ASIAN
FOOTBALL
CONFEDERATION

# AFC ENHANCE PROGRAMME REGULATIONS (2025-2028)



# AFC ENHANCE PROGRAMME REGULATIONS (2025-2028)

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# 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:**

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| **Advantage** | 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. |
| **AFC** | Asian Football Confederation. |
| **AFC Committee** | Any committee of the AFC as constituted in accordance with the AFC Statutes. |
| **Backroom** | A category of activities that covers salary subsidies for the employment of full-time staff and part-time staff performing administrative and operational functions within a Beneficiary Regional Association, including without limitation those positions and functions identified in Appendix 6 of these Regulations. |
| **Beneficiary** | Any Beneficiary Member Association or Beneficiary Regional Association. |
| **Beneficiary Member Association** | Any Member Association receiving the Enhance Programme Fund. |
| **Beneficiary Regional Association** | Any Regional Association receiving the Enhance Programme Fund. |
| **Budget** | The proposed annual utilisation of the Enhance Programme Fund by a Beneficiary. |
| **Central Audit** | An audit of the Enhance Programme Fund undertaken by an independent auditor appointed by the AFC. |
| **Corner** | A category of activities that covers the costs of the construction and/or purchase of a suitable headquarters for a Beneficiary Regional Association that will serve as the location of the general secretariat of the Beneficiary Regional Association and enable its employees to perform their duties. |

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| **Declaration of Commitment** | A document declaring that the Beneficiary will abide by the Regulations in the form set out under Document A of these Regulations. This declaration must be signed by the President and General Secretary of that Beneficiary. |
| **Enhance Programme** | The AFC Enhance Programme. |
| **Enhance Programme Bank Account** | 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. |
| **Enhance Programme Cycle** | Period commencing from the 2025 calendar year for a four (4) year cycle (2025-2028). |
| **Enhance Programme Fund** | 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. |
| **Equaliser** | A category of activities that covers the operational cost of a Beneficiary Regional Association, including without limitation those identified in Appendix 7 of these Regulations. |
| **FIFA** | The Fédération Internationale de Football Association. |
| **Force Majeure** | 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 shortage/failure, war, terrorist action, military operations, riot, crowd disorder, strike, lockouts or other industrial action, civil commotion, epidemic or pandemic. |
| **Kick-Off** | 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. |
| **Member Association** | A football association which is a member of the AFC. |
| **Normalisation Committee** | A committee comprising of individuals appointed by FIFA in consultation with the AFC to replace the executive bodies of an Association for a specific period of time. |
| **Pass** | 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. |
| **Penalty** | A category of activities that covers the specific projects of a Beneficiary Regional Association, including without limitation those identified in Appendix 8 of these Regulations. |

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| **Regional Association** | 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. |
| **Regulations** | These AFC Enhance Programme Regulations, including its appendices. |
| **Restricted Funding** | A targeted mode of funding in circumstances deemed necessary to enforce compliance with these Regulations and/or ensure good financial governance. |
| **Suspended Member Association** | A Member Association, which has been suspended by FIFA and/or the AFC. |
| **Stadium** | 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. |
| **Volley** | 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 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 a 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, Backroom, Equaliser, Penalty, and Corner) 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 g) 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 9.56 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 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) 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;

c) 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;

d) deciding and/or amending the distribution ratio and schedule of disbursement of the Enhance Programme Fund based on the recommendation of the AFC General Secretariat and subject to the AFC's finances and cashflow;

e) excluding any Beneficiary from the Enhance Programme following a review and evaluation of the existing Enhance Programme and budget(s);

f) 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;

g) granting exemptions to these Regulations upon the proposal of the AFC General Secretariat; and

h) 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;

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 or projects 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 activities or 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 full-time general secretary who is physically present in the beneficiary country; have a technical director; employ an Enhance Programme manager for the purposes of monitoring the operation of the Enhance Programme; and employ or appoint 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, the requirements to have a full-time general secretary who is physically present in the beneficiary country, a technical director and a child safeguarding officer shall only apply to a Beneficiary Member Association;

m) have the general secretary to serve as the authorised signatory for all payments made under the Enhance Programme;

n) have a written strategic plan that is approved by the highest legislative or authoritative body of the Beneficiary;

o) open a dedicated US Dollar Enhance Programme Bank Account for the receipt and disbursement of the Enhance Programme Fund (it is 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) 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;

q) have its participation in the Enhance Programme and relevant projects 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

r) 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:

a) 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 approved by the AFC under Kick-Off, Pass, Volley and Stadium.

b) a funding of up to a maximum of Six Hundred Thousand United States Dollars (USD 600,000) 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 approved by the AFC under Advantage.

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 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 Regional Association) to be utilised for activities or projects approved by the AFC under Backroom, Equaliser, Penalty, and Corner.

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 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 Regional Association) to be utilised for activities or projects approved by the AFC under Backroom, Equaliser, Penalty, and Corner.

# 6. CONDITIONS OF USE

6.1 The Enhance Programme Fund for Kick-Off, Pass, Volley and Stadium pursuant to Article 5.1(a) of these Regulations shall only be utilised in the following manner by the Beneficiary Member Association 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 States 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.

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 For any activities and 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 activity or project.

The criteria for the utilisation of the Enhance Programme Fund for activities or projects under Kick-Off, Pass, Volley and Stadium (cf. Articles 6.1.1, 6.1.2, 6.1.3 & 6.1.4 of these Regulations) is set out under Appendix 1, Appendix 2, Appendix 3 and Appendix 4 of these Regulations respectively.

6.2 The Enhance Programme Fund for Advantage pursuant to Article 5.1(b) of these Regulations shall only be utilised by a Beneficiary Member Association for the following activities or projects 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 and Five Hundred United States Dollars (USD 52,500) of the Enhance Programme Fund for Advantage can be utilised for the salary subsidies of full-time coaching staff for all the men's national teams (senior, U23, U20, U17, futsal and beach soccer) 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 and Five Hundred United States Dollars (USD 52,500) of the Enhance Programme Fund for Advantage can be utilised for the salary subsidies of full-time coaching staff for all the women's national teams (senior, U23, U20, U17 and futsal) 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 Technical 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 pursuant to Article 5.2 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:

6.3.1 Backroom

6.3.1.1 Without prejudice to the application of Article 8 of Appendix 6 of these Regulations, a maximum of Two Hundred and Ten Thousand United States Dollars can be utilised for Backroom activities and/or projects as set out in Appendix 6 of these Regulations.

6.3.2 Equaliser

6.3.2.1 A maximum of One Hundred Thousand United States Dollars (USD 100,000) can be utilised for Equaliser activities and projects as set out in Appendix 7 of these Regulations.

6.3.3 Penalty

6.3.3.1 A maximum of One Hundred Thousand United States Dollars (USD 100,000) can be utilised for Penalty activities and projects as set out in Appendix 8 of these Regulations.

6.3.4 Corner

6.3.4.1 A maximum of Ninety Thousand United States Dollars (USD 90,000) can be utilised for Corner activities and projects as set out in Appendix 9 of these Regulations.

The criteria for the utilisation of the Enhance Programme Fund for Backroom, Equaliser, Penalty and Corner activities or projects are set out under Appendix 6, Appendix 7, Appendix 8 and Appendix 9 of these Regulations respectively.

6.4 Enhance Programme Fund shall not be utilised by the Beneficiary for any of 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 Member Association's/Regional Association's corporate tax;

f) subject to Appendix 2 and 3 of these Regulations, 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.

6.5 The Enhance Programme Fund may be utilised for the following payments incidental to the implementation of activities or projects under the Enhance Programme, 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 shall not be eligible to apply to join the Enhance Programme unless the applicable suspension is lifted by FIFA and/or the AFC.

7.3 In order to benefit from the funding(s) under Articles 5.1 a) and b) of these Regulations, 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 months of the close of the financial year.

7.4 For the purposes of clarity, the funds received by the Beneficiary Member Association through the FIFA Forward Programme, AFC Enhance Programme and any FIFA, AFC and/or Regional Association subsidies/grants towards the fulfilment of its objectives, will not be taken into consideration and will be excluded while determining the total income of the Beneficiary Member Association pursuant to Article 5.1 above.

7.5 For the purposes of determining the annual total income of the Beneficiary Member Association pursuant to Article 7.3, any income or benefit generated or received, directly or indirectly, by a Related Party of the Beneficiary Member Association which is applied towards or in support of the Beneficiary Member Association's football activities, football development, football infrastructure or other football-related objectives shall be included in the calculation of the Beneficiary Member Association's annual total income, including cash or value in kind ("Related Party Income").

7.6 For the purposes of Article 7.5, a "Related Party" shall mean any entity or person that has a relationship with the Beneficiary Member Association such that either party, directly or indirectly, has the ability to control, jointly control or exercise significant influence over the other, or otherwise acts in coordination with the other, including, without limitation, any entity established, founded, controlled or managed by, or otherwise affiliated with, the Beneficiary Member Association, its governing body or its key management personnel.

7.7 The Beneficiary Member Association shall disclose all Related Party Income to the AFC and shall provide such supporting information and documentation as may be requested by the AFC in relation to the same. Failure to disclose any information required under this Article, or the provision of incomplete or misleading information, shall constitute a material breach of the Beneficiary Member Association's obligations under these Regulations and may result in the suspension, termination and/or recovery of any funding granted under this Programme.

7.8 The AFC Development Committee is competent to amend the annual total income threshold as set out in Articles 7.3 above and /or add additional criteria for the funds.

# 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 G (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. The decision of the AFC Development Committee shall be final, binding and non-appealable.

# 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 and 5.2 of these Regulations should be made as follows:

9.1.1 <u>Beneficiary Member Associations</u>

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 General Secretariat 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) Document 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;

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, where in a language other than English, shall be provided with a certified English translation thereof;

f) Document F – Advantage Application Form; and

g) employment contracts, the curricula vitae and certificates, where relevant, of all coaches and technical staff members pursuant to Article 5.1 b) of these Regulations and such documents shall be in English or, where in a language other than English, shall be provided with a certified English translation thereof.

9.1.1.4 The application process to benefit from the Stadium and Advantage funds are set out in Appendix 4 and Appendix 5 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 General Secretariat 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) Document 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) Document D1 – AFC Enhance Programme Manager; and

f) employment contracts of any full-time and part-time staff pursuant to Article 6.3.1 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. 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 After an application has been approved in accordance with these Regulations, the Beneficiary shall submit quarterly expenditure statements in the form provided by the AFC. The report must include details on progress and spending according to pre-defined objectives and the approved Budget.

9.5 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 and Advantage referenced under Article 10.1.2 of these Regulations, the Enhance Programme Fund shall be disbursed to the Beneficiary Member Association's Enhance Programme Bank Account as per the following allocation subject to the fulfilment of the necessary conditions and requirements.

a) First Payment: Fifty percent (50%) of the total Enhance Programme Fund to be disbursed upon receipt of approval and documents stated in Article 9.1.1.3; and

b) Second Payment: Fifty percent (50%) of the total Enhance programme Fund to be disbursed upon the AFC's receipt and approval of the following documents which shall be submitted by the Beneficiary Member Associations by 30 June:

i. Central Audit report conducted by the AFC as per Article 18 of these Regulations;

ii. latest Beneficiary Member Association annual statutory audit report 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 and Advantage activities or projects are set out in Appendix 4 and Appendix 5 of these Regulations.

10.2. Beneficiary Regional Association

10.2.1 If the Enhance Programme application is approved by the AFC General Secretariat, the Enhance Programme Fund shall be disbursed to the Beneficiary Regional Association's Enhance Programme Bank Account as per the following allocation subject to the fulfilment of the necessary conditions and requirements.

a) First Payment: Fifty percent (50%) of the total Enhance Programme Fund to be disbursed 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 upon receipt and approval of the following documents which shall be submitted by the Beneficiary Regional Association by 30 June:

i. Central Audit report conducted by the AFC as per Article 18 of these Regulations;

ii. latest Beneficiary Regional Association annual statutory audit report 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 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

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 6.3.1), Equaliser (cf. Article 6.3.2), and Penalty (cf. Article 6.3.3) in a particular year shall only be carried forward for use in relation to Penalty and/or Corner 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 The unclaimed funds for activities or projects under Corner (cf. Article 6.3.4), in a particular year shall be carried forward for use in relation to Penalty and/or Corner activities or projects in the following year and not for use in respect to activities or projects under Backroom and Equaliser; and

13.3.2.3 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 to Penalty and/or Corner 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.

13.5 For clarity, any unclaimed funds pursuant to Article 13.3 of these Regulations shall only be used following the written notification of the approval of the AFC in accordance with these Regulations.

## 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 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) shall only be carried forward for use in relation to activities or projects under Stadium.

14.1.1.2 The unutilised funds for activities or projects under Advantage (cf. Article 6.2) shall only be carried forward for use in relation to activities or projects under Stadium.

For clarity, the unutilised funds pursuant to Articles 14.1.1.1 and 14.1.1.2 shall only be used following written notification of the approval of the AFC in accordance with these Regulations.

14.1.2 Beneficiary Regional Association

14.1.2.1 The unutilised funds for activities or projects under Backroom (cf. Article 6.3.1), Equaliser (cf. Article 6.3.2), and Penalty (cf. Article 6.3.3) shall only be carried forward for use in relation to activities or projects under Penalty and/or Corner activities or projects in the following year and not for use in respect to activities or projects under Backroom and/or Equaliser; and.

14.1.2.2 The unutilised funds for activities or projects under Corner (cf. Article 6.3.4), in a particular year shall only be carried forward for use in relation to Penalty and/or Corner activities or projects in the following year and not for use in respect to activities or projects under Backroom and Equaliser.

For clarity, the unutilised funds pursuant to Articles 14.1.2.1 and 14.1.2.2 shall only be used following written notification of the approval of the AFC in accordance with these Regulations

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, 14.1.1.2, 14.2, 15.1 and Appendix 5 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. 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 – 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) Document F – Advantage Programme Application Form (where applicable);

f) employment contracts, the curricula vitae and certificates where relevant, of coaches and the technical staff members pursuant to Article 5.1 (b). of these Regulations and such documents shall be in English or, where in a language other than English, shall be provided with a certified English translation thereof;

g) latest annual accounts audited by the statutory auditor and approved by its congress; and

h) 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 – AFC Enhance Regional Association Programme Bank Account Information;

c) Document 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 6.3.1 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 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 73 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 (cf. Article 6.6).

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 22 September 2026 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 2027 calendar year onwards. For the avoidance of doubt all activities relating to applications under the Enhance Programme that were made in the 2025 and 2026 calendar years and/or previous calendar years for the cycle 2021-2024 shall continue to be governed by the applicable AFC regulations that were in force as at the date of the application ("Previous Regulations").

For the AFC Executive Committee

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

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

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# Appendix 1: Kick-Off

1. Activities/Projects for Kick-Off cover 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 headquarters, payment of audit fees, rental of headquarters, 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 General Secretariat 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 full-time 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 cover the participation and/or organisation of the men's national teams, clubs and youth football, futsal and beach soccer matches/ competitions of all age categories.

   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 match(es)/competition(s);

   b) travel to or organise any training camps;

   c) travel to participate in or organise any friendly match(es)/competition(s);

   d) organisation cost of domestic match(es)/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; and/or

   e) such other costs associated to the participation and/or organisation of football matches/competitions 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 cover the participation and/or organisation of the women's national teams, clubs and youth football, futsal & beach soccer matches/ competitions under all age categories. 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 match(es)/competition(s);

   b) travel to or organise any training camps;

   c) travel to play in or organise any friendly match(es)/competitions;

   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; and/or

   e) such other costs associated to the participation and/or organisation of women's football matches/competitions 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 full-size football turf – artificial & natural;

b. Installation of floodlights;

c. Installation of scoreboard;

d. Installation of LED boards;

e. Installation of turnstiles;

f. Seating solutions;

g. Construction of football academies;

h. Construction of press conference rooms in the stadium;

i. Solar solutions;

j. Purchase of referee equipment and VAR system;

k. Purchase of player tracking system;

l. Purchase of playing kit and equipment;

m. Purchase of gym equipment;

n. Purchase of team bus;

o. Purchase of land for utilisation by the Beneficiary Member Association for football related activities;

p. Refurbishing of the headquarters, stadiums & academies;

q. Renovation of headquarters, academies, and any other facilities; and/or

r. Any other football related infrastructure projects, subject to prior approval and/or approval of the AFC (cf. Article 3.5 of this Appendix).

## 3. PROJECT MANAGEMENT

3.1 For any projects under Stadium to be approved by the AFC, the Beneficiary Member Association shall submit the project application together with the Budget for the project, the nature of the project, timeline for executing such project and the benefits that the Beneficiary Member Association would derive through implementation of the project.

3.2 The Beneficiary Member Associations must manage its projects in accordance with the Regulations, this Appendix and the terms of the countersigned project agreement.

3.3 The Beneficiary Member Associations shall ensure that:

3.3.1 they have the right, title and interest to undertake the relevant infrastructure projects 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;

3.3.2 ownership and/or use of the land or property by the Beneficiary Member Association pursuant to Article 3.3.1 above, shall be in perpetuity or for a period not less than ten (10) years; and

3.3.3 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.

3.4 The Beneficiary Member Associations shall also:

3.4.1 establish and implement appropriate practices and procedures to evaluate and select vendors, suppliers, contractors, and subcontractors, it being acknowledged that:

3.4.1.1 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

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

a) company background;

b) quotation breakdown (itemisation plus breakdown of any construction costs);

c) registration details of company;

d) images of proposed products; and

e) 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.

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

3.5 Upon examination and verification of the information and documentation submitted by the Beneficiary Member Association, the AFC General Secretariat shall decide on the approval of the application.

3.6 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 (Article 3.5 of this Appendix). 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 3.5 of this Appendix).

## 4. PROCEDURE FOR SUBMISSION OF PROJECTS

For any projects under Stadium to be approved by the AFC, the Beneficiary Member Association shall submit the project application together with the Budget for the project, the nature of the project, timeline for executing such project and the benefits that the Beneficiary Member Association would derive through the implementation of the project.

4.1 Requirements

4.1.1 Beneficiary Member Association shall submit the following in respect of its application for funding for 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 The 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 Association is 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 Stadium. 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 requesting 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 conducting 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. (cf.Article 3.5 of this Appendix), 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 Associations 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 demonstrate 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 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 Associations 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 Stadium if the necessary conditions and requirements are met.

6.2 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).

6.3 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.

6.4 The allocated infrastructure funding may be used solely for the approved purposes and as defined in the infrastructure project agreement.

6.5 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 and shall ensure that the AFC is not to 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 General Secretariat 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 consider 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 for 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, U23, U20, U17, futsal and beach soccer) 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 A 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 Coaching Certificate

d) Goalkeeping Coach – minimum of AFC Goalkeeping Level A Coaching 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 Coaching Certificate

d) Goalkeeping Coach – minimum of AFC Goalkeeping Level A Coaching 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 Coaching Certificate

d) Goalkeeping Coach – minimum of AFC Goalkeeping Level B Coaching 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 1 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 1 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 Football Fitness Level 1A or Futsal Fitness Level 1

1.1.8 The Beneficiary Member Association must provide the employment contracts, curricula vitaes and certificates 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, U23, U20, U17, futsal) 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 Coaching Certificate

d) Goalkeeping Coach – minimum of AFC Goalkeeping Level A Coaching 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 Coaching Certificate

d) Goalkeeping Coach – minimum of AFC Goalkeeping Level A Coaching 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 Coaching Certificate

d) Goalkeeping Coach – minimum of AFC Goalkeeping Level A Coaching 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 Coaching Certificate

d) Goalkeeping Coach – minimum of AFC Goalkeeping Level B Coaching 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 Certificate

d) Goalkeeping Coach – minimum of AFC Futsal Goalkeeping Level 1 Coaching Certificate

1.2.6 The Beneficiary Member Association must provide the employment contracts, curricula vitaes and certificates 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.

The Beneficiary Member Association must provide the employment contract, curriculum vitae and certificate of the above-mentioned technical staff and such documents shall be in English or provided with a certified English translation thereof.

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 Head and Staff in Women's Football, it has to submit the following information and documents to the AFC General Secretariat:

Head

- Employment contract, certificate and curriculum vitae.

Staff

- Employment contract and curriculum vitae for each staff.

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 Head and Staff in Coach Education, it has to submit the following information and documents to the AFC General Secretariat:

Head

- Employment contract, certificate and curriculum vitae.

Staff

- Employment contract and curriculum vitae for each staff.

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 Head and Staff in Youth Football, it has to submit the following information and documents to the AFC General Secretariat:

Head

- Employment contract, certificate and curriculum vitae.

Staff

- Employment contract and curriculum vitae for each staff.

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 Head and Staff in Grassroots, it has to submit the following information and documents to the AFC General Secretariat:

Head

- Employment contract, certificate and curriculum vitae.

Staff

- Employment contract and curriculum vitae for each staff.

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 Technical Operational Expenses

Conducting coaching courses under the AFC Coaching Convention as well as other technical courses related to 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 with 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 pursuant to Article 9.1 of these Regulations.

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 employment contracts, curricula vitae, and certificates wherever relevant, of the respective 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 technical operational expenses will be released to the Beneficiary Member Associations 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 General Secretariat 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 be shall only be carried forward to the next year for use in relation to Stadium 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.

3.5 Beneficiary Member Associations must keep all records to ensure that payments made can be reviewed and audited during the Central Audit.

3.6 For clarity, the unutilised funds pursuant to Article 3.2 of this Appendix 5 shall only be used upon approval of the AFC in accordance with these Regulations.

# Appendix 6: Backroom

1. Activities/Projects under Backroom cover salary subsidies for the employment of full-time staff and part-time staff engaged to perform administrative and operational functions within the Beneficiary Regional Association, including without limitation, the following:

    a) General Secretary/Chief Executive Officer (maximum of Fifty-Eight Thousand Eight Hundred United States Dollars (USD 58,800)

    b) Head of Finance (maximum of Twenty-Five Thousand Two Hundred United States Dollars (USD 25,200)

    c) Head of International Relations (maximum of Twenty-Five Thousand Two Hundred United States Dollars (USD 25,200);

    d) Head of Competitions (maximum of Twenty-Five Thousand Two Hundred United States Dollars (USD 25,200);

    e) Head of Marketing, Media and Communications (maximum of Twenty-Five Thousand Two Hundred United States Dollars (USD 25,200);

    f) Head of Safeguarding (maximum of Twenty-Five Thousand Two Hundred United States Dollars (USD 25,200);

    g) Head of Legal (maximum of Twenty-Five Thousand Two Hundred United States Dollars (USD 25,200).

2. The funding for Backroom shall not be used for the following:

    a) payment of bonuses to staff;

    b) payment of living and accommodation expenses and/or transport allowances 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 General Secretariat 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 full-time staff and any part-time staff employed to the AFC General Secretariat, and such documents shall be in English or provided with a certified English translation thereof.

5. From the allocated Ninety Thousand United States Dollars (USD 90,000) for activities under Corner for the relevant calendar year, the Beneficiary Regional Association is allowed to transfer the allocation from Corner for use under Backroom upto a maximum of Ninety Thousand United States Dollars (USD 90,000) per year to cover the salary subsidies for the employment of full-time and/or part-time staff engaged to perform administrative and operational functions within the Beneficiary Regional Association (c.f. Article 16 of Appendix 9 of these Regulations) including, without limitation, to the following:

   a) General Secretary/Chief Executive Officer (maximum of Eighty-Four Thousand United States Dollars (USD 84,000)

   b) Head of Finance (maximum of Thirty-Six Thousand United States Dollars (USD 36,000)

   c) Head of International Relations (maximum of Thirty-Six Thousand United States Dollars (USD 36,000);

   d) Head of Competitions (maximum of Thirty-Six Thousand United States Dollars (USD 36,000);

   e) Head of Marketing, Media and Communications (maximum of Thirty-Six Thousand United States Dollars (USD 36,000);

   f) Head of Safeguarding (maximum of Thirty-Six Thousand United States Dollars (USD 36,000);

   g) Head of Legal (maximum of Thirty-Six Thousand United States Dollars (USD 36,000).

6. The amounts specified under this Appendix constitute maximum eligible amounts of AFC Backroom funds that may be made available to a BRA and do not prescribe, recommend or otherwise determine the remuneration payable by a BRA to its staff. The remuneration of staff remains a matter for the BRA to determine at its sole discretion, subject to applicable national laws, its statutes and internal governance procedures.

# Appendix 7: Equaliser

1. Activities/Projects under Equaliser cover the operational costs of the Beneficiary Regional Association, including without limitation the following:

   a) A maximum of One Hundred Thousand United States Dollars (USD 100,000) per year for the rental of headquarters. The funds may be utilised to pay the monthly rent of the Beneficiary Regional Association's headquarters.

      - Where the Beneficiary Regional Association is renting its headquarters, 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.

   b) If there is any remaining balance of the allocation for operational expenses after payment of the monthly rent, 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;
      - maintenance/renovation expenses of the headquarters; and/or
      - such other payments as advised by the AFC General Secretariat from time to time.

   c) In the event a Beneficiary Regional Association does not utilise the maximum allocation of funds or decides not to pursue to utilise the maximum allocation of funds for Equaliser in a calendar year, any remaining balance or the maximum allocation of funds therein can be utilised for any activities and/or projects under Penalty and/or Corner in that calendar year, subject to prior written approval of the AFC General Secretariat.

   d) In the event a Beneficiary Regional Association does not utilise the maximum allocation of funds or decides not to pursue to utilise the maximum allocation of funds for Equaliser in a calendar year, and the Beneficiary Regional Association owns the headquarters, in this case, any remaining balance or the maximum allocation of funds therein can be utilised for any activities and/or projects under Penalty in that calendar year, subject to prior written approval of the AFC General Secretariat.

   e) Such other requests from the Beneficiary Regional Associations are subject to the prior written approval of the AFC General Secretariat.

# Appendix 8: 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 election(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 Beneficiary Regional Association must present a valid signed agreement, supplier's invoice and the Beneficiary 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 costs (referees, match commissioners, local general coordinators, liaison officers, security officers, media officers);
   - food & beverage and hospitality;
   - accommodation;
   - transportation;
   - prizes and trophies; and/or
   - such other costs associated with the organisation of football matches under this provision, subject to prior approval of the AFC General Secretariat (cf. Article 9.1.2.2 of these Regulations).

e) Staff Overheads:

- economy class annual return air ticket for expatriate staff to travel to home country;
- economy class air ticket for new staff to travel from home country to the country where the Beneficiary Regional Association's Headquarter is located; and/or
- such other costs related to the employment of expatriate staff.

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 bonuses to staff, teams, players and officials.

# Appendix 9: Corner

1. Activities/Projects under Corner cover the operational costs of the Beneficiary Regional Association, including without limitation the following:

   1.1 Construction and/or purchase of headquarters. Funds may be utilised for the construction and/or outright purchase of the Beneficiary Regional Association's headquarters or pay the equated monthly installments of the Beneficiary Regional Association's headquarters.

   - If the Beneficiary Regional Association has purchased its headquarters, 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.

2. For any construction and/or purchase of headquarters to be approved by the AFC under Corner, the Beneficiary Regional Association shall apply together with the budget stating the benefits that the Beneficiary Regional Association would derive from its implementation.

3. For any construction and/or purchase of headquarters, the Beneficiary Regional Association must manage the project in accordance with the Regulations, this Appendix, and the terms of the countersigned project agreement.

4. The Beneficiary Regional Association shall ensure that:

   4.1 it has the right, title, and interest to undertake the relevant project and maintain all necessary documents and approvals attesting to its ownership or use of any land or property for purposes relating to the approved project;

   4.2 ownership and/or use of the land or property by the Beneficiary Regional Association, pursuant to Article 4.1 above, shall be in perpetuity or for a period not less than ten (10) years; and

   4.3 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.

5. The Beneficiary Regional Association shall also:

   5.1 establish and implement appropriate practices and procedures to evaluate and select vendors, suppliers, contractors, and subcontractors, it being acknowledged that:

5.1.1 projects worth over USD 50,000 shall be tendered publicly by the Beneficiary Regional Association in accordance with its procurement and tender guidelines and local laws prevailing in the country of the Beneficiary Regional Association. The AFC, at its discretion, may require a certified independent auditor to be appointed by the Beneficiary Regional 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

5.1.2 projects equal to or below USD 50,000 will not require a tender however, the Beneficiary Regional Association is required to request for quotations from a minimum of three (3) prospective vendors, supplies, or contractors, including:

a) company background;

b) quotation breakdown (itemisation plus breakdown of any construction costs); and

c) registration details of the company.

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, this should be adhered to.

5.2 cooperate at all times with the AFC with respect to the verification and use of the Enhance Programme Fund for the construction and/or purchase of headquarters.

6. The AFC General Secretariat shall decide whether to approve the application after examining and verifying the information and documentation submitted by the Beneficiary Regional Association.

7. Once a construction and/or purchase of headquarters under Corner has been approved and where applicable, upon execution of the project, the Beneficiary Regional Association shall not be permitted to sell or mortgage the headquarters financed through Corner without the explicit approval from the AFC. Leasing of the same for a purpose other than those defined in the project application is also prohibited without the explicit approval from the AFC.

8. Requirements

8.1. The Beneficiary Regional Association shall submit the following in respect of its application for funding of construction and/or purchase of headquarters under Corner:

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

8.1.2 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.

8.1.3 Risk Assessment/Controls Monitoring Form to assess the risks involved in the implementation of the infrastructure project(s) undertaken.

8.2 The Beneficiary Regional Association shall appoint an external technical consultant with respect to any Infrastructure project(s) undertaken.

9. Application Process

9.1 To apply for funding for the construction and/or purchase of headquarters under Corner, the Beneficiary Regional Association is required to submit the documents set out in Article 8.1 of this Appendix above.

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

9.3 If an application is incomplete or a project does not fulfill any requirement and/or formal condition, the AFC General Secretariat may return it to the applicant Beneficiary Regional Association requesting additional information and/or documentation.

10. Technical Support

10.1 The AFC General Secretariat may appoint an AFC administration technical expert to assist the AFC with matters relating to any proposed construction and/or purchase of headquarters under Corner, including conducting site visits to inspect and verify the status of the infrastructure project(s) as and when required.

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

10.2.1 advise on the feasibility of all construction and/or purchase of headquarters for the Beneficiary Regional Association;

10.2.2 review all documents submitted by the Beneficiary Regional Association regarding the construction and/or purchase of headquarters;

10.2.3 advise the AFC and the Beneficiary Regional Association on the technical specifications regarding the construction and/or purchase of headquarters;

10.2.4 review and verify all progress reports and payment claims submitted by the Beneficiary Regional Association; and

10.2.5 keep track of all payments made to the Beneficiary Regional Association regarding the construction and/or purchase of headquarters.

10.3 The Beneficiary Regional Association shall assist the AFC administration technical expert by providing any documents and information related to the construction and/or purchase of headquarters and allowing access to project sites.

10.4 The AFC General Secretariat may request the Beneficiary Regional Association to provide additional information and documentation that it deems necessary to facilitate the AFC administration technical expert.

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

11. Approval Procedure

11.1 The AFC General Secretariat shall review all documentation and information submitted by the Beneficiary Regional Association. The AFC shall (at its discretion) provide the Beneficiary Regional Association with its approval upon satisfactory completion of the review process.

11.2 Once the funding for the construction and/or purchase of headquarters has been approved, the AFC and the Beneficiary Regional Association will execute a project agreement formalising the AFC's approval of the construction and/or purchase of headquarters and payment of the agreed funding.

12. Implementing and Monitoring Procedure

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

12.2 The Beneficiary Regional Associations shall, during the project implementation phase, undertake to:

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

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

12.2.3 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

12.2.4 inform the AFC immediately of any concerns or problems arising during the implementation and realisation of the project.

12.3 The AFC is not responsible for managing, maintaining, and/or replacing the headquarters investment. The Beneficiary Regional Association must demonstrate consideration for these important issues.

13. Inspection, Audits and Fraud Prevention

13.1 The Beneficiary Regional Association may not use the funding provided for any purpose other than for the approved purposes as set out under the project agreement.

13.2 The AFC reserves the right to inspect and verify any Beneficiary Regional Association accounts and documents and vendor/supplier/contractor records relating to the management of the project and the funding at any time.

13.3 The Beneficiary Regional Associations 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 the project and the allocated 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).

14. Payment Terms and Conditions

14.1 The AFC will only disburse the funding for Corner if the necessary conditions and requirements are met.

14.2 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).

14.3 Funding shall be disbursed only upon receipt of a countersigned project agreement and subject to the condition that the Beneficiary Regional Association does not violate the provisions of the Regulations or the terms of the project agreement.

14.4 The allocated funding may be used solely for the approved purposes and as defined in the project agreement.

14.5 When planning a project, the Beneficiary Regional Association must consider the budget, running costs and maintenance and/or depreciation costs of the project.

14.6 The Beneficiary Regional Association is responsible for all related invoicing and accounting and shall ensure that the AFC is to not be directly invoiced at any time.

14.7 The AFC General Secretariat reserves the right to check or monitor any documents related to a given project at any time.

14.8 The Beneficiary Regional 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 funding for construction and/or purchase of headquarters under Corner 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.

14.9 The AFC General Secretariat reserves the right at its sole discretion to suspend, withhold or revoke the disbursement of funds at any time.

15. Risk Management

15.1 The Beneficiary Regional Association applying for the construction and/or purchase of headquarters must undertake the necessary due diligence and risk management before submitting the application. The Beneficiary Regional Association must identify and analyse the risks associated with the project in terms of time, cost, quality, and scope. The Beneficiary Regional Association must consider the internal and external risks of the project management. These include, but are not limited to:

15.1.1 technical risk - risks related to design and construction;

15.1.2 project management risk - risks due to faulty workmanship, poor quality of raw materials, and execution delays;

15.1.3 financial risk - risks arising from insufficient financing structure;

15.1.4 environmental risk – risks due to the adverse effects the infrastructure project may have on the environment;

15.1.5 operational risk – risks arising due to operating machine and risk in maintenance costs exceeding estimates;

15.1.6 regulatory risk – risks arising from changes in the organisational environment and adverse effects of the regulatory rules;

15.1.7 political risk - risks arising due to political interference in the process or progress of the construction;

15.1.8 legal risk - risks arising due to unawareness about legal terms related to a project; and

15.1.9 contractual risk – risks arising due to unawareness of the terms used in the contract or due to not following the rules of the contract, which may become reason for dispute and due to adequate and defective contract documentation and inappropriate contract arrangements;

15.2 The Beneficiary Regional 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:

15.2.1 risk classification – organising the risks based on their sources;

15.2.2 risk identification - determine the risks that could potentially prevent the project from achieving its objectives;

15.2.3 risk analysis - examining how project outcomes and objectives might change due to the impact of the risk event; and

15.2.4 risk response – develop options and determine actions to enhance opportunities and reduce threats to the project's objectives

16. The allocation for the activities under Corner for the relevant calendar year can be transferred for use under Backroom (c.f. Article 5 of Appendix 6 of these Regulations). In the event a Beneficiary Regional Association does not utilise the maximum allocation of funds, decides not to pursue to utilise the maximum allocation of funds for Corner in a calendar year or decides not to transfer the allocation for the activities under Corner for the relevant calendar year for use under Backroom, any remaining balance or the maximum allocation of funds therein can be utilised for any activities and/or projects under Penalty and/or Corner only in the following calendar year.

17. In the event a Beneficiary Regional Association does not claim the maximum allocation of funds or decides not to pursue to claim the maximum allocation of funds for Corner (including not transferring such funds for use under Backroom (c.f. Article 5 of Appendix 6 and Article 16 of Appendix 9 of these Regulations) in a calendar year, due to the fact that the Beneficiary Regional Association owns the headquarters, any remaining balance or the maximum allocation of funds therein can be claimed for any activities and/or projects under Penalty in that calendar year, subject to prior written approval of the AFC General Secretariat.

18. Such other requests from the Beneficiary Regional Associations are subject to the prior written approval of the AFC General Secretariat.

**Document A**

Document A

ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE 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 | | Name | |
| Date | | Date | |
| Signature | | Signature | |

Association Stamp

*Please complete the yellow sections highlighted above.*

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**Document A**



ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE PROGRAMME
# DECLARATION OF COMMITMENT

| Regional Association | |
|---|---|

## Subject

The AFC Enhance 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 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 | | Name | |
| Date | | Date | |
| Signature | | Signature | |

Association Stamp

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**Document B**

Document B

ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE PROGRAMME
## MEMBER ASSOCIATION'S BANK ACCOUNT DETAILS

*Note: For AFC Enhance Programme Funds only*

| Member Association | |
|---|---|
| **Member 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 Member Association**

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

Association Stamp

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**Document B**



ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE 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 | | Approved by General Secretary of Regional Association | |
|---|---|---|---|
| Name | | Name | |
| Date | | Date | |
| Signature | | Signature | |

Association Stamp

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**Document C1**

Document C1

ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE PROGRAMME PROPOSED BUDGET

| Member Association | |
|---|---|
| **Year** | |
| **Currency** | **(USD)** |

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

**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 | |

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**Document C2**



ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE 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 | | |
| **Total** | | |

Association Stamp

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

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**Document C2**

Document C2

ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE 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 | | |
| **Total** | | |

Association Stamp

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

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ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE 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 | | |
| **Total** | | |

Association Stamp

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

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**Document C2**

Document C2

ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE 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 | | |
| **Total** | | |

Association Stamp

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

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**Document C1**

Document C1

# AFC ENHANCE PROGRAMME PROPOSED BUDGET

| Regional Association | |
|---|---|
| **Year** | |
| **Currency** | **(USD)** |

| No. | Activity / Cost Description | Total (USD) |
|---|---|---|
| 1 | Backroom | |
| 2 | Equaliser | |
| 3 | Penalty | |
| 4 | Corner | |
| **Total** | | |

**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 | |

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ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE 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 | | |
| **Total** | | |

Association Stamp

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

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## Document C2



ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE 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 | | |
| **Total** | | |

Association Stamp

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

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Document C2

ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE 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 | | |
| **Total** | | |

Association Stamp

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

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Document C2

ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE PROGRAMME PROPOSED BUDGET
## COSTS PER CATEGORY

| Regional Association | |
|---|---|
| **Year** | |

*Reference from Document C1*

| Corner | | |
|---|---|---|
| **No.** | **Activity / Cost Description** | **Annual Budget (USD)** |
| 1 | | |
| 2 | | |
| 3 | | |
| 4 | | |
| 5 | | |
| 6 | | |
| 7 | | |
| 8 | | |
| 9 | | |
| 10 | | |
| **Total** | | |

Association Stamp

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

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**Document D**

Document D

ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE 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 meetings of the Regional Association executive committee and/or congresses
- Bank Account Statements for the previous year
- Programme Checklist - including all supporting documents (Document D)

### Submittal of Staff Documentation

| | |
|---|---|
| General Secretary/CEO: | Employment Contract |
| Head of Finance: | Employment Contract |
| Head of International Relations: | Employment Contract |
| Head of Competitions: | Employment Contract |
| Head of Media and Communications: | Employment Contract |
| Head of Safeguarding: | Employment Contract |
| Head of Legal: | Employment Contract |

- 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

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**Document D**






# AFC ENHANCE PROGRAMME
# CHECKLIST

## Second Payment

- Finalised Central Audit Report with Management responses
- Statutory Audit Report approved by the Regional Association's Congress
- Annual Activity Report

## Conditions:

- All new appointments or contract renewals for positions subsidised through the Programme should be in accordance with the requirements set out by the AFC.
- Once a candidate is selected, the Regional Association shall send the candidate's curriculum vitae 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 minimum of a one-year employment contract with the employee prior to the submission of the AFC Enhance Programme application. All applications must be accompanied by the signed employment contract.
- The subsidies shall only be strictly paid towards the staff's basic salary.
- The AFC reserves the right to decline the application of any candidate who does not meet the requirements. For the avoidance of doubt, this provision does not apply to the position of General Secretary/Chief Executive Officer.

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**Document D1**



ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE PROGRAMME
## AFC ENHANCE PROGRAMME MANAGER AT THE BENEFICIARY MEMBER ASSOCIATION

| | |
|---|---|
| **Name** | |
| **Email** | |
| **Contact Number** | |

### Criteria for AFC Enhance Programme Manager

1. Educational Background - Minimum diploma or bachelor's degree, preferably in finance, accounting or business administration. A master's degree or MBA will be an added advantage.

2. Experience - Minimum 3 years of experience in project management and financial management. Preferably in a Football or Sports Organisation.

3. Technical Skills - i. Strong analytical skills to interpret financial data - including preparing annual budgets, managing and monitoring monthly and quarterly spendings, tracking budgets vs actual spends, preparing and submitting reports, assisting in Audits - preparation of statement of accounts, collation of the relevant documentation, providing management responses to the audit reports, taking necessary actions to ensure the agreed upon Action Plans are implemented within the timelines.
   ii. IT Skills - Efficient IT Skills, including financial software (Excel, ERP, etc).

4. Communication Skills - Excellent communication skills with good command over English -written and spoken. Ability to present financial information and any project related information precisely and clearly.

5. Adaptability - Excellent problem-solving skills with ability to handle financial and project management challenges and finding solutions.

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**Document D1**



# AFC ENHANCE PROGRAMME
## CHILD SAFEGUARDING OFFICER AT THE BENEFICIARY MEMBER ASSOCIATION

| | |
|---|---|
| **Name** | |
| **Email** | |
| **Contact Number** | |

**Documents to be provided**

| | |
|---|---|
| **i. CV** | ☐ |
| **ii. Job Description** | ☐ |
| **iii. KPI** | ☐ |
| **iv. Passport Copy** | ☐ |

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**Document D1**



ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE PROGRAMME
## AFC ENHANCE PROGRAMME MANAGER AT THE BENEFICIARY REGIONAL ASSOCIATION

| | |
|---|---|
| **Name** | |
| **Email** | |
| **Contact Number** | |

### Criteria for AFC Enhance Programme Manager

1. Educational Background - Minimum diploma or bachelor's degree, preferably in finance, accounting or business administration. A master's degree or MBA will be an added advantage.

2. Experience - Minimum 3 years of experience in project management and financial management. Preferably in a Football or Sports Organisation.

3. Technical Skills - i. Strong analytical skills to interpret financial data - including preparing annual budgets, managing and monitoring monthly and quarterly spendings, tracking budgets vs actual spends, preparing and submitting reports, assisting in Audits - preparation of statement of accounts, collation of the relevant documentation, providing management responses to the audit reports, taking necessary actions to ensure the agreed upon Action Plans are implemented within the timelines.
   ii. IT Skills - Efficient IT Skills, including financial software (Excel, ERP, etc).

4. Communication Skills - Excellent communication skills with good command over English -written and spoken. Ability to present financial information and any project related information precisely and clearly.

5. Adaptability - Excellent problem-solving skills with ability to handle financial and project management challenges and finding solutions.

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**Document E**



ASIAN FOOTBALL CONFEDERATION

# 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)**

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**Document E**



ASIAN FOOTBALL CONFEDERATION

# 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

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**Document F**



ASIAN FOOTBALL CONFEDERATION

# 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 | ☐ | |
| ii. Assistant Coach | ☐ | |
| iii. GK Coach | ☐ | |
| iv. Fitness Coach | ☐ | |
| v. Other | ☐ | |

| Men's U17 National Team | | (USD) |
|---|---|---|
| i. Head Coach | ☐ | |
| ii. Assistant Coach | ☐ | |
| iii. GK Coach | ☐ | |
| iv. Fitness Coach | ☐ | |
| v. Other | ☐ | |

| Men's U23 National Team | | (USD) |
|---|---|---|
| i. Head Coach | ☐ | |
| ii. Assistant Coach | ☐ | |
| iii. GK Coach | ☐ | |
| iv. Fitness Coach | ☐ | |
| v. Other | ☐ | |

| Men's Futsal National Team | | (USD) |
|---|---|---|
| i. Head Coach | ☐ | |
| ii. Assistant Coach | ☐ | |
| iii. GK Coach | ☐ | |
| iv. Fitness Coach | ☐ | |
| v. Other | ☐ | |

| Men's U20 National Team | | (USD) |
|---|---|---|
| i. Head Coach | ☐ | |
| ii. Assistant Coach | ☐ | |
| iii. GK Coach | ☐ | |
| iv. Fitness Coach | ☐ | |
| v. Other | ☐ | |

| Men's Futsal U20 National Team | | (USD) |
|---|---|---|
| i. Head Coach | ☐ | |
| ii. Assistant Coach | ☐ | |
| iii. GK Coach | ☐ | |
| iv. Fitness Coach | ☐ | |
| v. Other | ☐ | |

| Men's Beach Soccer National Team | | (USD) |
|---|---|---|
| i. Head Coach | ☐ | |
| ii. Assistant Coach | ☐ | |
| iii. GK Coach | ☐ | |
| iv. Fitness Coach | ☐ | |
| v. Other | ☐ | |

| | (USD) |
|---|---|
| **Total** | |

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## Document F

Document F

ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE PROGRAMME
# ADVANTAGE PROGRAMME APPLICATION FORM

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

| Women's Senior National Team | | (USD) |
|---|---|---|
| i. | Head Coach | ☐ |
| ii. | Assistant Coach | ☐ |
| iii. | GK Coach | ☐ |
| iv. | Fitness Coach | ☐ |
| v. | Other | ☐ |

| Women's U23 National Team | | (USD) |
|---|---|---|
| i. | Head Coach | ☐ |
| ii. | Assistant Coach | ☐ |
| iii. | GK Coach | ☐ |
| iv. | Fitness Coach | ☐ |
| v. | Other | ☐ |

| Women's U20 National Team | | (USD) |
|---|---|---|
| i. | Head Coach | ☐ |
| ii. | Assistant Coach | ☐ |
| iii. | GK Coach | ☐ |
| iv. | Fitness Coach | ☐ |
| v. | Other | ☐ |

| Women's U17 National Team | | (USD) |
|---|---|---|
| i. | Head Coach | ☐ |
| ii. | Assistant Coach | ☐ |
| iii. | GK Coach | ☐ |
| iv. | Fitness Coach | ☐ |
| v. | Other | ☐ |

| Women's Futsal National Team | | (USD) |
|---|---|---|
| i. | Head Coach | ☐ |
| ii. | Assistant Coach | ☐ |
| iii. | GK Coach | ☐ |
| iv. | Fitness Coach | ☐ |
| v. | Other | ☐ |

| | (USD) |
|---|---|
| **Total** | |

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# AFC ENHANCE PROGRAMME
## ADVANTAGE PROGRAMME APPLICATION FORM

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

| Technical Staff | | (USD) |
|---|---|---|
| i. | Technical Director | ☐ |
| ii. | Head of Women's Football | ☐ |
| iii. | Staff in Women's Football | ☐ |
| iv. | Head of Coach Education | ☐ |
| v. | Staff in Coach Education | ☐ |
| vi. | Head of Youth Football | ☐ |
| vii. | Staff in Youth Football | ☐ |
| viii. | Head of Grassroots | ☐ |
| ix. | Staff in Grassroots | ☐ |
| x. | Part Time Staff in Technical and Competition Matters | ☐ |

| | (USD) |
|---|---|
| **Total** | |

**SECTION 4 (Technical Operation Expenses – USD 15,000)**

| Technical Operation Expenses | | (USD) |
|---|---|---|
| i. | AFC Coaching Convention | ☐ |
| ii. | Seminars & Workshops | ☐ |
| iii. | Grassroots Events | ☐ |
| iv. | Equipment | ☐ |
| v. | Other | ☐ |

| | (USD) |
|---|---|
| **Total** | |

**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

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**Document G**

Document G

ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE PROGRAMME
## APPLICATION TO JOIN ENHANCE PROGRAMME - FINANCIAL DETAILS

| Member Association | |
|---|---|
| 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

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**Document H**



ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE PROGRAMME
## CORNER PROJECT APPLICATION FORM

| Beneficiary Regional 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.*

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**Document H**



ASIAN FOOTBALL CONFEDERATION

# AFC ENHANCE PROGRAMME
## CORNER PROJECT APPLICATION FORM

**Project Manager at the Beneficiary Regional 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 Regional Association**

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

Regional Association Stamp

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# AFC ENHANCE PROGRAMME
## RISK ASSESSMENT / CONTROLS MONITORING FORM (MA INFRASTRUCTURE PROJECTS RISKS)

| | |
|---|---|
| **Member Association** | |
| **Country / Locality** | |
| **Key MA Activities** | |
| **1. Strategies / Goals** | |
| **2. Risks that can cause this project to fail** | |
| **2a. Strategic / Financial Risks** | |
| | *S2 - Pandemic, Lockdown, Catastrophic Disasters Risks* |
| **2b. Operational Risk Categories** | |
| | *O1 - Compliance - Projects Specifications, Costs/Budget, Quality Deliverables*<br>*O6 - Conflict of Interest, Controls - LOA, Whistleblowing, Code of Conduct in MA*<br>*O5 - MA Staff Competencies Required To Monitor/Deliver Project* |
| **3. Key Risks** | |
| **4. Risk Description** | |
| **5. Risk Owner** | |
| **6. Root Cause (of the risk)** | |
| **7. Consequence (if the risk were to occur)** | |

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# AFC ENHANCE PROGRAMME
## RISK ASSESSMENT / CONTROLS MONITORING FORM (MA INFRASTRUCTURE PROJECTS RISKS)

| | | |
|---|---|---|
| **8a. Gross/Inherent Risks** | *Likelihood* | *Impact* |
| **8b. Target Risk (Controls)** | *Likelihood* | *Impact* |

**9. Existing Controls** — *To Manage / Control The Risk(s) Above*

| Type | Name | Owner | Interval | Effectiveness |
|---|---|---|---|---|
| | | | | |
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|---|---|---|
| **10. (Overall) Control Effectiveness** | *Control Possibility* | *Control Impact* |

**11. MA Management Actions** — *If Any New Controls / Actions To Manage The Risk(s)*

| Type | Name | Owner | Priority | Start Date | Due Date | Status |
|---|---|---|---|---|---|---|
| | | | | | | |
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# AFC ENHANCE PROGRAMME
## RISK ASSESSMENT / CONTROLS MONITORING FORM (RA INFRASTRUCTURE PROJECTS RISKS)

| | |
|---|---|
| **Regional Association** | |
| **Country / Locality** | |
| **Key RA Activities** | |
| **1. Strategies / Goals** | |
| **2. Risks that can cause this project to fail** | |
| **2a. Strategic / Financial Risks** | |
| | *S2 - Pandemic, Lockdown, Catastrophic Disasters Risks* |
| **2b. Operational Risk Categories** | |
| | *O1 - Compliance - Projects Specifications, Costs/Budget, Quality Deliverables*<br>*O6 - Conflict of Interest, Controls - LOA, Whistleblowing, Code of Conduct in RA*<br>*O5 - RA Staff Competencies Required To Monitor/Deliver Project* |
| **3. Key Risks** | |
| **4. Risk Description** | |
| **5. Risk Owner** | |
| **6. Root Cause (of the risk)** | |
| **7. Consequence (if the risk were to occur)** | |

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# AFC ENHANCE PROGRAMME
## RISK ASSESSMENT / CONTROLS MONITORING FORM (RA INFRASTRUCTURE PROJECTS RISKS)

| | | |
|---|---|---|
| **8a. Gross/Inherent Risks** | *Likelihood* | *Impact* |
| **8b. Target Risk (Controls)** | *Likelihood* | *Impact* |

**9. Existing Controls** — *To Manage / Control The Risk(s) Above*

| Type | Name | Owner | Interval | Effectiveness |
|---|---|---|---|---|
| | | | | |
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| | | |
|---|---|---|
| **10. (Overall) Control Effectiveness** | *Control Possibility* | *Control Impact* |

**11. RA Management Actions** — *If Any New Controls / Actions To Manage The Risk(s)*

| Type | Name | Owner | Priority | Start Date | Due Date | Status |
|---|---|---|---|---|---|---|
| | | | | | | |
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