three different potential suppliers.
- 3.4 The AFC Development Committee will make a decision on each application based on its merit and approvals will be granted upon thorough analysis.
- 3.5 The AFC General Secretariat reserves the right to decline an application for any of the projects in case it is deemed to be non-feasible and does not fulfil the necessary development objectives of the Beneficiary Member Association.
- 3.6 The Beneficiary Member Association must submit Document G (application form) with a letter to the General Secretary of the AFC. Only fully completed application forms with a letter signed by the General Secretary of the Beneficiary Member Association will be considered.

### 4. Conditions of Use

- 4.1 The full amount of the Enhance Programme Fund for Extra-Time must be utilised within the relevant calendar year in which the Beneficiary Member Association intends to benefit from the Extra-Time.

- 4.2 If a Beneficiary Member Association receives but does not utilise the full amount of the Enhance Programme Fund for Extra-Time by the end of the calendar year, the unutilised balance shall only be carried forward to the next year for use in relation to Extra-Time subject to the Beneficiary Member Association fulfilling the eligibility criteria set out in Article 7 of these Regulations.
- 4.3 If a Beneficiary Member Association receives but does not utilise the full amount of the Enhance Programme Fund for Extra-Time by the end of the calendar year and in the following year, the Beneficiary Member Association fails to fulfil the eligibility criteria for Enhance Programme Fund for Extra-Time, in such case:
- a) the Beneficiary Member Association shall return the unutilised balance to the AFC; and/or
  - b) the AFC can deduct the funds from the entitlement of any other development programmes the Beneficiary Member Association benefits.

The above is determined by the AFC Development Committee upon the recommendation of the AFC General Secretariat.

- 4.4 In the event the Beneficiary Member Association wishes to not apply to benefit from the Enhance Programme Fund for Extra-Time in a particular calendar year, in such case, the Enhance Programme Fund for Extra-Time for the particular calendar year shall not be carried forward to the subsequent year and stands forfeited.
- 4.5 Beneficiary Member Associations must keep all records to ensure that payments made can be reviewed and audited during the Central Audit.

## 5. Payment Provisions

- 5.1 The AFC will only disburse the Enhance Programme Fund for Extra-Time only if the necessary conditions and requirements are met.

5.2 For projects equal to and/or below Fifty Thousand United States Dollars (USD 50,000), the AFC has full discretion to disburse the total amount to the Beneficiary Member Association upon receipt of all invoices for agreed projects or to split the payments into different instalments, depending on the nature of the agreed projects. The AFC will only cover the cost of invoices from providers that have been approved in advance.

5.3 The Beneficiary Member Associations are responsible for all project-related invoicing and accounting. No direct invoicing to the AFC by any third party is permitted at any time.

## 6. Technical Support

6.1 The AFC General Secretariat shall appoint an AFC administration technical expert to conduct site visits to inspect and check the status of the infrastructure project(s) as when required.

6.2 The AFC administration technical expert shall provide and examine the following (without limitation):

- a) advice and provide expertise on the feasibility of all infrastructure projects for Beneficiary Member Associations;
- b) review all documents submitted by the Beneficiary Member Association regarding its infrastructure projects;
- c) advice and provide expertise to the AFC and Beneficiary Member Associations on the technical specifications of all infrastructure projects;
- d) review and verify all progress reports and payment claims submitted by the Beneficiary Member Association; and
- e) keep track of all payments made to the Beneficiary Member Association regarding its infrastructure projects.

- 6.3 The Beneficiary Member Association shall assist the AFC administration technical expert by providing any documents related to the project and giving access to any information required in relation to the implementation of the project.
- 6.4 The AFC General Secretariat may request Beneficiary Member Associations to provide additional evidence that it deems necessary in relation to the infrastructure funds to facilitate with the AFC administration technical expert.
- 6.5 The AFC shall bear the cost of the AFC administration technical expert.

## APPENDIX 7: BACKROOM

1. Activities/Projects under Backroom covers the administrative salaries and staff overheads for the employment of full-time administrative staff in the Beneficiary Regional Association, including without limitation the following:
  - a) general secretary office/general administration (maximum of Forty-Two Thousand United States Dollars (USD 42,000);
  - b) finance department (maximum of Eighteen Thousand United States Dollars (USD 18,000);
  - c) international relations department (maximum of Eighteen Thousand United States Dollars (USD 18,000);
  - d) competitions department (maximum of Eighteen Thousand United States Dollars (USD 18,000);
  - e) media and communications department (maximum of Eighteen Thousand United States Dollars (USD 18,000);
  - f) safeguarding department (maximum of Eighteen Thousand United States Dollars (USD 18,000);
  - g) legal department (maximum of Eighteen Thousand United States Dollars (USD 18,000); and/or
  - h) such other departments, subject to prior approval of the AFC General Secretariat (*cf.* Article 9.1.2.2 of these Regulations).
  
2. The Backroom shall not be used for the following:
  - a) payment of bonuses to staff;
  - b) payment of living and accommodation expenses and/or transport allowance of staff;
  - c) staff insurance payments; and/or
  - d) such other payments as advised by the AFC General Secretariat from time to time.

3. The AFC Development Committee will only approve the salary subsidies for the Regional Association staff on an annual basis.
4. The Beneficiary Regional Association must provide the employment contracts of any fulltime staff employed to the AFC General Secretariat, and such documents shall be in English or provided with a certified English translation thereof.
5. The AFC General Secretariat will provide job descriptions to the Regional Associations for all the positions set out in Article 1 of this Appendix above.

## APPENDIX 8: EQUALISER

1. Activities/Projects under Equaliser covers the operational costs of the Beneficiary Regional Association, including without limitation the following:
  - a) Purchase or renting of office space. Funds may be utilised to pay the monthly rent or equated monthly instalments of the Beneficiary Regional Association's office space.
    - Where the Beneficiary Regional Association is renting an office space, a copy of the current lease agreement with a certified English translation (if applicable) must be submitted to the AFC General Secretariat. The lease agreement should be for a minimum of one year from the date of application; or
    - Where the Beneficiary Regional Association has purchased the office space, then the signed sale deed clearly stating the cost, terms of payment and other details with a certified English translation (if applicable) must be submitted to the AFC General Secretariat.
  - b) If there is any remaining balance of the allocation for operational expenses after payment of the monthly rent or equated monthly instalments, the Beneficiary Regional Association may use the remaining funds to pay the following utilities, subject to prior approval of the AFC General Secretariat (*cf.* Article 9.1.2.2 of these Regulations):
    - electricity, gas and water charges;
    - telephone bills;
    - internet subscription;
    - office stationeries; and/or
    - maintenance expenses of the office building.

## APPENDIX 9: PENALTY

1. Activities/Projects under Penalty covers specific projects of a Beneficiary Regional Association, including without limitation the following:
  - a) congresses and meetings:
    - integrity checks conducted on candidates for elections(s); and
    - economy class air tickets, local transportation, visas, accommodation, venue and event set-up.
  - b) regional courses and seminars:
    - economy class air tickets, local transportation, visas, accommodation, venue and event set-up; and
    - payment for the appointment or hiring of external consultants and speakers.
  - c) competition management system:
    - purchase and implement a competition management system.
    - the Regional Association must present a valid signed agreement, supplier's invoice and the Regional Association's payment invoice in this respect.
  - d) tournaments not funded under FIFA Forward for men's, women's and youth:
    - field rental;
    - match officials cost (referees, referees, match commissioners, local general coordinators, liaison officers, security officers, media officers);
    - food & beverage and hospitality;
    - accommodation;
    - transportation;
    - prizes & trophies; and/or
    - such other costs associated to the organisation of football matches under this provision, subject to prior approval of the AFC General Secretariat (*cf.* Article 9.2.2 of these Regulations).

- 2 The Enhance Programme Fund allocated for Penalty shall not be used to:
  - a) pay for operational expenses or purchase infrastructure or equipment; and
  - b) pay salaries, allowances and bonus to staff, teams, players and officials.
  
- 3 Beneficiary Regional Association cannot transfer the allocation from Penalty to other categories of use including Backroom and Equaliser.

# AFC ENHANCE MEMBER ASSOCIATION PROGRAMME



## Declaration of Commitment

**Member Association**

### Subject

The AFC Enhance Member Association Programme provides financial grants to the Beneficiary Member Associations of the AFC for the development of football.

### Commitment

The Member Association hereby commits to abide by all applicable AFC Enhance Member Association Programme Regulations/Policies/Directives as issued/amended by the AFC Development Committee and the AFC General Secretariat from time to time.

### Signed on behalf of Member Association

Approved by President of Member Association		Approved by General Secretary of Member Association	
Name	<span style="background-color: yellow;"></span>	Name	<span style="background-color: yellow;"></span>
Date	<span style="background-color: yellow;"></span>	Date	<span style="background-color: yellow;"></span>
Signature	<span style="background-color: yellow;"></span>	Signature	<span style="background-color: yellow;"></span>

Association Stamp

Please complete the yellow sections highlighted above.

## Document A

Document A

# AFC ENHANCE REGIONAL ASSOCIATION PROGRAMME



## Declaration of Commitment

Regional Association

### Subject

The AFC Enhance Regional Association Programme provides financial grants to the Beneficiary Regional Associations of the AFC for the development of football.

### Commitment

The Regional Association hereby commits to abide by all applicable AFC Enhance Regional Association Programme Regulations/Policies/Directives as issued/amended by the AFC Development Committee and the AFC General Secretariat from time to time.

### Signed on behalf of Regional Association

Approved by President of Regional Association		Approved by General Secretary of Regional Association	
Name	<input type="text"/>	Name	<input type="text"/>
Date	<input type="text"/>	Date	<input type="text"/>
Signature	<input type="text"/>	Signature	<input type="text"/>

Association Stamp

Please complete the yellow sections highlighted above.

# AFC ENHANCE MEMBER ASSOCIATION PROGRAMME



## Member Association's Bank Account Details

Note: For AFC Enhance Programme Funds only

<b>Member Association</b>	
<b>Member Association Email</b>	

United States Dollar Account	
Name of Beneficiary	
Bank Name	
Bank Address	
Account No	
IBAN No	
SWIFT Code	
Correspondent/Intermediary Bank Name & Address	

Local Currency Account	
Name of Beneficiary	
Bank Name	
Bank Address	
Account No	
IBAN No	
SWIFT Code	
Correspondent/Intermediary Bank Name & Address	

### Submitted by the Member Association

Approved by President of Member Association		Approved by General Secretary of Member Association	
Name		Name	
Date		Date	
Signature		Signature	

Association Stamp

Please complete the yellow sections highlighted above.

## Document B

Document B

# AFC ENHANCE REGIONAL ASSOCIATION PROGRAMME



## Regional Association's Bank Account Details

Note: For AFC Enhance Programme Funds only

**Regional Association**

**Regional Association Email**

### United States Dollar Account

Name of Beneficiary

Bank Name

Bank Address

Account No

IBAN No

SWIFT Code

Correspondent/Intermediary  
Bank Name & Address

### Local Currency Account

Name of Beneficiary

Bank Name

Bank Address

Account No

IBAN No

SWIFT Code

Correspondent/Intermediary  
Bank Name & Address

### Submitted by the Regional Association

**Approved by President  
of Regional Association**

Name

Date

Signature

**Approved by General Secretary  
of Regional Association**

Name

Date

Signature

Association Stamp

Please complete the yellow sections highlighted above.

# AFC ENHANCE MEMBER ASSOCIATION PROGRAMME PROPOSED BUDGET



<b>Member Association</b>	
---------------------------	--

<b>Year</b>	
-------------	--

<b>Currency</b>	<b>(USD)</b>
-----------------	--------------

No.	Activity / Cost Description	Total (USD)
1	Kick-Off	
2	Pass	
3	Volley	
4	Stadium	
<b>Total</b>		

**Submitted by the Member Association**

Approved by President of Member Association		Approved by General Secretary of Member Association	
Name		Name	
Date		Date	
Signature		Signature	

--

Association Stamp

For AFC Internal Use	
Received Date	
Received By	
AFC Comments	
Date Sent to MA On	

Please complete the yellow sections highlighted above.

## Document C2

Document C2

# AFC ENHANCE MEMBER ASSOCIATION PROGRAMME PROPOSED BUDGET



## Costs Per Category

Member Association

Year

Reference from Document C1

### Kick-Off

No.	Activity / Cost Description	Annual Budget (USD)
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
<b>Total</b>		

Association Stamp

### For AFC Internal Use

Received Date

Received By

AFC Comments

Date Sent to MA On

Please complete the yellow sections highlighted above.

# AFC ENHANCE MEMBER ASSOCIATION PROGRAMME PROPOSED BUDGET



## Costs Per Category

Member Association

Year

Reference from Document C1

Pass

No.	Activity / Cost Description	Annual Budget (USD)
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
<b>Total</b>		

Association Stamp

For AFC Internal Use

Received Date	
Received By	
AFC Comments	
Date Sent to MA On	

Please complete the yellow sections highlighted above.

**Document C2**

Document C2

# AFC ENHANCE MEMBER ASSOCIATION PROGRAMME PROPOSED BUDGET



## Costs Per Category

**Member Association**

**Year**

Reference from Document C1

Volley		
No.	Activity / Cost Description	Annual Budget (USD)
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
<b>Total</b>		

Association Stamp

**For AFC Internal Use**

Received Date	
Received By	
AFC Comments	
Date Sent to MA On	

Please complete the yellow sections highlighted above.

# AFC ENHANCE MEMBER ASSOCIATION PROGRAMME PROPOSED BUDGET



## Costs Per Category

**Member Association**

**Year**

Reference from Document C1

### Stadium

No.	Activity / Cost Description	Annual Budget (USD)
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
<b>Total</b>		

Association Stamp

### For AFC Internal Use

Received Date	
Received By	
AFC Comments	
Date Sent to MA On	

Please complete the yellow sections highlighted above.

## Document C1

Document C1

# AFC ENHANCE REGIONAL ASSOCIATION PROGRAMME PROPOSED BUDGET



<b>Regional Association</b>	
-----------------------------	--

<b>Year</b>	
-------------	--

<b>Currency</b>	<b>(USD)</b>
-----------------	--------------

No.	Activity / Cost Description	Total (USD)
1	Backroom	
2	Equaliser	
3	Penalty	
<b>Total</b>		

## Submitted by the Regional Association

Approved by President of Regional Association		Approved by General Secretary of Regional Association	
Name		Name	
Date		Date	
Signature		Signature	

--

Association Stamp

For AFC Internal Use	
Received Date	
Received By	
AFC Comments	
Date Sent to RA On	

Please complete the yellow sections highlighted above.

# AFC ENHANCE REGIONAL ASSOCIATION PROGRAMME PROPOSED BUDGET



## Costs Per Category

**Regional Association**

**Year**

*Reference from Document C1*

### Backroom

No.	Activity / Cost Description	Annual Budget (USD)
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
<b>Total</b>		

Association Stamp

### For AFC Internal Use

Received Date	<input type="text"/>
Received By	<input type="text"/>
AFC Comments	<input type="text"/>
Date Sent to RA On	<input type="text"/>

*Please complete the yellow sections highlighted above.*

## Document C2

Document C2

# AFC ENHANCE REGIONAL ASSOCIATION PROGRAMME PROPOSED BUDGET



## Costs Per Category

Regional Association

Year

Reference from Document C1

### Equaliser

No.	Activity / Cost Description	Annual Budget (USD)
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
<b>Total</b>		

.....  
Association Stamp

### For AFC Internal Use

Received Date

Received By

AFC Comments

Date Sent to RA On

Please complete the yellow sections highlighted above.

# AFC ENHANCE REGIONAL ASSOCIATION PROGRAMME PROPOSED BUDGET



## Costs Per Category

**Regional Association**

**Year**

Reference from Document C1

### Penalty

No.	Activity / Cost Description	Annual Budget (USD)
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
<b>Total</b>		

Association Stamp

### For AFC Internal Use

Received Date	
Received By	
AFC Comments	
Date Sent to RA On	

Please complete the yellow sections highlighted above.

## Document D

Document D

# AFC ENHANCE REGIONAL ASSOCIATION PROGRAMME



## Checklist

Regional Association

Year

### First Payment

- Programme Declaration of Commitment (Document A)
- Programme Bank Account(s) Confirmation Form (Document B)
- Programme Budget (Document C)
- Minutes of meeting of the Regional Association executive committee and/or congresses:
- Bank Account Statements for the previous year (Starting from 2022)
- Programme Checklist - including all supporting documents (Document D)

### Submittal of Staff Documentation

General Secretary/CEO:	CV	Staff KPIs	Contract	Passport Copy
Head of Finance:	CV	Staff KPIs	Contract	Passport Copy
Head of International Relations:	CV	Staff KPIs	Contract	Passport Copy
Head of Competitions:	CV	Staff KPIs	Contract	Passport Copy
Head of Media and Communications:	CV	Staff KPIs	Contract	Passport Copy
Child Safeguarding Officer:	CV	Staff KPIs	Contract	Passport Copy
Legal Officer:	CV	Staff KPIs	Contract	Passport Copy

- Current Regional Association statutes
- Previous year's Regional Associations' executive committee and congress minutes of meeting in English and the Regional Association's official language
- Strategic Plan: From 20\_\_\_\_ to 20\_\_\_\_
- Rental Lease/Sale Deed/Ownership Agreement including supporting document for Office
- CMS Agreement / Suppliers invoice/Regional Association's invoice

Please complete the yellow sections highlighted above.

# AFC ENHANCE REGIONAL ASSOCIATION PROGRAMME



## Checklist

### Second Payment

- Finalised Central Audit Report with Management responses (Starting from 2022)
- Statutory Audit Report approved by the Regional Association's congress
- Annual Activity Report (Starting from 2022)

### Conditions:

- All new appointments or contract renewals for positions subsidised through the Programme should be in accordance with the job descriptions provided by the AFC General Secretariat;
- Once a candidate is selected, the Regional Association shall send the candidate's CV and a copy of a valid passport to the AFC for approval/confirmation. Once approval/confirmation is received from the AFC, the Regional Association must sign a minimum of a one-year employment contract with the employee prior to the submission of the AFC Enhance Regional Association Programme application. All applications must be accompanied by the employee's CV, passport copy, annual KPIs and signed employment contract.
- The subsidies shall only be strictly paid towards the staff basic salary.
- The AFC reserves the right to decline the application of any candidate not meeting the requirements set out in the relevant job description(s) provided by the AFC. For the avoidance of doubt, this provision does not apply to the position of the general secretary/chief executive office

**Document D1**

Document D1

**AFC ENHANCE PROGRAMME****AFC Enhance Programme Manager at the  
Beneficiary Member Association**

<b>Name</b>	
<b>Email</b>	
<b>Contact Number</b>	

**Documents to be provided**

<b>i. CV</b>	<input type="checkbox"/>
<b>ii. Job Description</b>	<input type="checkbox"/>
<b>iii. KPI</b>	<input type="checkbox"/>
<b>iv. Passport Copy</b>	<input type="checkbox"/>

*Please complete the yellow sections highlighted above.*

# AFC ENHANCE PROGRAMME



## Child Safeguarding Officer at the Beneficiary Member Association

Name	
Email	
Contact Number	

### Documents to be provided

i. CV	<input type="checkbox"/>
ii. Job Description	<input type="checkbox"/>
iii. KPI	<input type="checkbox"/>
iv. Passport Copy	<input type="checkbox"/>

Please complete the yellow sections highlighted above.

**Document E**

Document E

**AFC ENHANCE PROGRAMME****Stadium Project Application Form****Beneficiary Member Association****Year****Type of Project****Cost****Any additional information related to the proposed project (use a separate sheet if needed)***Please complete the yellow sections highlighted above.*

# AFC ENHANCE PROGRAMME



## Stadium Project Application Form

### Project Manager at the Beneficiary Member Association

Name	
Email	
Contact Number	

### Technical Consultant/Company for the Project (if already appointed)

Name	
Address	
Email	
Contact Number	

### Independent Auditor for the Project (If applicable)

Name	
Address	
Email	
Contact Number	

### Submitted by the Member Association

Approved by President of Member Association		Approved by General Secretary of Member Association	
Name		Name	
Date		Date	
Signature		Signature	

Association Stamp

Please complete the yellow sections highlighted above.

## Stadium Project Risk Management Form

### AFC ENHANCE PROGRAMME



#### Risk Assessment / Controls Monitoring Form (MA Infrastructure Projects Risks)

<b>Member Association</b>	
<b>Country / Locality</b>	
<b>Key MA Activities</b>	
<b>Strategies / Goals</b>	
<b>Risks That Can Cause This Project To Fail</b>	
<b>2a. Strategic / Financial Risks</b>	
	<i>S2 - Pandemic, Lockdown, Catastrophic Disasters Risks</i>
<b>2b. Operational Risk Categories</b>	
	<i>O1 - Compliance - Projects Specifications, Costs/Budget, Quality Deliverables O6 - Conflict of Interest, Controls - LOA, Whistleblowing, Code of Conduct in MA O5 - MA Staff Competencies Required To Monitor/Deliver Project</i>
<b>3. Key Risks</b>	
<b>4. Risk Description</b>	
<b>5. Risk Owner</b>	
<b>6. Root Cause (of the risk)</b>	
<b>7. Consequence (if the risk were to occur)</b>	

# Stadium Project Risk Management Form

## AFC ENHANCE PROGRAMME



### Risk Assessment / Controls Monitoring Form (MA Infrastructure Projects Risks)

<b>8a. Gross/Inherent Risks</b>	<i>Likelihood</i>	<i>Impact</i>
---------------------------------	-------------------	---------------

<b>8b. Target Risk (Controls)</b>	<i>Likelihood</i>	<i>Impact</i>
-----------------------------------	-------------------	---------------

9. Existing Controls		<i>To Manage / Control The Risk(s) Above</i>		
Type	Name	Owner	Interval	Effectiveness

<b>10. (Overall) Control Effectiveness</b>	<i>Control Possibility</i>	<i>Control Impact</i>
--	----------------------------	-----------------------

11. MA/RA Management Actions		<i>If Any New Controls / Actions To Manage The Risk(s)</i>				
Type	Name	Owner	Priority	Start Date	Due Date	Status

## Document F

Document F

## AFC ENHANCE PROGRAMME

**Advantage Programme Application Form**


Member Association

Year

## AFC Contribution requested

## SECTION 1 (Men's National Teams – USD 52,500)

## Men's Senior National Team (USD)

i. Head Coach	<input type="checkbox"/>	
ii. Assistant Coach	<input type="checkbox"/>	
iii. GK Coach	<input type="checkbox"/>	
iv. Fitness Coach	<input type="checkbox"/>	
v. Other	<input type="checkbox"/>	

## Men's U17 National Team (USD)

i. Head Coach	<input type="checkbox"/>	
ii. Assistant Coach	<input type="checkbox"/>	
iii. GK Coach	<input type="checkbox"/>	
iv. Fitness Coach	<input type="checkbox"/>	
v. Other	<input type="checkbox"/>	

## Men's U23 National Team (USD)

i. Head Coach	<input type="checkbox"/>	
ii. Assistant Coach	<input type="checkbox"/>	
iii. GK Coach	<input type="checkbox"/>	
iv. Fitness Coach	<input type="checkbox"/>	
v. Other	<input type="checkbox"/>	

## Men's Futsal National Team (USD)

i. Head Coach	<input type="checkbox"/>	
ii. Assistant Coach	<input type="checkbox"/>	
iii. GK Coach	<input type="checkbox"/>	
iv. Fitness Coach	<input type="checkbox"/>	
v. Other	<input type="checkbox"/>	

## Men's U20 National Team (USD)

i. Head Coach	<input type="checkbox"/>	
ii. Assistant Coach	<input type="checkbox"/>	
iii. GK Coach	<input type="checkbox"/>	
iv. Fitness Coach	<input type="checkbox"/>	
v. Other	<input type="checkbox"/>	

## Men's Futsal U20 National Team (USD)

i. Head Coach	<input type="checkbox"/>	
ii. Assistant Coach	<input type="checkbox"/>	
iii. GK Coach	<input type="checkbox"/>	
iv. Fitness Coach	<input type="checkbox"/>	
v. Other	<input type="checkbox"/>	

## Men's Beach Soccer National Team (USD)

i. Head Coach	<input type="checkbox"/>	
ii. Assistant Coach	<input type="checkbox"/>	
iii. GK Coach	<input type="checkbox"/>	
iv. Fitness Coach	<input type="checkbox"/>	
v. Other	<input type="checkbox"/>	

(USD)

Total

Please complete the yellow sections highlighted above.

# AFC ENHANCE PROGRAMME



## Advantage Programme Application Form

### SECTION 2 (Women's National Teams – USD 52,500)

Women's Senior National Team		(USD)	Women's Futsal National Team		(USD)
i.	Head Coach	<input type="checkbox"/>	i.	Head Coach	<input type="checkbox"/>
ii.	Assistant Coach	<input type="checkbox"/>	ii.	Assistant Coach	<input type="checkbox"/>
iii.	GK Coach	<input type="checkbox"/>	iii.	GK Coach	<input type="checkbox"/>
iv.	Fitness Coach	<input type="checkbox"/>	iv.	Fitness Coach	<input type="checkbox"/>
v.	Other	<input type="checkbox"/>	v.	Other	<input type="checkbox"/>
<b>Women's U23 National Team</b>		<b>(USD)</b>			
i.	Head Coach	<input type="checkbox"/>			
ii.	Assistant Coach	<input type="checkbox"/>			
iii.	GK Coach	<input type="checkbox"/>			
iv.	Fitness Coach	<input type="checkbox"/>			
v.	Other	<input type="checkbox"/>			
<b>Women's U20 National Team</b>		<b>(USD)</b>			
i.	Head Coach	<input type="checkbox"/>			
ii.	Assistant Coach	<input type="checkbox"/>			
iii.	GK Coach	<input type="checkbox"/>			
iv.	Fitness Coach	<input type="checkbox"/>			
v.	Other	<input type="checkbox"/>			
<b>Women's U17 National Team</b>		<b>(USD)</b>			
i.	Head Coach	<input type="checkbox"/>			
ii.	Assistant Coach	<input type="checkbox"/>			
iii.	GK Coach	<input type="checkbox"/>			
iv.	Fitness Coach	<input type="checkbox"/>			
v.	Other	<input type="checkbox"/>			
				<b>Total</b>	<b>(USD)</b>

Please complete the yellow sections highlighted above.

## Document F

Document F

## AFC ENHANCE PROGRAMME

**Advantage Programme Application Form**


## SECTION 3 (Technical Staff – USD 30,000)

**Technical Staff (USD)**

i. Technical Director	<input type="checkbox"/>		
ii. Head of Women's Football	<input type="checkbox"/>		
iii. Staff in Women's Football	<input type="checkbox"/>		
iv. Head of Coach Education	<input type="checkbox"/>		
v. Staff in Coach Education	<input type="checkbox"/>		
vi. Head of Youth Football	<input type="checkbox"/>		
vii. Staff in Youth Football	<input type="checkbox"/>		
viii. Head of Grassroots	<input type="checkbox"/>		
ix. Staff in Grassroots	<input type="checkbox"/>		
x. Part Time Staff in Technical and Competition Matters	<input type="checkbox"/>		
<b>Total</b>			<b>(USD)</b>

## SECTION 4 (Operational Expenses – USD 15,000)

**Operational Expenses (USD)**

i. AFC Coaching Convention	<input type="checkbox"/>		
ii. Seminars & Workshops	<input type="checkbox"/>		
iii. Grassroots Events	<input type="checkbox"/>		
iv. Equipment	<input type="checkbox"/>		
v. Other	<input type="checkbox"/>		
<b>Total</b>			<b>(USD)</b>

**Submitted by the Member Association**

Approved by President of Member Association		Approved by General Secretary of Member Association	
Name		Name	
Date		Date	
Signature		Signature	

Association Stamp

Please complete the yellow sections highlighted above.

# AFC ENHANCE PROGRAMME



## Extra-Time Programme Application Form

<b>Member Association</b>	
<b>Year</b>	
<b>Type of Project</b>	
<b>Cost</b>	
<b>Project</b>	

Any additional information related to the project (utilisation, benefits, etc)

### Submitted by the Member Association

Approved by President of Member Association		Approved by General Secretary of Member Association	
Name		Name	
Date		Date	
Signature		Signature	

Association Stamp

Please complete the yellow sections highlighted above.

## Document H

## AFC ENHANCE PROGRAMME

**Application to join Enhance Programme  
- Financial Details**


Document H

<b>Member Association</b>	
Year	
Programme	

## Reasons for applying to join the AFC Enhance Programme

Financial Summary (previous two (2) years) - Revenue, Net Income.		Net Income for the previous two (2) calendar years preceding the application year	

## Documents to be provided for the previous two (2) calendar years

i. Financial Summary ii. Statutory Audit Reports 

## Submitted by the Member Association

Approved by President of Member Association		Approved by General Secretary of Member Association	
Name		Name	
Date		Date	
Signature		Signature	

Association Stamp	
-------------------	--

Please complete the yellow sections highlighted above.







**ASIAN FOOTBALL CONFEDERATION**

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

T: +603 8994 3388 | F: +603 8994 2689

**the-AFC.com**