

BERN, 24 JUNE 2024 – SWISS OLYMPIC – FORUM GRASSROOTS SPORTS

The Importance of Grassroots Football

A Pan-European Perspective

Presentation by Frank K. Ludolph,
UEFA Head of Technical Development



UEFA

GRASSROOTS
PROGRAMME





Frank K. Ludolph
***UEFA Head of Technical
Development***

Professional career (football)

- 1991-1997 Coach Education Manager, German FA (DFB)
- 1997-1999 Section Manager Coach Education, UEFA
- 2000-2003 Technical Education Manager, UEFA
- 2004-2020 Head of Football Education Services, UEFA
- 2020-(...) Head of Technical Development, UEFA
- 2012-(...) Chair of the UEFA Grassroots & Jira Panels

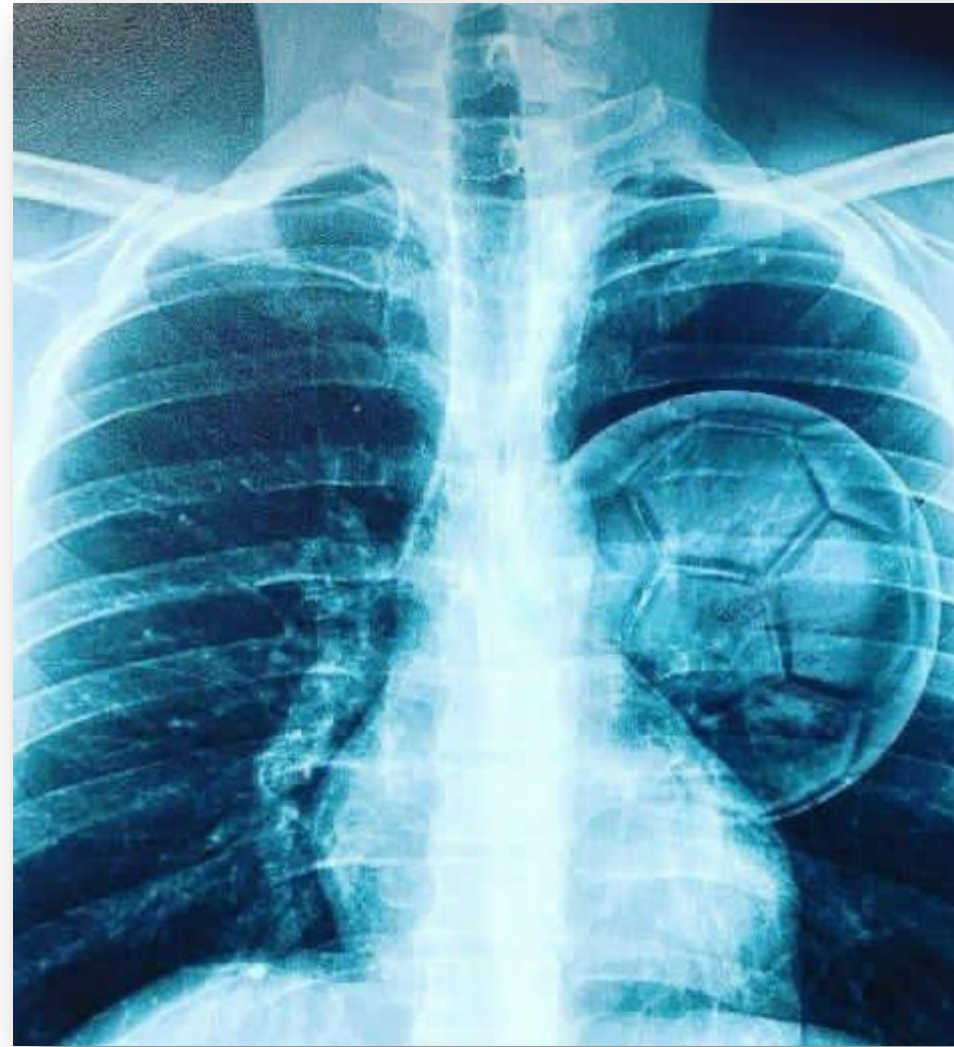
Education

- Studies at universities in Germany and France
- Qualified secondary school teacher for sport (physical education) and French
- Master / (DEA) pre PH.D. in Romance languages and literature
- Qualified UEFA/DFB coach / instructor

Playing

- Top amateur rung & universities (Germany/France)







UNITED FOR SUCCESS

STRENGTHENING

INSPIRING



UEFA Strategic Vision 2024-2030



UNITED FOR SUCCESS

UEFA Strategic Vision 2024-2030

OUR VISION

To lead a thriving game across Europe, inspiring all generations and strengthening society.

OUR MISSION FOR 2030

To empower football's place in every community across Europe, preserving the integral link between grassroots football and elite competitions.

OUR VALUES

RESPECT

FAIRNESS

OPENNESS

UNITY

EQUALITY

INTEGRITY

EXCELLENCE

THE PILLARS



KEEPING FOOTBALL FOR ALL



PROVIDING LEADERSHIP & WORKING TOGETHER



FOSTERING COMPETITIVENESS



DRIVING GROWTH FOR REINVESTMENT



ACTING SUSTAINABLY

THE STRATEGIC PRIORITIES FOR 2024-2030



BE AT THE CORE OF SOCIETY

- Human rights
- Local communities
- Safe environments
- Healthy lifestyle

2030 AMBITION
To be a unifying force across European football, contributing to a more open and inclusive society.



ENSURE OPPORTUNITIES FOR ALL, FROM GRASSROOTS TO ELITE

- Engagement & participation
- Equality & inclusion
- Development & education
- Medical protocols

2030 AMBITION
A thriving football ecosystem at every level across Europe, with the opportunity for everybody to participate.



STRENGTHEN THE GAME'S FUNDAMENTALS

- Open competitions
- Competitive balance
- Players' health & well-being
- Regulatory & solidarity frameworks

2030 AMBITION
To have a united football ecosystem in Europe through a system of open, competitive and sustainable competitions.



WORK TOGETHER TO THE HIGHEST GOVERNANCE STANDARDS

- Good governance
- Stakeholder inclusion & engagement
- Representation
- Political dialogue

2030 AMBITION
An inclusive culture where best practices are shared to achieve common goals and every voice of the football family is listened to.



ORGANISE WORLD-CLASS COMPETITIONS

- World-class events
- Commercialisation
- Safety, security & services
- Accessibility

2030 AMBITION
To stage the most followed sporting events in the world, delivering sporting excellence for all supporters and maximising revenues for investment back into the game.



MAXIMISE THE POTENTIAL OF WOMEN'S FOOTBALL

- Opportunities
- Professionalisation
- Long-term sustainability
- Pathways

2030 AMBITION
To inspire more girls and women to play and follow football across Europe, to drive more professional opportunities, create more pathways and deliver more compelling and financially sustainable competitions.



PURSUE CULTURE OF SUSTAINABILITY

- Climate & advocacy
- Event sustainability
- Circular economy
- Infrastructure sustainability

2030 AMBITION
To reduce the impact of football on the environment, leveraging its power to raise awareness and catalyse action.

HOW WE WILL WORK

COOPERATION

RESEARCH & DATA

KNOWLEDGE SHARING

INNOVATION

BUSINESS SOLUTIONS

EDUCATION

ENSURE OPPORTUNITIES FOR ALL, FROM GRASSROOTS TO ELITE

OUR COMMITMENTS

- Provide resources, including financial, to widen playing opportunities, volunteering, vocational training and employment development.
- Increase the number of registered players, referees and licensed coaches.
- Ensure that the football is positive, fun and safe with equal access for everyone.
- Ensure the game is accessible to all through player pathways, flexible game formats and appropriate competition structures, including futsal.
- Cooperate with associations to strengthen the coaching landscape, pushing for higher standards and more licensed male and female coaches.
- Develop, support and provide educational opportunities for coaches, referees and others in the football workforce, both paid and volunteers.
- Advance medical best practice and knowledge sharing across European football.

OUR GOALS FOR 2030

- To increase the number of active players across all formats of the game.
- To improve the data collection accuracy and complete the harmonisation of player registration data collection.
- For all 55 national associations to be members of the UEFA Grassroots Charter, Coaching and Refereeing Conventions.
- To increase the number of football players with disabilities across European football and double the number of people with disabilities working within UEFA and for UEFA events.
- To increase the number of administrators, coaches, referees and educators in place at all our national associations through comprehensive development programmes.
- To strengthen UEFA's leadership role in highlighting medical issues and developing relevant protocols that benefit football and wider European society.

PILLARS REPRESENTED



KEEPING FOOTBALL FOR ALL



PROVIDING LEADERSHIP & WORKING TOGETHER





UEFA TECHNICAL DEVELOPMENT STRATEGY

For the benefit of our national
associations, our stakeholders and
the game.



OVERALL MISSION

Our mission is to provide high quality technical programmes and support systems designed to improve football development throughout Europe and as a reference beyond.



VALUES & BELIEFS



Football first

Purposeful collaboration

Education and empowerment

Leading others to success

Respect the football cultures and histories of individual national associations

Innovation

UEFA Technical Development

Committees,
Panels & Experts

Match &
Performance
Analysis

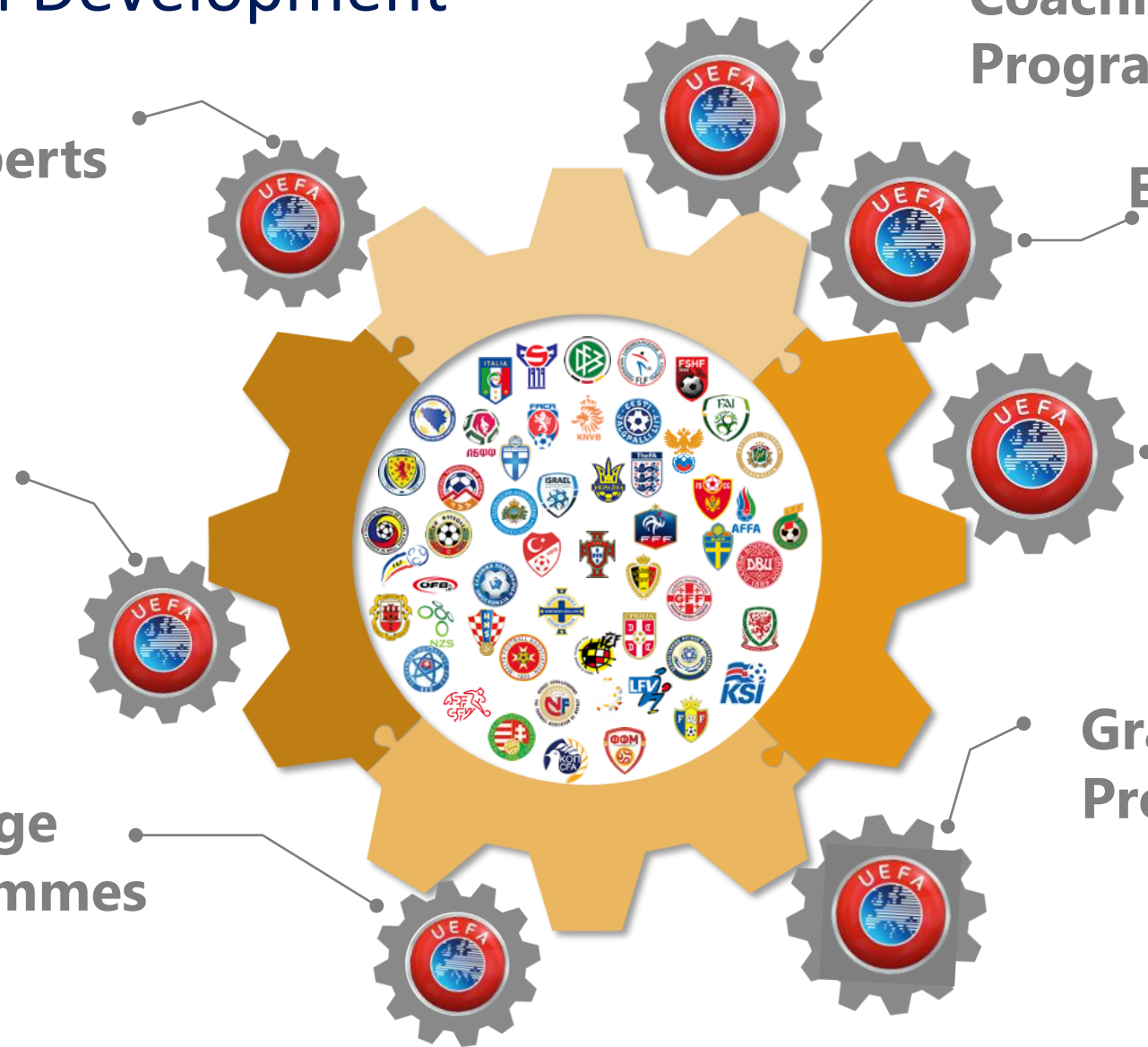
Exchange
Programmes

Coaching
Programme

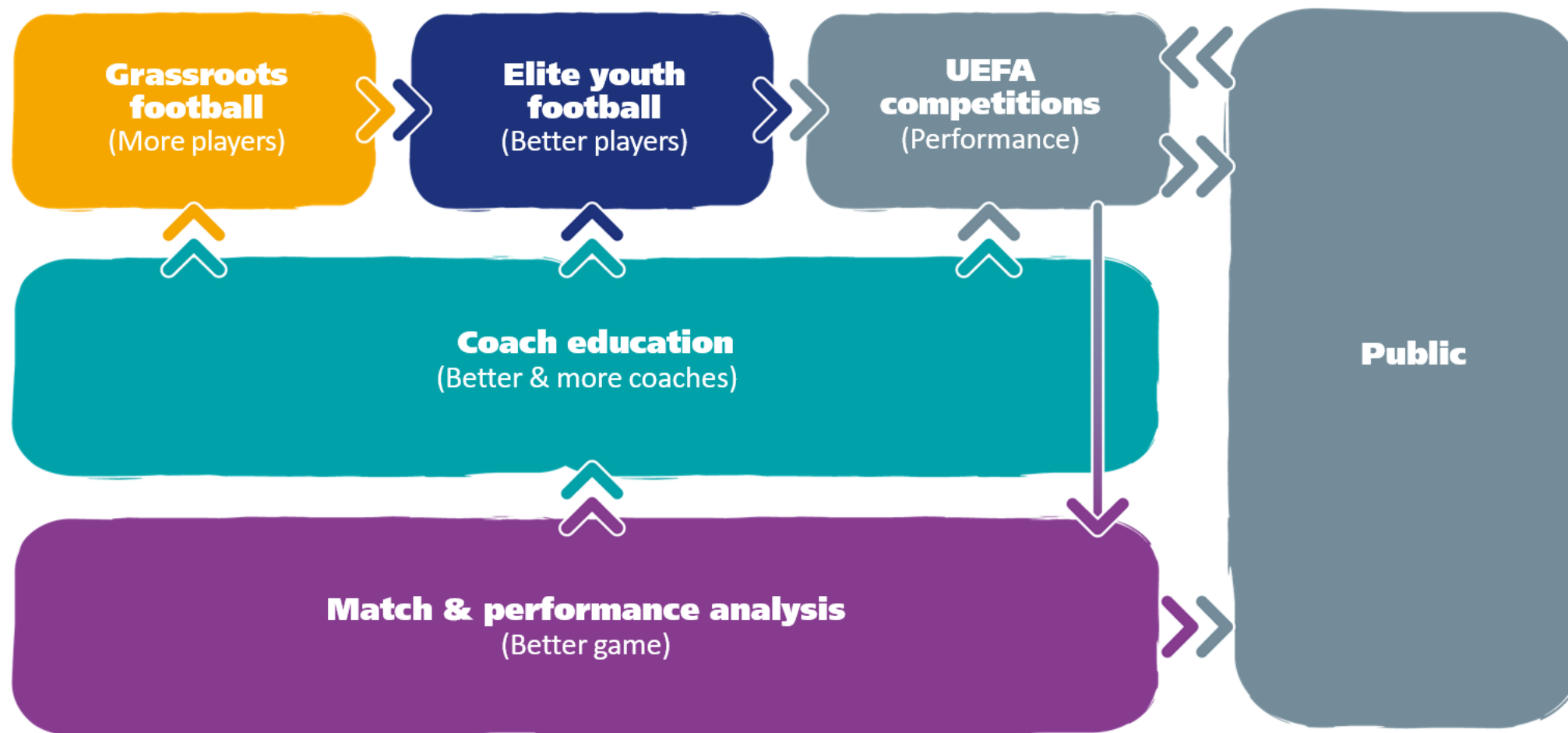
Elite Youth Scheme

Conferences,
Workshops &
Seminars

Grassroots
Programme



FOOTBALL EDUCATION & DEVELOPMENT



SUB-MISSIONS



**GRASSROOTS
FOOTBALL
MORE PLAYERS**



**ELITE YOUTH
BETTER
PLAYERS**



**COACH
EDUCATION
BETTER &
MORE COACHES**



**MATCH &
PERFORMANCE
ANALYSIS
BETTER GAME**



GRASSROOTS FOOTBALL



WHAT IS GRASSROOTS FOOTBALL?



FOOTBALL
FOR ALL



NON-PROFESSIONAL
NON-ELITE



GRASSROOTS IS ALL ABOUT...

- Solid foundation
- Providing opportunities
- Respect and equality
- Uniting people
- Transcending differences
- Vehicle for educational, social, sporting and personal development
- Healthy lifestyles
- Lifelong participation (#Football4life)

...IT IS A SOCIETY PLAYER

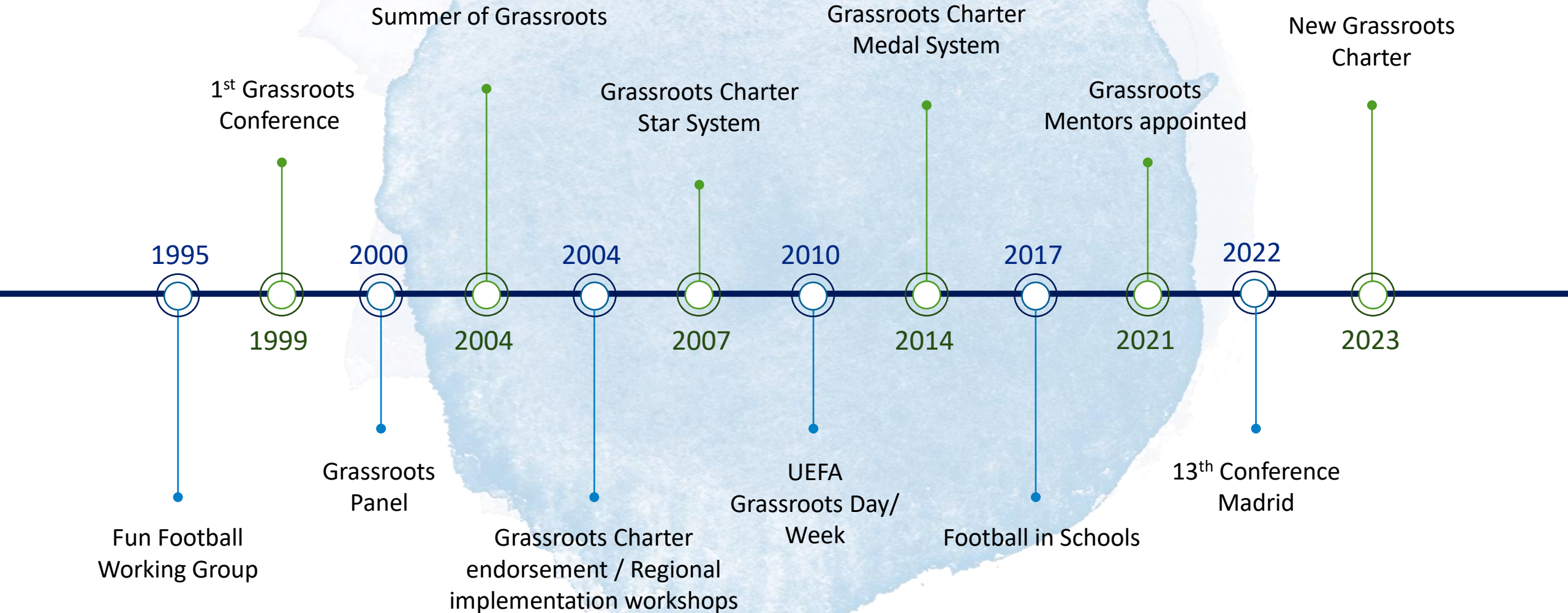


UEFA'S GRASSROOTS VISION



Everybody, everywhere has the opportunity to play football in a safe, fun and positive environment.

KEY MILESTONES

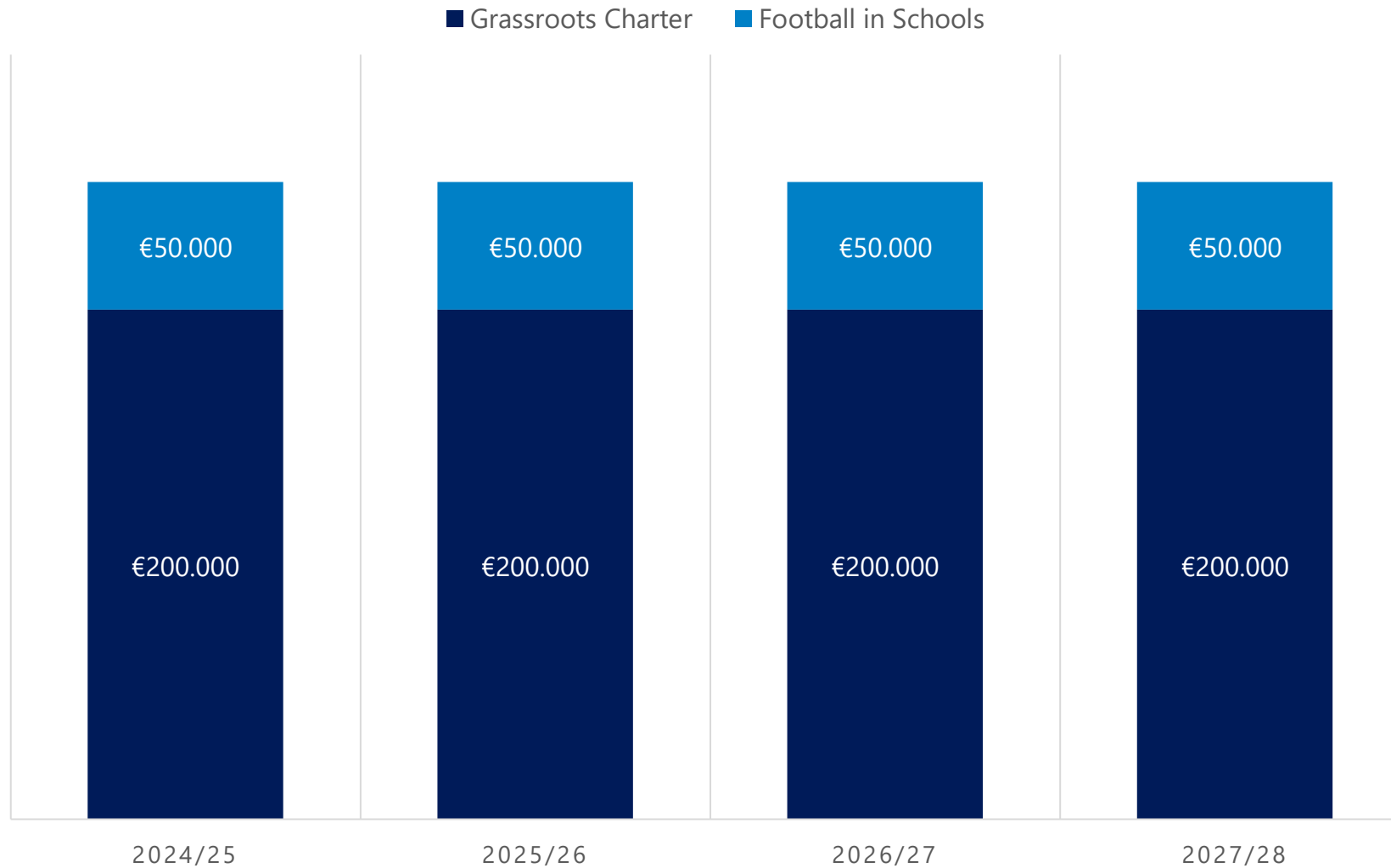


UEFA GRASSROOT PANEL



€55 MIO INVESTMENT FROM UEFA

€1 Mio HatTrick VI funding per NA



HOW WE OPERATE



2. Hattrick

UEFA funding to support grassroots development

1. Charter

Legal agreement
Minimum requirements
Raising standards
Signifies political support from UEFA & NA
Enables access to UEFA funding

6. Resources

UEFA Share, Conferences, Guidelines,
Web page, campaigns

3. Framework

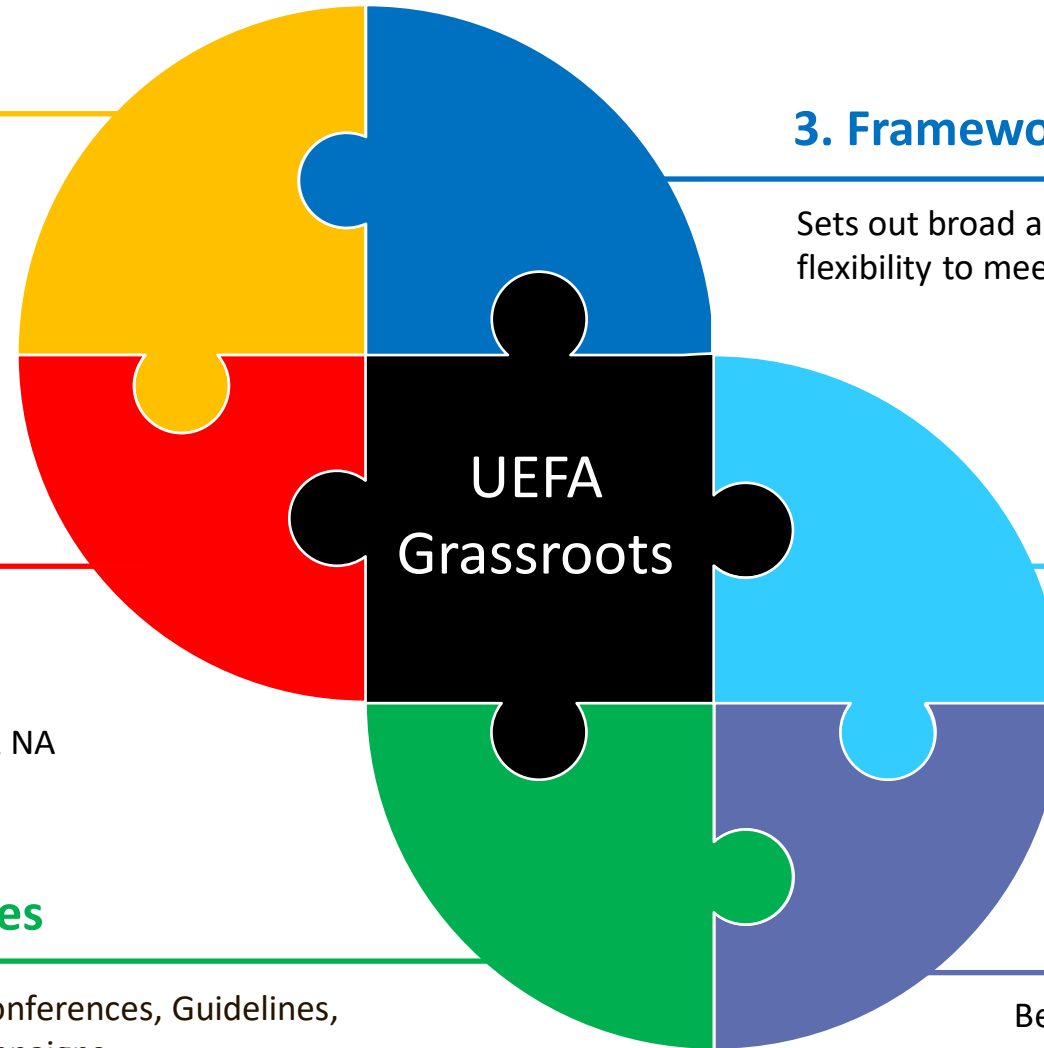
Sets out broad areas that provide focus but allows flexibility to meet national needs & priorities

4. Self-evaluation

Process that allows to review, celebrate, challenge & prioritise

5. Mentors

Bespoke ongoing, individualised, collaborative, focused & authentic support



UEFA GRASSROOTS CHARTER

Management

- Full-time staff dedicated to grassroots football
- Dedicated grassroots budget
- Grassroots committee or equivalent body
- Grassroots strategy, linked to
 - national association's overall strategy
 - UEFA's grassroots strategy
- Annual evaluation:
 - grassroots self-evaluation
 - Grass survey



UEFA GRASSROOTS CHARTER



Programmes



**Football
in schools**



**Grassroots
coach education**



**Club
development**



**Child and youth
protection**



**Disability
football**



**Flexible formats
and player pathways**

UEFA GRASSROOTS FRAMEWORK



UEFA GRASSROOTS FRAMEWORK



Players

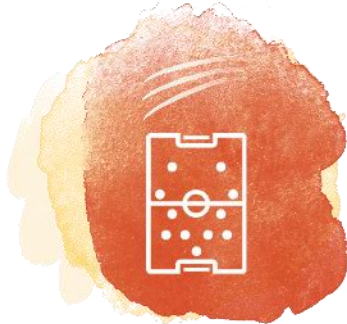


Increase participation and retention through a player-centered approach

Growth and retention plans

Targeted interventions for marginalised groups

Football Environment



Enhance safe, inclusive and fun playing environments

Child and youth protection

Football in Schools

Club development

Facility development

Environmental responsibility

Game



Develop flexible and inclusive playing formats

Player pathways

Flexible formats

Disability football

Competition structures

Workforce



Increase and develop the grassroots workforce at national, regional and local level

NA grassroots staff

Coach development

Promotion of volunteering

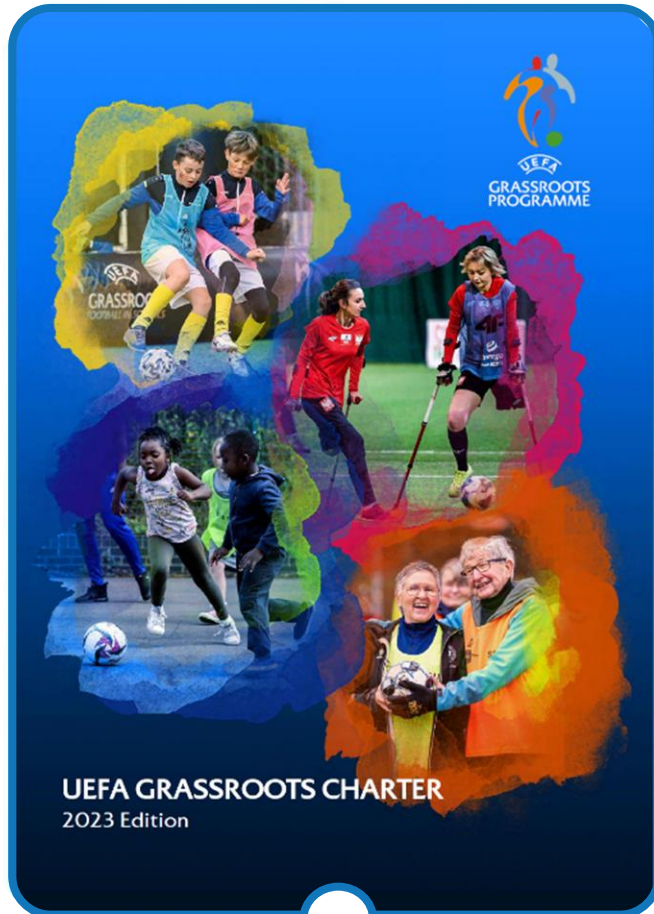
Education programme

Workforce programme

Enablers

Ensure the strategic planning, implementation, resourcing, and measurement of grassroots plan is linked to the national association's strategy

HOW DO WE SUPPORT THE IMPLEMENTATION?



Strategic/investment



Education/knowledge sharing



Individual/bespoke support through mentoring

CATALOGUE OF ACTIONS UNTIL 2024



**Football
in schools**

**Grassroots coach
education**

**Club
development**

**Flexible formats and
player pathways**

**Disability
football**

**Strategic
grassroot support
for national
associations**

**Promotional
activities**

FOOTBALL IN SCHOOLS



55 NAs with plans and investment in FiS

Collective plans	Targets for 2024	Achieved after Y2
Children	+2.8m	+2,4m*
Schools	+81,000	+44,000*
Teachers educated	+63,000	+101,000*



- 2020-24: Projected investment €24m (€11m UEFA, €6.5m NAs and €6.5m governments and other partners).
- 2024-28: ExCo approval of another €11m for extended project funding
- Scientific impact analysis by LBU



UEFA
EURO2024
GERMANY

UEFA MAKES MOVES 2024

THE SUBSTITUTE

SCHOOL AND CLUB PLATFORM

INTRODUCING...



THE
SUBSTITUTES

OBJECTIVES



- **GET** school children, aged from 5 to 12 years old, in Europe through engaging their teachers and coaches
- **TO** develop a love for football and engage with UEFA EURO 2024
- **BY** encouraging them to physically move as part of the **#MakeMoves** initiative utilising Albärt and ambassador **Jamal Musiala**

Every pupil and student has likely experienced that one of their teachers is absent and replaced by a substitute, often tasked with injecting some novelty or flexibility into the routine.

We have created a dynamic duo between Albärt and Jamal Musiala and transformed them into substitute teachers for thousands of children across Europe?

Both personalities will bring some sparkle into each lesson and encourage children to physical activity.



LESSONS

THE SUBSTITUTES

"The Substitutes" programme will feature six unique lessons for kids: sports, languages, sciences, geography, music, and social studies.

Teachers and coaches will receive a detailed guide for each lesson, and six short videos with Jamal, where he, along with Albärt, interact to excite kids about the upcoming exercises in a playful way.

These videos will be distributed on UEFA MakeMoves Platform, accessible to everyone but primarily designed to deliver teaching materials for schools & clubs within the UEFA grassroots programme.



PE / SPORTS



LANGUAGES



SCIENCES &
TECHNOLOGY



GEOGRAPHY &
MATHEMATICS



MUSIC & DANCE



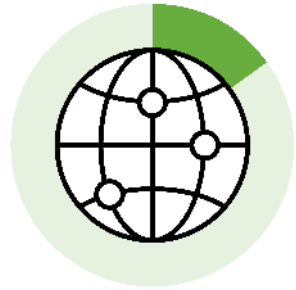
SOCIAL STUDIES &
ART

LAUNCH

- Platform is live since beginning of May and all NAs received the link and were invited to join and distribute the platform.
- The platform was sent to all schools in Germany
- We invited all NAs to share the platform with their schools and clubs to offer interactive activation around the EUROS.



DISABILITY FOOTBALL



15% of world's population.



1 BILLION PEOPLE!



Estimated
135 MILLION
in Europe!



AN EIGHT-POINT PLAN FOR NAS TO DEVELOP DISABILITY FOOTBALL

Audit of provision



Disability Workforce Education

NA Disability Working group



Regular grassroots playing opportunities

Disability football delivery plan



Inclusive club network

Create partnerships



Football in Schools

EUROPEAN DISABILITY FOOTBALL ASSOCIATIONS



GRASSROOTS COACH EDUCATION

- NAs introduced new C diploma in 2023
- UEFA Coaching Convention 2020 Edition
- Enhanced core educational pathway
- 54 delivery plans
- Syllabus and curriculum builder
- Mandatory coach educator qualifications
- Coach Educator seminars and tailor made support



CLUBS ARE THE HEARTBEAT OF FOOTBALL



CLUB DEVELOPMENT FRAMEWORK



No existing grassroots club structure or a 1-2 person managed club



Small to medium size clubs with a small number of volunteers



Medium and big clubs with advanced structures

Tailor-made approach from NA is VITAL

THE PLAYER AT THE HEART OF THE APPROACH

UEFA

Club staff/ volunteers

Stakeholders/
Regional associations



The players

Key roles of
the club

National association

FLEXIBLE FORMATS AND PLAYER PATHWAYS



Children's Football: How do we provide the best introduction to the world's greatest game



Developing competition, player journeys and pathways



Developing flexible formats in the youth and adult game.

Tailor-made approach from NA is VITAL

HOW DO WE SUPPORT THE OVERALL IMPLEMENTATION?



Strategic/investment



Education/knowledge sharing



Needs-led support through mentoring

EDUCATIONAL SERVICES DELIVERED SINCE 2020



55 National Associations engaged



28 Webinar Series
222 Interactive sessions



423.5 hours of online learning and interaction



6 UEFA Networks created (FiS, GCE, F4F, Dis, CD, FF)



4,210 Attendances



Attended also by UEFA JIRA panel, DATAC, Referee fitness coaches and guests from other Confederations



Delivered between April 2020 – Jun. 2024

Partnership



UEFA
GRASSROOTS
PROGRAMME

PARTNERSHIP ACTIVITIES





Partnership activation overview

Ongoing:

- FC25 skill game development

Coming up:

- Family festival in Nyon



Completed:

- Vancouver and skill game development
- Three festivals as part of UEFA Share
- Parliamentary event in London
- Grassroots Awards
- Research by TwoCircles
- One-year celebration at Stamford Bridge
- UCLF engagement in Barnet
- UWCLF engagement in Bilbao
- EURO engagement in Berlin (today)

PROMOTIONAL ACTIVITIES



UEFA GRASSROOTS WEEK 2024



- 23-30 September
- Weeklong grassroots activities and promotion
- European Week of Sport
- FiS festival in Prague, Czechia (24 September)
- Equipment distribution to all NA's



OFFICIAL PARTNER

UEFA Grassroots Awards



- Best Amateur Club
- Best Professional Club
- Best Education Initiative
- Best Participation Initiative
- Best Disability Football Initiative



OFFICIAL PARTNER

EXTRANET

- Grassroots News
- Programme section
- Documents & guidelines
- Award winners
- Quick links

UEFA SharePoint Search this site







UEFA Grassroots Community UEFA Grassroots Programmes News Events & Workshops Edit Following Share

+ New Page details Analytics Published 8/15/2023 Edit

GRASSROOTS football!

UEFA Grassroots News [See all](#)

+ Add

 <p>Serbia Breaking stereotypes: empowering girls' football festival ...</p>	 <p>UEFA coach mentor programme: promising coaches making headway ...</p>	 <p>UEFA film highlights five life-changing stories about football and disability ...</p>	UEFA Club Development Best Practice For...
 <p>'European youth football is growing in strength across the continent' Inside...</p>	 <p>UEFA EURO 2024 Mascot X UEFA Football in Schools</p>	 <p>Flexible Formats & Player Pathway Webinars May - June 2023</p>	Netherlands putting down roots for the fut... Republic of Ireland: Female coaches on the ...
			Breaking barriers, building legacies: The im... Denmark: Better football opportunities for ...
			UEFA Disability Football UEFA Share - Scot...

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