



EXTENDED DESK RESEARCH

# UEFA Member Associations and Social Inclusion of Refugees Mapping

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## Executive Summary

UEFA gives support and provide funding to National Associations (NAs) by using many ways. Projects related to social inclusion of Refugees can have different framework.

UEFA support can be:

1. Financial support
2. Resources (human, knowledge, etc.)
3. UEFA visibility (football and European platform)

NA projects supported by UEFA can have different framework. In particular they can be:

1. Supporting existing projects with direct financial support (Short term)

**Germany:** UEFA Football and Social Responsibility financial assistance to the German Football Association (DFB) initiative '1-0 für ein Willkommen' (1-0 for a welcome).

2. Funding creation of new projects (Medium term)

**Iceland:** KSÍ submitted project "Welcome to the football family" to HatTrick programme

3. Funding new infrastructure project (Long term)

**Netherlands:** KNVB Mini-pitch project funded by HatTrick programme

NAs engagement for refugees by using football can be multiple:

1. To create a campaign to raise awareness and to support refugee: To fight against discrimination, to use football player as role model

**Austria:** Austrian national team and association (ÖFB) encourages respect for refugees

2. To provide financial/resources support to grassroots football: Incentive to mobilize football clubs and communities (financial incentive, football material, etc.)
3. To organise event in the community for better inclusion: To have a place and time to meet (street football, mini-pitch activities, Day of Football for All, etc.)

NAs can use several tools to shorten the gap between migrants and local football clubs:

1. Football clubs search engine

**England:** FA has a [Search Engine to Play Football](#): To find male, female, and disability football club at local level

2. Informational brochure for migrants/NGOs and for clubs

**Germany:** The German Federal Ministry for Migration and Refugees (BAMF) has teamed up with the country's national football association to help refugees get better access to football to publish a [brochure](#) [DFB Integration A – Z](#) a reference book for the football family

## Executive Summary table

**SOCIAL INCLUSION  
OF REFUGEES**

**FOOTBALL PLACE**

**TOOL FOR  
REFUGEES**

**TOOLS FOR LOCAL**

**STAKEHOLDERS**

**THEMES**

<b>GRASSROOTS</b>	Integration by playing in local football clubs	<ul style="list-style-type: none"> <li>• Search Engine to Play Football</li> <li>• Brochure 'how to access football'</li> </ul>	<ul style="list-style-type: none"> <li>• Information about Sport &amp; Integration</li> <li>• Financial assistance</li> <li>• Football material</li> </ul>	<ul style="list-style-type: none"> <li>• NA</li> <li>• Local football clubs</li> <li>• NGOs</li> <li>• Local authorities</li> </ul>
<b>ANTI-DISCRIMINATION</b>	Use football voice to fight discrimination		<ul style="list-style-type: none"> <li>• Campaign</li> <li>• Video</li> <li>• Public Statement</li> <li>• Football tournament</li> </ul>	<ul style="list-style-type: none"> <li>• NA</li> <li>• Football players</li> <li>• NGOs</li> <li>• School</li> <li>• Local authorities</li> </ul>
<b>COMMUNITIES</b>	'Street football' as a backyard to meet community member		<ul style="list-style-type: none"> <li>• Football tournament</li> <li>• Mini-pitches</li> <li>• Week of Sport</li> </ul>	<ul style="list-style-type: none"> <li>• NA</li> <li>• Football players</li> <li>• NGOs</li> <li>• Local authorities</li> </ul>

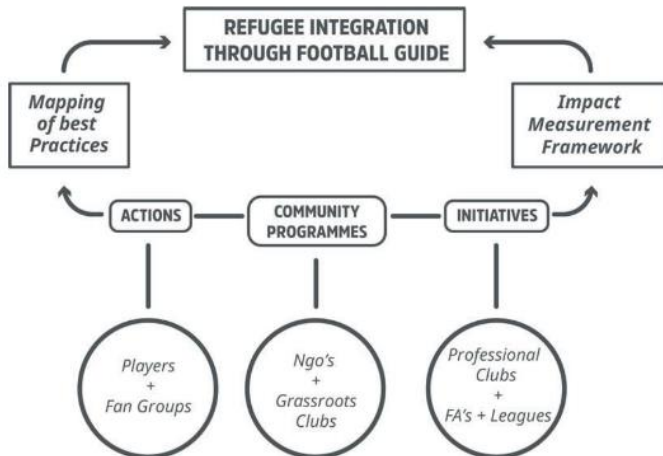


Figure 1 Concept paper: The European Football Eco-System

## UEFA member associations' projects and initiatives

Table UEFA member association's projects

List	Country	Association	Project	Years	UEFA links
<b>Core topic projects</b>					
1.	Germany	DFB	'1-0 für ein Willkommen'	2015	FSR Funding
2.	Iceland	KSÍ	"Welcome to the football family"	2016–20	HatTrick IV programme
3.	Malta	MFA	'Football for Life'	2014–15	Captains of Change
4.	Norway	NFF	Five football development programmes	2008–12	HatTrick II programme
<b>Associated topic projects</b>					
5.	England	FA	Safeguarding Children and Inclusion Projects	2012–16	HatTrick III programme
6.	Bosnia-Herzegovina	NFSBiH	Football Unites the Alps, Adriatic and the Balkans	2012–16	HatTrick III programme
7.	Slovakia	SFZ	SFZ grassroots projects	2008–12	HatTrick II programme
8.	Italy	FIGC	Vivo Azzurro	2008–12	HatTrick II programme
9.	Belgium	URBSFA-KBVB	CSR in Belgium : Open Stadium & Football+Foundation	2008–12	HatTrick II programme
10.	Netherlands	KNVB	Mini pitch project	2008–12	HatTrick II programme
11.	Sweden	SvFF	Installation of 80 mini-pitches	2004–8	HatTrick I programme
<b>UEFA Partners-FAs partnership</b>					
12.	10 FAs	CCPA	Open Fun Football Schools (OFFS)	Since 2003	FSR funding
13.	European wide	Euro Sportring	Euro-Sportring football	2015	FSR support

Supporting existing projects (Short term)

Funding creation of new projects (Short/Medium term)

Funding new infrastructure project (Long term)

## Core topic projects

### 1. DFB – '1-0 für ein Willkommen'

#### Topic

Refugees, social inclusion.

#### How does it work?

Grants to German clubs that offer refugees the opportunity to play football, thereby providing valuable support to municipalities and public authorities

#### UEFA partnership?

UEFA FSR Financial assistance of 50,000€. Project running.

#### Detail

"UEFA, the German Football Association and the German government have pledged financial assistance to foster playing opportunities for refugees across the country.

The DFB's Egidius Braun Foundation and the German national team contributed €300,000 each, a sum matched by the federal commissioner for migration, refugees and integration. UEFA added €50,000, prompting the German government to chip in the same amount.

This money will be used to give initial €500 grants to 800 clubs in 2015 and 600 clubs in 2016. The funds will be distributed to clubs that offer refugees the opportunity to play football, thereby providing valuable support to municipalities and public authorities."

<http://www.uefa.org/social-responsibility/news/newsid=2280444.html>

### 2. KSÍ – "Welcome to the football family"

#### Topic

Social inclusion, immigrants, integration.

#### How does it work?

To support and promote the integration of immigrants, the KSÍ will inform parents with a brochure that explains how to join a football club in Iceland and will distribute football equipment to immigrant children and encourage them to attend training sessions at local clubs. In addition, refereeing courses in a language other than Icelandic will be organised.

#### UEFA partnership?

HatTrick IV 2016–20 projects submitted

#### Detail

"The overriding and common objective of this project is to continue to use football as vehicle to improve inclusion within the Icelandic society. In particular, this project is aimed at welcoming minorities into the football family, using football as motivating tool to bring all people together and offering to minorities a chance to actively participate in football (as players, referees, officials and/or fans).

This project will be implemented as follows:

- Integration of immigrants: In order to actively support and promote the integration of immigrants, the KSÍ will inform parents with a brochure that explains how to join a football club in Iceland and will distribute football equipment to immigrant children and encourage them to attend training sessions at local clubs. In addition, refereeing courses in a language other than Icelandic will be organised.

- Fight against bullying: In order to create awareness and actively participate in this cause, the KSÍ will support the work done by various organisations and grassroots movements dedicated to the fight against bullying using football.

### 3. MFA – ‘Football for Life’

#### Topic

Illegal Immigrants & asylum seekers, integration, social development

#### How does it work?

To provide football training and games for minority groups such as illegal Immigrants & asylum seekers. Football activities are organised by ‘Football for Life Coaches’, a special kind of coach who are trained and engaged according to their area of expertise.

To ensure success and permanency of the MFA Football for Life program the Association has identified Activation Partners to combine forces with & its ‘Football for Life Coaches’ to design and facilitate the programs and activities that are suitable to each particular marginalised group.

#### UEFA partnership?

UEFA’s Captains of Change program 2014–15. Project **achieved**.

#### Detail

“This program involves the training and engagement of a special kind of coach who shall then carry out frequent scheduled tailor-made football sessions to assigned minority groups. These coaches have been chosen according to their area of expertise and have been allocated the relevant minority groups accordingly.

We have called this our ‘Football For Life’ Program and to ensure success and permanency of the MFA Football for Life program the Association has also identified Activation Partners with whom to combine forces with and offered our program as an added dimension to their programs. Then, the Captain & the ‘Football for Life Coaches’, together with the partners, are to design and facilitate programs and activities that are suitable to each particular marginalised group.

The organisations chosen are the official entities overseeing the minority groups identified to still need proper access to Football. Our wish is that Football is made truly accessible to all sectors of society.

To ensure success and permanency of the MFA Football for Life program the Association has identified Activation Partners to combine forces with & its ‘Football for Life Coaches’ to design and facilitate the programs and activities that are suitable to each particular marginalised group.

### 4. NFF – Five football development programmes

#### Topic

Grassroots, inclusion, immigrants, refugees.

#### How does it work?

The Football Association of Norway (NFF) has used much of its HatTrick investment funding to support **nationwide social development programmes and football for all**. It has focused on two key areas: **players with learning disabilities** and encouraging the integration of **immigrant players**.

#### UEFA partnership?

HatTrick II 2008–12. Project **achieved**

#### Detail



## Objectives

- To achieve the goals set in the NFF's three-year grassroots and development action plan (2010–13).
- To develop women's professional football into a strong and attractive brand.
- To develop youth football, coaching activities and player development.
- To focus on education for grassroots referees, leaders and coaches.

## Project description

1. Recruitment programme with the following four target groups: children's football (6-12), youth football (13-19), third division men's and second division women's football, disability football.
2. **Grassroots inclusion programme for disabled people, immigrants and refugees.**
3. Development of women's elite clubs through marketing, economic support and a club development programme.
4. Coaching programme to develop coaching activities, skills and management in grassroots football.
5. Player development programme to ensure that players with ambitions have corresponding training and match opportunities.

## **Inclusion program**

### **Aim:**

Priority areas are inclusion and integration in grassroots football. The Norwegian Football Association (NFF) intends to provide more activity for the target groups and identify related obstacles within the clubs.

### *Disabled*

The main goal is to give people with disabilities in all ages the opportunity to be physically active, develop skills both football-wise and socially and to gain an identity and belonging in the social environment of a football club.

### *Immigrants and refugees*

The aim is to combat racism and discrimination in all areas and ensure that all clubs and tournaments have awareness towards recruitment and participation of all ethnic groups.

### **Scope:**

Among other initiatives related to this subject, we have conducted two ground-breaking reports regarding two target groups (players with learning disabilities and immigrants). The reports are focused on the organizing of teams, the work of volunteers and the players. In addition we support the clubs and regional offices with guidelines associated to this particular matter.

Associated topic projects
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## **5. FA – Safeguarding Children and Inclusion Projects**

### **Topic**

Safeguarding children, Inclusion, minority ethnic people

### **How does it work?**



To provide support to clubs to ensure all youngsters have a safe and enjoyable experience in football. To provide equality outcomes for football.

#### **UEFA partnership?**

HatTrick III 2012–16. Projects submitted 2014

#### **Detail**

“The project objectives are twofold:

1. Safeguarding Children: provide support to clubs, competitions, County FA and professional football to ensure that all youngsters have a safe and enjoyable experience in football;
2. Inclusion Projects: deliver on providing equality outcomes for football, e.g. programmes to address gender inequality, including ‘Women on Boards’ programmes and black Asian and minority ethnic people on to boards (including former professional players).

Through this project The FA will:

- Support the network of designated safeguarding officers across football in the County FAs;
- Continue to support members clubs and leagues with a network of ca. 11,000 voluntary welfare officers;
- Continue to deliver and quality assure the safeguarding children education programmes;
- Maintain The FA safeguarding resources on The FA’s digital platforms;
- Identify observer placement opportunities on football boards for black Asian and minority ethnic graduates from governance trainings;
- Monitor the feedback from the individual observers placed on boards and the host board contact;
- Manage a women’s leadership programme in football; support the programme sponsors for the women’s leadership programme to champion women in senior management and on boards;
- Track and monitor the progress of women and black Asian and minority ethnic people through these governance trainings and placement opportunities;
- Profile women and black Asian and minority ethnic people in leadership roles in football.

## **6. NFSBiH – Football Unites the Alps, Adriatic and the Balkans**

#### **Topic**

Anti-racism and discrimination, ethnic minorities, dialogue.

#### **How does it work?**

Football related activities (National/International youth football tournament, workshops) to tackle racist and nationalistic attitudes and to promote intercultural dialogue in the Balkans.

#### **UEFA partnership?**

HatTrick III 2012–16 programme funding. Project **running**

#### **Detail**

“The project aims to challenge racist and nationalistic attitudes prevalent among football fans and by promoting intercultural dialogue and working with football clubs and fans to develop new types of club identities in Bosnia & Herzegovina.”

- To use football as an instrument of intercultural dialogue and understanding.
- To educate supporters and youth team representatives of clubs on the dangers of ethnic nationalism.

- To overcome nationalism, in particular among youth teams, by means of youth exchange in which all communities participate.
- To use football as a medium to communicate an integrating message targeting young people and to the general public.

#### Activities

1. "Balkaniade": International Youth tournaments in the Balkans
2. Football Unites Workshops
3. Activities with national team and clubs/FARE Action Week
4. FairPlay-Award for tolerance in Premier League
5. International FairPlay Youth tournaments: Vienna meets Balkan/Exchange Programme with teams from the Western Balkans

## 7. SFZ – SFZ grassroots projects

### **Topic**

Grassroots, community building, social inclusion

### **How does it work?**

To promote grassroots football and philosophy in order to give every child (regardless of their financial or social status) an opportunity to participate in football activities.

### **UEFA partnership?**

HatTrick II 2008–12. Project **achieved**

### **Detail**

#### **Objectives:**

1. To organise children's football tournaments in order to promote football among schoolboys and girls, especially from the small cities and villages across the country.
2. To promote a grassroots philosophy, to present football as good fun and to give every child (regardless of their financial or social status) an opportunity to participate in football activities.
3. To enlarge the base of the football pyramid by increasing the number of football players (tournament participants) in the U6 to U11 age categories.

#### **Project description:**

##### **• School Championship**

The SFZ, in cooperation with the ministry of education, intends to establish the biggest tournament in Slovakia for U10s and U11s (boys and girls), expecting the participation of about 25,000 children. The tournament will start in September 2011 with a regional stage and will finish in June 2012 with national finals. The tournament will be open only to schools (UEFA contribution = €290,000).

##### **• Family football tournaments**

This type of tournament, co-organised with the municipalities, is dedicated to the youngest footballers (boys and girls) and their parents. The SFZ would like to involve approximately 18,000 children and to use mini-pitches for such tournaments at regional level. Matches will be six-a-side and one of the players on each must be a parent (UEFA contribution = €150,000).

##### **• Grassroots days**

This event is dedicated to all children aged 4 to 15. It will be organised during one month (June 2012) throughout the entire country and will include approximately 6,000 children from kindergartens, orphanages and schools, disabled children and underprivileged children from a lower social background,

## 8. FIGC – Vivo Azzuro

### Topic

Sports education, social integration

### How does it work?

**Vivo Azzurro** – a long-term investment project launched by the FIGC focusing on culture, social integration and education. Using football as a role model, Vivo Azzurro aims to endorse important values in society, such as respect, loyalty, imagination, passion and team spirit. In terms of structure, it is best described as a travelling football roadshow that is replicated and hosted by a selection of Italian host cities, linked to national team matches. Each new edition of Vivo Azzurro involves local authorities, schools and universities, youth and amateur football clubs and the local community.

### UEFA partnership?

HatTrick II 2008–12. Project **achieved**

### Detail

The general aims of the project “Vivo Azzurro” are:

- To launch the Match event through activities linked to the National team values;
- To make the general public aware of the positive values of Football and of the Maglia Azzurra, forging strong ties with the territory;
- To involve youngsters in social and cultural issues of relevance to the world of football, building an awareness of social responsibility;
- To promote sport education and basic technical training;
- To promote and turn to account the history of Italian football through the travelling Museum of Football;
- To create a community of fans who can identify with the values of Football through the Vivo Azzurro Card;
- To prepare the territory to welcome the team and the fans of visiting National teams;
- To leave a sound legacy for football and for the Italian Football Association.

## 9. URBSFA-KBVB – ‘CSR in Belgium: Open Stadium’ & ‘Football+Foundation’

### Topic

CSR, Social development, Knowledge Center

### How does it work?

The UEFA HatTrick programme first supported the Royal Belgian Football Association (URBSFA-KBVB) in the creation and structuring of its new social responsibility network, **Football+Foundation**. The foundation operates as a knowledge centre for social development programmes and, working in close cooperation with partners and sporting bodies, has created an independent project base. External project applications are also considered for approval and support. [www.fplusf.be](http://www.fplusf.be)

### UEFA partnership?

HatTrick II 2008–12. Project **achieved**

### Detail

### Objectives:

1. To create and sustain a knowledge centre in Belgium to assist, advise, stimulate and coordinate the different CSR initiatives.
2. To organize once a year a call for projects and a distribution of grants to the projects and initiatives filed by the Belgian football family.
3. To organize own projects and initiatives such as the Belgian Homeless Cup, projects on health care and integration of minorities

### Project description:

- Open Stadium will be an organization under the protection and guidance of the Belgian FA and will also gather other actors such as the Federal Government, Regional Government, the 2 Professional leagues, National Lottery and field experts in CSR and Football in Belgium.
- Open Stadium will have 2 full-time employees who will work on a local district office and will be supported in logistics and practical matters by the Belgian FA.
- The UEFA HatTrick II fund will help to ensure the continuity of the programme for at least the next 4 years.
- The UEFA HatTrick II fund will also be used as a lever to negotiate supplementary investments by the Government and the League in order to maximise the grants for the future projects

## 10. KNVB – Mini pitch project

### Topic

Community building, mini-pitches, immigrants

### How does it work?

The Football Association of Norway (NFF) has used much of its HatTrick investment funding to support **nationwide social development programmes and football for all**. It has focused on two key areas: **players with learning disabilities** and encouraging the integration of **immigrant players**.

### UEFA partnership?

HatTrick II 2008–12. Project **achieved**

### Detail

#### Objectives:

1. To install several grassroots pitches in the neighbourhoods of the cities in order to contribute to the limited options for the local youth to practice sport.
2. To give the youth the opportunity to play football in a safe and secure environment close to their homes
3. To promote the playing of the game at the broadest level as well as addressing themes like social responsibility, integration, teamwork and social standards.
4. To involve the parties in a minimum of hours of social management (activities or supervision) every week if possible.'

#### Project description:

- The pitches will be installed through a cooperation between the KNVB, the Johan Cruyff Foundation and the concerned municipalities.

- Installation of 8 mini pitches 42x28m, in cities that are able to organise activities for the promotion of football

## 11. SvFF – Installation of 80 mini-pitches

### Topic

Community building, mini-pitches, immigrants

### How does it work?

The SvFF and HatTrick first joined forces to build **mini-pitches and, in total, 80 have been built so far**. The majority were introduced into densely populated areas, resulting in more football grounds being available to busier communities. This strategy has proved successful, attracting more children to the game and promoting growth.

### UEFA partnership?

HatTrick I 2004–8. Project **achieved**

### Detail

NGO-FAs partnership

## 12. FAs-OFFS

### Topic

Pedagogical football, peace building, social cohesion

### How does it work?

Using the power of football to prove that unity is possible among people from all religions of the country, irrespective of religion, politics, race, sexual orientation and national background.

### UEFA partnership?

CCPA is one of the UEFA FSR Core Partners since 2002.

### Detail

Open Fun Football Schools is a humanitarian project using joyful games and the pedagogical "fun-football-concept" as tool to promote the process of democracy, peace, stability and social cohesion within the Balkan countries, the Trans Caucasus countries and in the Middle East.

Open Fun Football Schools is building on the experience of how wars and ethnic conflicts affect people and their possibilities of returning a daily life in post conflict areas.

Open Fun Football Schools are organised in accordance with our so-called "twin-city strategy" where football clubs, leaders, coaches and children from minimum 2 municipalities and three football clubs representing hostile population groups organise an Open Fun Football School jointly.

OFFS is currently working in four different parts of the world - Balkan, Caucasus, Eastern Europe & Middle East.

- Balkan: [Bosnia & Herzegovina](#), [Croatia](#), [Kosovo](#), [Macedonia](#), [Montenegro](#), [Serbia](#)
- Caucasus: [Armenia](#), [Azerbaijan](#), [Georgia](#)
- Eastern Europe: [Moldova](#), [Ukraine](#)

In each country OFFS try to establish relationship with the Football Association (Details on FAs relationships available on link above).

Table UEFA member association's initiatives and activities in favor of refugees and minorities

List	Country	Association	Initiative	Date	Links
1.	Austria	ÖFB	Austrian national team encourages respect for refugees	10/2015	<a href="http://www.oefb.at/show_berichtdetail.php?ber_id=24917">http://www.oefb.at/show_berichtdetail.php?ber_id=24917</a>
2.	France	FFF	FFF gives 100,000€ to a local NGO working with refugees	10/2015	<a href="http://www.fff.fr/comm/bib_res/ressources/450000/3000/151022183715_pv_comex_10_sept2015.pdf">http://www.fff.fr/comm/bib_res/ressources/450000/3000/151022183715_pv_comex_10_sept2015.pdf</a>
3.	Croatia	HNS	'Minorities' Football Camp project is the integration of sports and tolerance among kids of different nationalities, through football as well as through appropriate workshops	08/2015	<a href="http://hns-cff.hr/en/news/12134/respect-towards-all-regardless-of-religion-or-race/">http://hns-cff.hr/en/news/12134/respect-towards-all-regardless-of-religion-or-race/</a>
4.	Latvia	LFF	Grassroots Week in Latvia gathers local celebrities as promoters. The event emphasised the social factors of football and its incredible accessibility.	10/2015	<a href="http://futboladiena.lv/">http://futboladiena.lv/</a>
5.	Germany	DFB	Germany's national team also released a video to show their stance against violence and racism	10/2015	<a href="https://www.youtube.com/watch?v=hgwAow64xVk">https://www.youtube.com/watch?v=hgwAow64xVk</a>

Awareness and Support

Financial assistance

Activities and inclusion



Table UEFA member association's toolkit

List	Country	Association	Tool	Links
1.	England	FA	<b>Search Engine</b> to Play Football: Find male, female, and disability football club at local level	<a href="http://www.thefa.com/play-football">http://www.thefa.com/play-football</a>
2.	Luxembourg	FLF	<b>Balls donation</b> to each FLF clubs to support youth football.	<a href="http://football.lu/getattachment/18ae80f8-3d88-487f-910e-186f03d35965/10-2015-08-14.aspx">http://football.lu/getattachment/18ae80f8-3d88-487f-910e-186f03d35965/10-2015-08-14.aspx</a>
3.	Germany	DFB	<b>Brochure:</b> The German Federal Ministry for Migration and Refugees (BAMF) has teamed up with the country's national football association to help refugees get better access to football	<a href="http://www.dfb.de/vielfaltanti-diskriminierung/integration/fussball-mit-fluechtlingen/">http://www.dfb.de/vielfaltanti-diskriminierung/integration/fussball-mit-fluechtlingen/</a>
<b>Non-FAs initiatives</b>				
	Germany	DOSB	The German Olympic Sports Confederation (the DOSB) also supports sport for refugees and people with a migratory background through their program: Integration through Sport.	<a href="http://www.integration-durch-sport.de/de/integration-durch-sport/">http://www.integration-durch-sport.de/de/integration-durch-sport/</a>

## UEFA Foundation for Children

### Refugees related projects funded

Table UEFA Foundation for Children projects

List	Country	Partners	Projects	Years	Links
<b>World</b>					
1.	Jordania	AFDP, JFA, UNHCR, Peace and Sport	Football camp on the Za'atari refugee camp	2012–18	<a href="http://uefafoundation.org/news/childrens-lives-at-the-zaatari-camp/">http://uefafoundation.org/news/childrens-lives-at-the-zaatari-camp/</a>

### World

#### 1. Jordania – AFDP, JFA, UNHCR, Peace and Sport

UEFA Foundation started to fund this project in 2012. A [new collaboration](#) between Peace and Sport and the UEFA Foundation for Children is aimed to leverage the project outside the camp in villages

#### Detail

Nearly 80,000 Syrian refugees – 57 percent of whom are children – live at the Za'atari camp, which is located in the Jordanian desert. The UEFA Foundation for Children, in collaboration with UNHCR and the Asian Football Development Project, is helping children and young people through sports activities, in particular football, to allow them to play and remain children in a situation of war.

#### Information

##### UEFA donates €2m to help child migrants

The UEFA Executive Committee approved a €2m donation to the UEFA Foundation for Children, in order to help child migrants in Europe and beyond. The UEFA Foundation for Children, which was established on 24 April 2015, will work on several initiatives aimed at improving the lives of children affected by the current movement of mass migration.

<http://www.uefa.org/mediaservices/mediareleases/newsid=2284372.html>

## Literature

### UEFA Research Grant Programme funding

*Most of the final reports for the studies listed here can be obtained by sending an email request to [universities@uefa.ch](mailto:universities@uefa.ch).*

#### **Reciprocal effects involving the recipients of social engagement by football associations and clubs (2013/14)**

*Stefan Walzel, Deutsche Sporthochschule Köln, Germany*

The majority of national football associations in Europe show commitment to society through many social activities. Although many football organisations have heavily invested in corporate social responsibility (CSR) initiatives over the last decade, not much is known about the outcome and effectiveness of CSR activities for respective football organisations themselves. This research project presents the first comprehensive, comparative study in European football drawing on recipients' attitudes towards socially engaged football associations. Therefore, a standardised online survey was conducted in England, Germany and Italy (n>500 per country). The survey examined key managerial aspects of CSR, including the recognition of the social initiatives, the CSR awareness of football associations, the attributed motives for implementing social activities and the CSR reputation of football associations. The analysis demonstrates that the population in all three countries knows relatively little about the social programmes and activities of the respective football associations. Despite this, respondents mainly attributed extrinsic motives to national football association's social engagement – yet, it is intrinsic motives which increase credibility. Further, for none of the examined football associations is a positive CSR reputation confirmed.

However, the study provides evidence for a positive relation between CSR awareness and different outcome variables (e.g. identification with the football association). In addition, it shows that this relation is positively moderated by the individual attitude of reciprocity. This study demonstrates that football organisations can benefit from their CSR activities and even more so if the social engagement is well perceived in society. Therefore, appropriate and comprehensive communication of their CSR activities is one of the main challenges for football organisations.

#### **A comparative perspective on European football – the organisational capacity of European football clubs (2014/15)**

*Christoph Breuer, German Sport University, Cologne, Germany*

In order to ensure the sustainable development of the European football pyramid, grassroots football clubs need to fulfil their roles, functions and missions. This involves the ability to deploy resources from different capacity dimensions, including human, financial and structural capacities (i.e. infrastructure, planning and development, external relationships and networks). Each of these capacity dimensions can have a different influence on the ability of an organisation to achieve its objectives.

In contrast to previous academic research on European football, which has mainly focused on the professional level, this research project sought to compare organisational capacities at the base of Europe's football pyramid. It assessed differences across countries in terms of organisational capacities and problems, as well as differences in the public welfare effects that football clubs generate. The influence of organisational capacities on organisational problems and public welfare effects was also analysed.

The empirical comparison between football clubs in Europe was designed as a cross-sectional study drawing primary data from European football clubs in six countries (n=36,166). Over 5,100 clubs participated in an online survey, indicating that attracting and retaining volunteers and referees and the cost of operations were the three

biggest organisational problems. European clubs did not differ substantially in terms of the ranking of 20 different organisational problems and their respective magnitudes.

However, this organisational capacity framework pointed to significant variation in the resources of European football clubs. All capacity dimensions have the potential to contribute to an organisation's survival. However, the picture of how specific capacities determine problem levels and public welfare effects is not straightforward, and the effect sometimes varies across countries.

### **Corporate social responsibility in European football (2011/12)**

*Geoff Walters, Birkbeck College, University of London, UK*

Organisations face significant pressure to be accountable and to show commitment to society through social and environmental activities. The concerns of transparency and accountability are also relevant to sport, with some suggesting that sports organisations cannot ignore corporate social responsibility (CSR) and that they have to implement it. Although many sports organisations have, over the last few decades, engaged with various CSR imperatives, including philanthropy, community involvement, youth educational activities and youth health initiatives, this research project presents the first comprehensive, comparative survey in the European football industry, drawing on the most up-to-date academic research. It represents a significant step towards greater understanding of CSR in sport and in European football. All 730 top-division football clubs in Europe and UEFA's 53 member associations were surveyed, and a total of 43 national associations and 112 football clubs from 44 European countries responded. The survey examined key managerial aspects of CSR, including implementation, communication, stakeholder engagement and measurement. The analysis demonstrated that the large majority of national associations and football clubs are involved in a number of initiatives with various stakeholders such as local communities, young people and schools, although supporters were deemed the most important stakeholder group for the football clubs. Despite this, a majority of clubs reported that making connections with the community was a significant challenge. Resource constraints and securing funding were also two significant challenges faced by both national associations and football clubs in relation to CSR implementation. Club responses were also analysed by size, revealing that there are a number of significant differences between large clubs and small clubs in relation to the types of CSR activity that they implement. However, the challenges that clubs face when implementing CSR affect all clubs regardless of their size.

## Other paper

### **The Roles of Sport and Education in the Social Inclusion of Asylum Seekers and Refugees**

*Green, M., Henry, I. et al. (2004)*

The project reported in this report represents one of approximately 185 projects at the local, regional, national, transnational or community-wide level, selected and co-financed by the European Commission DG Education and Culture, under the aegis of the European Year of Education through Sport (2004), a policy initiative of the Council of Europe and the European Parliament.

[http://assets.sportanddev.org/downloads/the\\_roles\\_of\\_sport\\_and\\_education\\_in\\_the\\_social\\_inclusion\\_of\\_asylum\\_seekers\\_and\\_refugee.pdf](http://assets.sportanddev.org/downloads/the_roles_of_sport_and_education_in_the_social_inclusion_of_asylum_seekers_and_refugee.pdf)

### **Football et intégration Les clubs de migrants albanais et portugais en Suisse**

*Poli R., Berthoud J., Busset T., Kaya B.: Editions Peter Lang, Collection « Savoirs sportifs » (2012), 162 p.*

The research was conducted by CIES and this project carried out by Raffaele Poli and Thomas Busset, in collaboration with Jérôme Berthoud and Bülent Kaya. Via a qualitative approach consisting in semi-structured interviews and fieldwork observations, they have analysed the contribution of amateur football clubs created by migrants from Portugal and Kosovo to link people from different origins both in the German and French-speaking part of Switzerland

## Toolkit

### **Willkommen im Verein! - Fußball mit Flüchtlingen (Welcome to the club! - Football with refugees), DFB, 2015**

Beim Engagement für Flüchtlinge tauchen vor Ort in den Vereinen oft Fragen auf: Wie sind Flüchtlinge eigentlich versichert? Können Flüchtlinge eine Spielberechtigung erhalten? Und dürfen sie überhaupt mit zum Auswärtsspiel? Die meisten dieser Fragen lassen sich ganz leicht beantworten. Daher haben der Deutsche Fußball-Bund und die Beauftragte der Bundesregierung für Migration, Flüchtlinge und Integration beschlossen, gemeinsam diese Handreichung herauszugeben.

[http://www.bundesregierung.de/Content/Infomaterial/BPA/IB/Fu%C3%9Fball\\_%20mit\\_Fluechtlingen.html](http://www.bundesregierung.de/Content/Infomaterial/BPA/IB/Fu%C3%9Fball_%20mit_Fluechtlingen.html)

### **Integration A – Z, DFB**

A comprehensive source of information for the football family as well as for journalists and politicians, the reference book is "Integration: A to Z" is published by the DFB

[http://www.dfb.de/fileadmin/dfbdam/13449-DFB\\_Buch\\_Integration\\_A-Z-2.pdf](http://www.dfb.de/fileadmin/dfbdam/13449-DFB_Buch_Integration_A-Z-2.pdf)

### **Sport and cultural diversity, SAD, 2012**

The Swiss Federal Institute of Sport Magglingen and the Swiss Academy for Development (SAD) have developed a practical manual which supports sport clubs who want to use sport's potential for improving integration of those from migrant backgrounds into their host society. The manual, which addresses the issues "diversity management" and "intercultural dialogue" in the domain of sport in Switzerland, has been compiled and evaluated in close collaboration with sport actors and immigrants. The practical manual is published in [German](#) and in [French](#) and provides a basis for further education and awareness workshops in and with sport clubs.

<http://sad.ch/en/projects/completed/112-sport-and-cultural-diversity>

### **Implementing Sports in Refugee Camps, AITS, 2014**

A wide array of organisations implement sport for development worldwide, some of which have already partnered with UNHCR to deliver sports components in refugee camps. This paper compares and contrasts a

selection of such programmes, to provide a thorough comparison of methods used, selected sports, and key objectives and targets.

This assessment sets the basis for suggested best practices for implementing partners, using a pilot project in Uganda as a specific example. Our goal is to provide guidelines on how to implement sport in refugee camps. Implementing partners can provide equipment and money, but the difficulty is to find someone to run a sport programme in an organised manner. Early on, we identified the importance of thinking about implementation on the ground to address the needs and specific desires of refugees as a difficulty in researching the topic remotely.

The team therefore convened with UNHCR to research and survey who's doing what if anything in these camps (UN agencies and other organisations, as well as corporations), in order to get a comprehensive overview and suggest what works and what doesn't. This research is supplemented with further, more specific insights from selected key informants, gained through a series of 30-45 minute semi-structured interviews.

[http://assets.sportanddev.org/downloads/aists\\_msa\\_tp\\_2013\\_unhcr.pdf](http://assets.sportanddev.org/downloads/aists_msa_tp_2013_unhcr.pdf)



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