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COMMITTEE ON CULTURE, SCIENCE, EDUCATION AND MEDIA

Football governance: business and values

Rapporteur: Lord George FOULKES, UK, Socialists, Democrats and Greens Group

Follow up by UEFA to PACE Resolution 2200 (2018) on Human rights issues

Information note

PACE calls	Follow-up questions by the Rapporteur	UEFA replies and input (November 2021)
Human rights in general		
Introduce effective checks on compliance with the obligations entered into by countries that apply to host major football competitions and by their national associations.	1. What are the mechanisms in place to assess compliance with the obligations entered into by countries that apply to host major football competitions and by their national associations?	<p>Section 3.2 of UEFA's staging agreements specify the Host Association's duty to protect human rights: <i>"As part of the above UEFA Requirements, UEFA requires that the Host Association gives due regard, in its activities related to the organisation of the Tournament (...):</i></p> <p><i>a. Human Rights: the Host Association, which has the duty to protect human rights, shall support and guarantee the respect of internationally proclaimed human rights and ensure that the Host Association is not complicit in human rights abuses, including by supporting external independent monitoring, conducting monitoring of all stages of the planning, delivery and dismantling of the Tournament and the Additional Events and ensuring access to remedy in cases violations are reported.</i></p> <p><i>b. Child Rights: the Host Association shall recognize the specific importance needed to respect children's rights, support their promotion, guarantee respect for the United Nations Convention on the Rights of the Child and ensure that the Host Association is not complicit in child rights abuses including by supporting external independent monitoring, conducting monitoring of all stages of the planning, delivery and dismantling of the Tournament and the Additional Events and ensuring access to remedy in cases violations are reported."</i></p> <p>Assessment of compliance of the national association with their obligations takes place throughout the preparations for the competition, through numerous meetings and site visits.</p>
Insist with the governments of host countries on the necessity to protect fundamental civil and political rights, and in particular freedom of expression – including the freedom of the media – and freedom of peaceful assembly, and this not only in connection with their competitions, but beyond.	2. What are, at present, the conditionalities that candidate host countries should commit to fulfil – when presenting their bid – with regard to the protection of fundamental civil and political rights?	<p>During the bidding process, all candidates (national associations) are informed of UEFA's requirements regarding the protection of human rights and fundamental freedoms through a dedicated section in the Requirements of the relevant competition. Requirements include, but are not limited to, the bidder's compliance with:</p> <ul style="list-style-type: none"> • the International Covenant on Economic, Social and Cultural Rights and the International Covenant on Civil and Political Rights; • the eight ILO fundamental conventions as set out in the Declaration on Fundamental Principles and Rights at Work and its Follow-up; • the United Nations' Convention on the Elimination of All Forms of Discrimination against Women; • the United Nations' Convention on the Rights of the Child; • the Mega-Sporting Events Platform for Human Rights' Remedy Mechanisms for Human Rights in the Sports Context; and • Championing Human Rights in the Governance of Sports Bodies. <p>When submitting their bid, candidates must confirm their commitments to the protection of human rights. They are asked to:</p> <ul style="list-style-type: none"> • assess the most prominent potential risks to human rights associated with their bid;

		<ul style="list-style-type: none"> • detail the public commitment of the candidate's government in relation to human rights as concerns the competition; • describe how these public commitments will be embedded into organisational standards; • outline an action plan and remedy mechanisms in the case of human rights issues; • confirm their commitment to permit all players and supporters to attend and participate in the relevant competition, regardless of their nationality, place of residence, sex, sexual orientation, national or ethnic origin, colour, religion, language, age, or any other status. <p>Finally, the candidates/hosts national associations are contractually bound via the agreement with UEFA for the hosting of the relevant competition to a number of principles extracted from the United Nations Global Compact and the United Nations Guiding Principles on Business and Human Rights in connection with the products and services they provide.</p> <p>When signing the staging agreement (please refer to the provisions added in the question above) the Host Association endorse the responsibility to act as the interface with the local and national authorities, managing the relationship with the key local stakeholders and obtaining and maintaining in force the relevant signed undertakings, guarantees, etc.</p>
<p>Ensure that all cases of serious breaches of human rights, including the rights of workers, by private companies involved in the organisation of their competitions, beginning with those who build stadiums and infrastructure, are made public and that effective penalties are applied when the follow-up measures recommended by supervisory bodies are not implemented; the governments of host countries must accept this responsibility.</p>	<p>3. What are the initiatives (if any) taken by UEFA in this respect, in co-operation with the authorities of host countries?</p>	<p>Currently, national associations participating in a bidding process are requested to position themselves and describe how would they comply with human rights. However, it is the signatory countries (nations, states) who are primarily responsible to ensure that the UN guiding principles on business and human rights are respected on the territory of host countries.</p> <p>Owing to its European geographic scope, UEFA does not have significant experience in what are considered high-risk jurisdictions which require mechanisms such as structured and specific collaboration with national authorities to ensure compliance with human rights. This model is effective for FIFA, for example it has been used in Qatar. For UEFA, the HR bidding regulations require the bidder's compliance with various international treaties regarding human rights.</p>
<p>Protection of underage players</p>		

<p>Ensure compliance with the transfer rules in order to prevent “trading in children” and consider, in collaboration with the Council of Europe’s Group of Experts on Action against Trafficking in Human Beings (GRETA), the mechanisms and measures required to put a stop to the chain of “forced transfers” of underage players, which falls within the definition of human trafficking.</p>	<p>4. What are the initiatives (if any) taken by UEFA in this respect?</p>	<p>Although UEFA has no competence to regulate transfers, the UEFA club licensing regulations include rules that contribute to protecting underage children (see question below).</p>
<p>Initiate a reflection on the protection of underage players (...) by taking account of the specific proposals in the report entitled “Good football governance” (Doc. 14452) and of Recommendation CM/Rec(2012)10 of the Committee of Ministers to member States on the protection of child and young athletes from dangers associated with migration.</p>	<p>5. What are the initiatives (if any) taken by UEFA in this respect?</p>	<p>Art. 23bis of the UEFA club licensing regulations (Child protection and welfare) provides that clubs “must establish and apply measures, in line with any relevant UEFA guidelines, to protect, safeguard and ensure the welfare of youth players and ensure they are in a safe environment when participating in activities organised by the licence applicant”. See also art. 17 (Youth development programme) and art. 32bis (Youth teams medic).</p> <p>As part of HatTrick V social responsibility, the guidelines recommend that national associations include Human Rights aspects and include them into their Football Social Responsibility strategy. Child safeguarding should be part of such a strategy (together with other aspects, such as environmental sustainability, good governance, anti-discrimination, gender equality and health). HatTrick V social responsibility provides funding to developments such as a CSR strategy, with the help of experts.</p> <p>In the context of the EU social dialogue committee, UEFA, ECA, EL and FIFPRO are considering developing a (European) research project to map the existing standards for the protection of minors in elite academies and identify potential gaps with regards to the rights of the child. Specifically, the research would:</p> <ul style="list-style-type: none"> • look into the existing regulations and quality standards relating to the protection of minors in elite academies across leagues and clubs; • compare the existing standards on the protection of minors in elite academies with global child protection standards based on the UN declaration on the rights of the child; • develop a global framework (and list) of quality standards on the protection of minors in elite academies based on the rights of the child.

Gender equality - women's role in football and promotion of women's football

<p>Promote the adoption by their member associations of rules enshrined in their statutes in order to ensure that the composition of their executive boards and standing committees includes a number of women at least proportional to the number of female members registered, with a minimum number of places reserved for women in all cases.</p>	<p>6. Are UEFA members required to ensure that the composition of their executive boards and standing committees includes a minimum number of women (and which one, if any)?</p> <p>7. Is UEFA aware of countries (if any) which are doing more efforts in this direction (which ones) and are these good examples recognised and valued?</p>	<p>Q6. As a matter of policy, UEFA considers that national associations should remain free to decide on the composition of their Executive Committee. However, each member association is being advised to revise and modernise its statutes, with various recommendations, including to ensure gender parity in the member association's Executive Committees, Boards and workforce. National associations should also ensure that their statutes and regulations contain clear definitions regarding the work, the responsibilities and the composition of their standing committees, including fair gender representation and balance of interests.</p> <p>This strong recommendation is implemented by Article 17.1 of the UEFA HatTrick V Regulations, according to which <i>"A maximum of €100,000 is allocated to each UEFA member association for implementing the good governance principles recommended by the UEFA Executive Committee and defined in Annex B (...)"</i>. Annex B (Good Governance principles), under B.2 (Statutes), provides that: <i>"Executive Committees/Boards of the national associations should have balanced gender representation (diversity) and it is, therefore, recommended to have a fair representation of women in these bodies and, ideally, in the corresponding bodies of leagues and clubs as well."</i> Under B.5 (Professionalism of committee structures), it is restated that: <i>"National associations are also encouraged to have a fair gender representation (...) in their standing committees (...)"</i>.</p> <p>While the UEFA Statutes promotes, rather than requires, a minimum standard of gender representation in composition, UEFA recognises the importance of gender representation in decision-making bodies and the current landscape in football organisations. UEFA is currently pursuing a gender parity workplan that focusses on establishing UEFA internal initiatives and disseminating information to our member associations on the value of gender parity in their respective organisations. This plan includes more explicitly incorporating gender parity into NA strategic development through both exemplary case studies (as seen in Q7) and self-assessment tools.</p> <p>Q7. Many of the UEFA national associations have reviewed or intend to revise their Statutes/Regulations, taking into consideration the fair gender representation within their structures. Finland is one of the first national associations that included a wide range of good governance principles in their Statutes. In particular:</p> <ul style="list-style-type: none"> • Section 20 (Board of Directors) of the <i>Rules of The Finnish Football Association</i> provides that : <i>"(...) Both genders must be represented on the board (which comprises the president, the vice-president and 6 members) so that at least 25% of the board is women or men (...)"</i> • In addition, both genders must be fairly represented within the Assembly of the Association (Section 14) as well as within the disciplinary bodies, i.e. the Disciplinary Board and the Appeals Committee (Section 24). <p>Other good, but non-exhaustive, examples are the following:</p>
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<p>Strengthen the financial support for training programmes to promote leadership for women at national level and to increase the number of female coaches and referees.</p>	<p>8. What are the initiatives (if any) taken by UEFA in this respect?</p> <p>9. In which countries UEFA is implementing / providing financial support to training programmes of this kind?</p>	<p>A. <u>UEFA Women in Football Leadership Programme</u></p> <p>The UEFA Academy organises the annual Women in Football Leadership Programme to support the careers of women capable of influencing the football industry today and in the future through a powerful leadership training week. Since its inauguration, 5 member associations (Northern Ireland, Ireland, Germany, Finland and France) have devised their own national programmes.</p> <p>Participants work on and discuss aspects of leadership, while also focusing heavily on self-awareness and how this can support their career development. Organised in collaboration with FIFA, the programme</p>

		<p>also provides a platform for exchange and networking between participants with a rich variety of backgrounds.</p> <p>UEFA has organised 7 editions of Women in Football Leadership programmes, with 170 women representing 75 nationalities taking part in the programme. Over 50 of UEFA's 55 member associations have sent at least one participant to the programme, and UEFA has plans to target the remaining national associations to ensure female employees from all UEFA NAs have had the opportunity to connect and build relationships with women in the industry. A significant portion of the women who have attended this course have been promoted to senior management and decision-making positions within football in Europe.</p> <p><u>B. UEFA Coach Development Programme for Women</u></p> <p>Since 2016, the UEFA Coach Development Programme for Women has been providing initiatives to increase the number of qualified female coaches and the number of club and national teams coached by women. The programme aims to accomplish this goal in the following four ways:</p> <p>a. Scholarship scheme for UEFA A and Pro diploma coaches The amount awarded will vary depending on the course fees in the relevant country, with a maximum of 90% of course fees or €12,000.</p> <p>b. UEFA C and B diploma courses or scholarships In addition to asking for support in the form of a UEFA technical instructor, a national association can request financial help to cover some of the cost of a UEFA C or B diploma course for female coaches, as well as for individual female coaches accepted on a mixed C and B diploma course. In that case, UEFA will provide financial assistance up to a maximum of 90% of the course costs or €1,000 per candidate.</p> <p>c. Workshops Another opportunity for national associations is to obtain the help and input of a UEFA technical instructor when organising workshops to offer continued education to coaches who are active in women's football.</p> <p>d. Mentorship programme for UEFA A and Pro diploma coaches The mentor programme is only open to a small circle of talented UEFA A and PRO diploma holders and only one application per National Association can be submitted.</p> <p>All four pillars are open to applicants from all of UEFA's 55 member associations, with the current budget forecast to increase 35% by 2025.</p>
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<p>Use a higher percentage of resources to promote women's football, particularly in countries where associations are less wealthy, by studying forms of co-operation with national associations.</p>	<p>10. What are the initiatives (if any) taken by UEFA in this respect?</p>	<p>Q10</p> <p><u>A. UEFA Women's Football Development Programme</u> UEFA has increased funding (HatTrick Incentive Payments) to its women's football development programme by 50% as of 2020. As part of this funding, all member associations will have to employ dedicated staff for the development and progression of women's football as well as have a dedicated women's football strategy. In the 2019-20 season, UEFA co-funded 92 projects across its member associations to a total of €11.5 million (€5.5 million of which came through the HatTrick Programme).</p> <p><u>B. TogetherWePlayStrong</u> To keep teenage girls in the game, UEFA launched the <i>Together #WePlayStrong</i> campaign, in 2017. <i>Together #WePlayStrong</i> champions the benefits of women and girls taking up football – particularly teenage girls, who suffer from high drop-out rates owing to self-esteem issues and societal pressure. The campaign was endorsed by the EU Commissioner for Sport and helped to boost UEFA's social audience for women's football competitions. It also engaged with more than 5 million teenage girls, and its videos were viewed more than 15 million times, being universally acclaimed by both traditional and social media outlets, as well as by stakeholders.</p> <p><u>C. UEFA PlayMakers inspired by Disney</u> UEFA's first pan-European grassroots programme targets young girls between the ages of 5 to 8 who have never played football before. The programme harnesses the brand power and storytelling of Disney to introduce girls to football basics, fundamental movement skill and values. UEFA aims to roll</p>

	<p>11. What is at present the % of resources allocated by UEFA to the promotion of women's football?</p>	<p>out this programme in less developed European markets first. This innovative partnership aims to have 170,000 girls participating by 2024.</p> <p>Q11 At present UEFA allocates approximately €3.5 million per year to the promotion of its competitions and women's football in general (this does not include competition organisation). However, it also invests heavily in the development of the game. In 2019, in addition to the increase in HatTrick Solidarity payments that has already been mentioned, UEFA committed a further €50 million to the promotion, visibility and development of women's football.</p> <p>The revamped UEFA Women's Champions League will begin in the 2021/22 season. After an extensive consultation with national associations, leagues, clubs and the ECA it was determined that evolution was needed to increase the visibility of the competition and to build an attractive competition for all stakeholders. The result of this review is a revised format featuring a centralised sixteen team group stage with representatives of at least ten national associations and the format has proven to be commercially attractive for sponsors and broadcasters alike. A landmark media rights deal will ensure global visibility for the competition with all matches in the first two seasons available for free online across the world and with 30% of matches available for free in the final two seasons of the cycle. The increased commercial revenues in addition to a first ever cross-subsidy from UEFA men's club competitions and UEFA's continued investment means that there are greater financial rewards for participating clubs as well as an innovative solidarity payment mechanism designed to ensure that all top division clubs in Europe, even those who don't participate in the UEFA Women's Champions league, will receive financial rewards from the competition. Further progressive regulatory changes include additional protection for pregnant players and new mothers and the implementation of a locally trained player rule and specific provisions for the registration of young players both of which are designed to encourage clubs to invest in the provision of player development pathways.</p>
<p>Launch an information campaign to combat sexual harassment and gender discrimination.</p>	<p>12. Is there any ongoing (or planned) UEFA campaign on this sensitive issue?</p>	<p>UEFA's <i>#EqualGame</i> campaign promotes diversity, inclusion and accessibility in football, emphasising that although people are different, everyone can find common ground to enjoy the game. The essence of <i>#EqualGame</i> is captured by its core message: "Everyone has the right to enjoy football, no matter who you are, where you're from or how you play."</p> <p>The <i>#EqualGame</i> campaign was created under UEFA's Respect initiative and designed to spread the positive spirit of inclusion, amplify a clear and uplifting message about the benefits that football brings to the community; show how the game can be enriched by greater diversity; and explain the European football family's role to make the sport open and accessible to all. The campaign aims to bring a fresh new dimension to UEFA's promotion of diversity, inclusion and accessibility. It strives to put across the clear message that the game is open to all – irrespective of, for example, ethnicity, age, gender, sexual orientation and religious beliefs.</p> <p>Each season, the <i>#EqualGame</i> award is presented to a person or organisation who has been a strong ambassador for equality in football.</p>

		<p>As part of its <i>#EqualGame</i> campaign, UEFA focuses on stories from its 55 member associations. They tell tales of how football promotes inclusion, accessibility and diversity; and exemplify how disability, religion, gender, sexual orientation, ethnicity and social background are no barriers to playing or enjoying football. Gender equality is an important part of this. Next to highlighting many stories at elite players level, some grassroots examples are:</p> <ul style="list-style-type: none"> • Frida Andersson was smitten by football as a young girl and has gone on to forge an impressive career as sporting director of the Swedish women’s club Växjö DFF – becoming a shining example for female football leaders everywhere and cherishing the opportunity to serve the game she adores. https://www.uefa.com/insideuefa/social-responsibility/news/newsid=2583622.html • Age is no barrier for 60-year-old Ramutė Kartavičėnė from Lithuania, who has set up a football team of grandmothers, and is immensely proud that the sport can unite three female generations of her family. https://www.uefa.com/insideuefa/about-uefa/news/newsid=2543628.html • Zehra was bitten by the football bug from a very early age. "I was four years old when I started," she explains. "For me, it was also a natural thing to play football. Many people said to me 'you're a girl, you're not supposed to play football,' but I didn't care about that. I kept at it. Even at that age, it felt like it was the most natural thing in the world." https://www.uefa.com/insideuefa/about-uefa/news/newsid=2514509.html <p>UEFA developed a feature length documentary that highlights issues of discrimination in football: next to racism, LGBTQ+, and refugee discrimination, the topic of gender inequality in football is strongly represented in the production. The documentary (“OUTRAGED”) is now available for public viewing at UEFA.tv.</p> <p>Beyond the campaign-focused angle, the UEFA FSR Strategy 2030 will seek to leverage UEFA development programmes and governance system to ensure that national associations across Europe employ a dedicated sustainability manager / person / resource in charge of developing a strategy and action plan targeting human rights and environment-related topics.</p>
Education programmes		
<p>Increase the funds allocated to education programmes and the financial support for educational projects launched by national associations.</p>	<p>13. In which Countries UEFA is implementing (or providing financial support to) education programmes for children and youth (NB: distinct from the programmes intended to support the practice of football in schools)?</p>	<p>Three UEFA initiatives can be mentioned in this respect:</p> <ul style="list-style-type: none"> • The “Football in Schools” programme, which is open for all national associations as of July 2020, is targeted to support grassroots football activities, with earmarked funding of up to 50,000 EUR per association per season, meaning a total of 2,75 million EUR. • The UEFA Grassroots Charter, of which all national associations are beneficiaries, allocates earmarked funding of up to 150,000 EUR per association per season, meaning a total of 8,25 million EUR. • Under the UEFA Coaching Convention, 54 out of 55 national associations (Gibraltar is missing out) receive 100,000 EUR earmarked funding every season, meaning a total of 5,4 million EUR.

	<p>14. What is at present the % of resources allocated by UEFA to own educational programmes and/or to support projects launched by the national associations?</p>	<p>The UEFA Football in Schools programme and UEFA support to coach education and grassroots football activities of its member associations are also aimed to educate children and young people <u>through football</u>, and more specifically through the development of teachers and coaches (including young coaches), e.g. by creating a safe learning environment, using a modern coaching methodology that emphasises learning, fun and social interaction, etc.</p> <p>The UEFA Grassroots Leader course and the UEFA C Diploma course syllabus are also intended, among others, to:</p> <ul style="list-style-type: none"> • create a motivational climate (including, for example, a culture of learning, inclusion and friendship, sense of belonging, engagement, child’s empowerment and autonomy, personal improvement and effort); • uphold psychological and social development of children, i.e. • develop a child’s growth mindset and its elements of curiosity, learning, commitment, effort, resilience; • develop children’s problem-solving, decision-making, information processing and creativity; • build children’s confidence and self-esteem and support their emotional management; • teach children how to build relationships, improve teamwork, increase interaction and support peer learning; • develop children’s leadership skills. <p>In addition, The UEFA Foundation has approximately 21 current projects linking to education inside and outside of Europe. Two of the main education-focused projects are the following:</p> <p>1. <u>Math Attack – St Lucia</u></p> <p>The Math Attack programme provides a child-friendly, safe and welcoming environment for after-school academic enrichment and support for at-risk youth between the ages of 11 and 15, using sport as a tool to enhance the development of life skills, foster positive social behaviours and improve academic performance.</p> <p>This programme is a specific response to poor local education standards and alarming declines in understanding of mathematics among school-age children. Academic pass rates in mathematics have been on the decline for well over a decade. Around 50% of male school students in Saint Lucia fail mathematics and around 20% of children who repeat a grade in school have some identifiable learning disability. Currently, fewer than 15% of school leavers in the region move on to further education. School dropout rates are closely associated with adverse health outcomes. Children who fail in school are more likely to engage in subsequent health-impairing behaviours as adolescents. Failing students are also more likely to drop out of school.</p> <p>More information at: https://uefafoundation.org/action/math-attack-2/</p>
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