



football²

GOOD-PRACTICE MANUAL

**International youth football tournaments,
how to organize and fund them?**

Content 3
 Foreword 6
 Aim of this guide 6
 How to read this guide? 7

Preparation and conception 8

1. How to develop your idea? 9

1.1 Discuss your ideas with partners 9
 1.2 Develop a concept 9
 1.2.1 Name / title: What is the name of my event? 9
 1.2.2 Contact: who is the organizer of the event? 10
 1.2.3 Partners: who is cooperating with you and supporting your event? 10
 1.2.4 Starting situation: why do you want to organize an international event? 11
 1.2.5 Targets: what are the aims of your project? 11
 1.2.6 Target-groups: for whom do you organize the event? 12
 1.2.7 Event structure: how do you organize your event? 12
 1.2.8 Budget: What are the costs of my event? What is the expected funding? 13
 1.3 Develop a budget 13
 1.3.1 Layout of budget 14
 1.3.2 How to plan the costs? 14
 1.4 Public relations (PR) and media activities 14
 1.4.1 PR concept 14
 1.4.2 How to present your event? 16

2. Sporting aspects of international youth football (events) 17

2.1 Indoor or outdoor? 17
 2.1.1 Outdoor tournaments 17
 2.1.2 Indoor tournaments 18
 2.2 Age-group 18
 2.2.1 More technical or tactical football? 19
 2.2.2 Indicate the age-group precisely 19
 2.2.3 Golden learning-age 10 to 12 years 19
 2.3 Date of your tournament 19
 2.4 Tournament format 20
 2.4.1 Outdoor 20
 2.4.2 Indoor 20
 2.4.3 Tournament size 21
 2.5 Tournament systems 21
 2.5.1 League system 21
 2.5.2 Group stage(s) and knock-out stage 21

2.5.3 Match time	24
2.5.4 Recommendations for tournament systems	24
2.6 Tournament rules	25
2.6.1 Rules	25
2.6.2 Coaches meeting	25
2.6.3 Code of conduct and fairplay	25
2.7 Alternative rules and innovative formats	26
2.8 Your tournament fact sheet	26

Management and organization 28

1. Work organization	29
2. Tournament administration	29
2.1 Invitation	29
2.2 Tournament and event registration	31
2.3 Insurance	31
2.4 Tournament schedules for all participants and partners	31
2.5 Documentation	32
2.6 Accounting and financial report	32
2.7 Evaluation	32
3. Match organization, facility management and team hospitality	33
3.1 Pitch organization and locker-rooms	33
3.2 Referees	33
3.3 Team assistants	34
3.4 Volunteers	34
3.5 Team accommodation	34
3.5.1 Host families	36
3.6 Teams: food and drink	37
4. Special chapter: intercultural understanding	37
4.1 Central role of the coaches and the persons in support	37
4.2 Fairplay: Rules, rituals, identification	38
4.3 Fans	39
4.4 Language	39
4.5 Celebration	39
4.6 Locker rooms and accommodation	39
4.7 Religion	40
4.8 Racism and discrimination	40
4.9 Girls football	40
4.10 Intercultural learning	41
4.11 Good-practice examples of intercultural learning	41

4.11.1 Put together an international selection and have them play another team. 41
 4.11.2 Children swap souvenirs 41
 4.11.3 Language animation with Goethe Institut 42

Funding 46

1. How to get funding for my event? 47

2. Club contribution 47

2.1 Revenue from the event and registration fees. 47

2.1.1 Registration fee of the teams/ participants 47

2.1.2 Registration fees not viable with every top club 48

2.1.3 Revenue from the event 48

2.2 Tombola 49

3. Donations and sponsoring 49

3.1 Private fundraising strategy 49

3.2 Donations: funding for emotions/philanthropic donations 50

3.3 Sponsoring: funding for services and publicity 51

3.3.1 What could you offer to sponsors? 51

3.3.2 How could sponsors help you? 52

4. Grants and state support 54

4.1 How does the grant system work? 54

4.1.1 Grant programme 54

4.1.2 Application 54

4.1.3 Evaluation of application and grant allocation 54

4.1.4 Ways of grant financing 54

4.1.5 Project work, evaluation and control 55

4.2 City council and regional grants 55

4.3 Bi- and multilateral programmes 56

4.4 Multilateral programmes – European Union 57

4.4.1 Cross-border projects 58

4.4.2 Multinational projects 58

4.5 Find the right funding mix 59

Appendix 60

Partners 77

AIM OF THIS GUIDE

The purpose of this manual is to provide basic information and good-practice tools on cross-border youth football. This manual is dedicated to grassroots club managers, amateur coaches and newcomers who want to strengthen international understanding by football. Our material has been developed in course of the project football² - international youth football and education. Football² was selected in 2012 as a preparatory action of the European Commission in Brussels (Directorate General for Education and Culture). The project was running in 7 countries from 1 January 2013 until 30 June 2014

Main funding

European Union

Main project partners

- Estonian Football Association
- Football Association of Czech Republic
- Goethe Institut Prague, Bratislava and Vilnius
- Latvian Football Federation
- Lithuanian Football Federation
- Slovak Football Association
- Deutsch-Tschechische Fussballschule

Supporting and local partners

UEFA, Bavarian Football Association, Berlin Football Association, English Premier League, Hertha BSC, Legia Warszawa, MŠK Žilina, Tottenham Hotspur, Fulham FC, FC Porto, Czech Embassy Berlin, Representation of the Free State of Bavaria in Berlin.

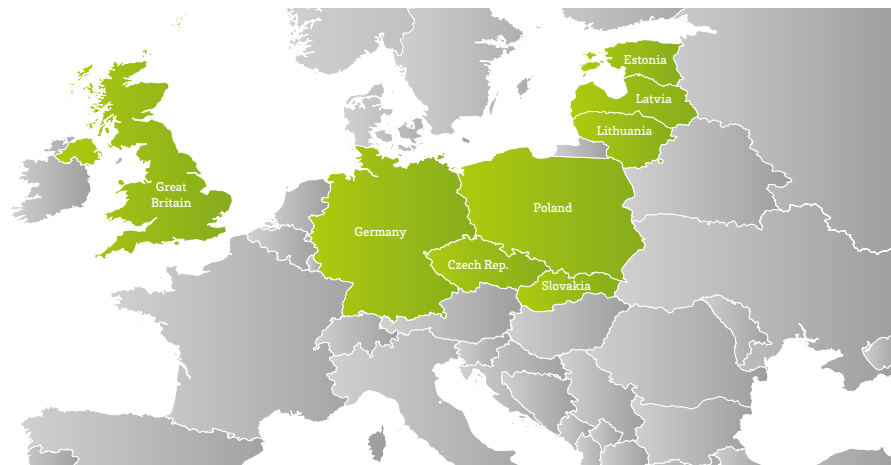
National partners

Commerzbank AG, REHAU AG+Co, Erich NETZSCH GmbH & Co. Holding, SIA INNOVA, Sportfan, PRETO spol. s.r.o., INGO Casino a.s.

Objectives of the project football²

- Promote respect, fair play and gender equality
- Promote intercultural learning and friendship through football
- Create a European network on good-practices in cross-border youth football
- Provide practical information for cross-border events
- Develop grassroots competitions in neighboring regions
- Raise awareness for cross-border understanding in Central and Eastern Europe

Project region and content



The project partners hosted 28 cross-border youth tournaments for the age-groups U12 to U10. More than 500 teams and 6000 children were involved. In addition, 3 school-competitions were organized in cooperation with the Goethe Institutes in Prague, Bratislava and Vilnius involving more than 400 children.

We would like to thank all partners, colleagues and friends for their support. Thanks to your strong commitment the football² project and this good-practice guide have become true.

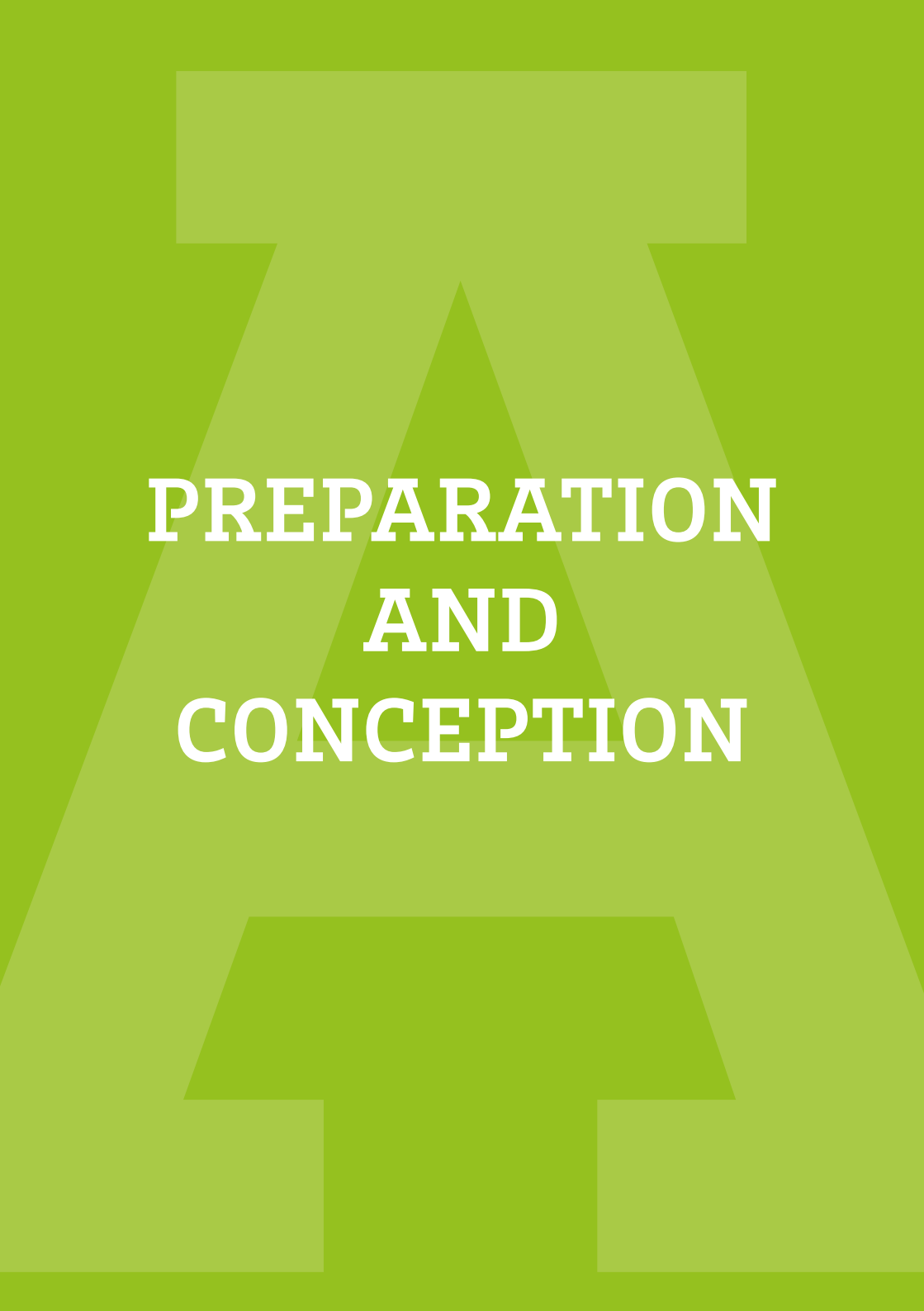
How to read this guide?

This guide is structured into the 3 main stages of event organization

1. preparation and conception,
2. management and organization as well as
3. funding.

In daily work these topics may merge. Nevertheless we maintained this logical structure to keep our overview as clear as possible. Newcomers should read the guide completely before they start work as the information from all chapters may influence their work. More experienced event organizers can easily pick individual chapters according to the content of this guide.

This guide shall give basic orientation only. We concentrated on the most important aspects in the organization and funding of international and cross-border youth football events. The authors can provide more in-depth information if requested. If you need further help, please contact info@dtfs.de.



**PREPARATION
AND
CONCEPTION**

1. HOW TO DEVELOP YOUR IDEA?

1.1 Discuss your ideas with partners

A good idea is the key to each international event, project or tournament. Your idea can become as true as many visions have before. You will need to develop your idea step by step, find the right partners and set up a good team to realize it.

It is a long way from the idea until the realization of your event. You have to define where you are and what the targets are and define each of the practical steps required to reach your targets. It is also important to consider your potential partners and how you could finance your event. You do not have to be a mastermind and know each individual step of your event in advance. It is more important to set up a good team, include possible partners across the border and discuss the individual steps of your event with your partners frankly and clearly. This moves your planning process forward, avoids possible practical problems later on, and creates a good team spirit.

1.2 Develop a concept

The first step in each project or event is to develop a solid concept. This concept should be short (usually 1 to 2 pages) and show how you will realize your idea. It will be your plan. Your concept should explain why you want to do your event, what your aims are and how do you want to proceed:

8 relevant questions to develop a more detailed concept:

1.2.1 Name / title: What is the name of my event?

The name of your event should reflect the content of your project. It should be short and unique. The name of your event should be like a brand which can be easily understood and remembered by partners, participants and the public. Avoid non-specific event names as "international junior cup" or "international indoor tournament" or "international youth camp". Many events have these names and your event would lose its uniqueness.



Event names may include:

- Aim or character of your event
- Name of region or home-town of the event
- Age-group and/or target group
- Name of your main sponsor
- Emotions transferred by your event

1.2.2 Contact: who is the organizer of the event?

Discuss with your partners who will be the main organizer of your event. The organizer usually cannot be a private person, but should be an organization, club, school, city council, federation etc. It might be also a company or commercial organization. Please consider that public grants or EU grants are often provided to non-profit organizations only. Private companies can be excluded from public funding. Please double-check before.

In the concept you need to specify:

- Name of the organization, possibly legal form
- Address and telephone number, website of the organization
- Name of the person responsible for the event (coordinator)
- Email and mobile number of the coordinator

1.2.3 Partners: who is cooperating with you and supporting your event?

Find partners who help you organize the event. Partners can be found on different levels – from local to international. Look for local partners first. With their help you can look for partners on a higher regional, national or international level.

Local partners

It is easiest to find local partners. They are based in the home-town of the event and have a direct connection to you, the organizers and the partners of the event. Ideally, they would be interested in promoting a new event in town. Local partners may be the local city council, local football clubs or schools, local companies, local media, parents, fans. Many people and organizations might contribute something to your event. It is not necessarily money only. It can be also support with free services, gifts, free staff or volunteers. The better your local network is the higher will be the quality of your event.

National or regional partners

National and regional partners of your event may be the regional governing bodies. It can be the sports department of your regional government or the regional football association. You need the regional football association to register your tournament and ask for referees.

International partners

Planning an international tournament or EU event may require international partners. These partners should assist with the event organization, help find participants and provide practical advice or intercultural background knowledge. Possible international partners are football clubs or schools, for instance. How can you find international partners? Start on the local and personal level again. Are there any local people who have an international background or partners abroad? Does your town have an international twin town? Is there any local company connected to companies abroad? Is one of your friends working abroad and may help you with a contact? Try the private and personal approach first. It will be more promising than sending non-personal emails somewhere abroad.

1.2.4 Starting situation: why do you want to organize an international event?

The first question you have to ask when planning an international event is: why do you want to do it? Describe your motivation to run this event and go into detail. Your analysis will be more profound if you consider what you / your club / your home-town do today and where you want to go in the future. Compare "your" starting situation with the situation in other areas. Think about what is missing and how your project or event could help to make the situation better. Try to be precise and realistic. Describe the situation of your target groups and their individual needs. Think of possible positive effects for your environment (maybe positive tourism effects for your home-town) and avoid non-specific sayings which may indicate that you want to save the world with your event.

Example for starting situation:

- Our town: There is no international football youth tournament in our home-town. Our clubs and schools have no international contacts up to now and our children have not gained much international experience
- Other regions have more international events and contacts. Their children gain important personal experiences, learn fair play and respect. Tourists visit these events and make the whole region more attractive.

1.2.5 Targets: what are the aims of your project?

Once you have discussed and analyzed the starting situation, you have to specify the aims of your event. What does your event want to achieve? Describe the individual improvements which your event will bring to the different target groups. Consider all levels your event may touch – the direct target group as well as indirect target groups. Try to be precise and realistic and set measurable aims which can be controlled after the event.

Examples for targets:

- Organize the first international sport event in our town
- Provide two teams from our home-town with the chance of international experiences and learning
- Promote the spirit of respect and fair play among our children
- Strengthen the personality of our children by meeting foreign cultures
- Give them a chance to improve their foreign language skills
- Spread international understanding also among all parents and partners involved
- Present our town as an open place of international understanding, attract more tourists

1.2.6 Target-groups: for whom do you organize the event?

Consider the different target-groups of your event and describe them. Characterize your target-groups and quantify them.

Direct target-groups: which teams? How many teams in total? Describe the age of the players, level in sports (grassroots / elite), gender, social or cultural backgrounds, international teams, background of the coaches?

Indirect target-groups: parents, partners, town, social environment, media, fans, tourists etc.

1.2.7 Event structure: how do you organize your event?

This is a key part of your concept. A clear structure and organization increases the likelihood of a successful event. Try to discuss the practicalities of the event closely with your partners. Develop a clear plan which divides the event into different stages. Each stage should end with a specifically defined milestone (e.g. finishing the concept, sending all invitations, tournament is fully booked, press conference, all teams arrive, tournament days, all teams depart).

Discuss each stage with your partners and define aims, responsibilities, time, finances and the staff you need. Do not forget about any relevant technical equipment, legal allowance or aid from 3rd parties.

The following questions might help you to structure your event:

- When do you want to organize your event? For how many days?
- Where do you want to organize your event (place and venue – indoor/outdoor)?
- How will you divide your event into different time periods (e.g. preparation, realization, evaluation)? What are your aims and milestones in each individual period?
- How will you divide responsibilities for your event? (E.g., tournament administration, pitch and facility management, team hospitality, PR and marketing, funding). Who is responsible for which field / measure?
- What staff and external help do you need for each measure?

- What technical equipment / legal allowance do you need for each measure?
- How much time do you need for each measure?
- How much money do you need for each measure?
- How do you solve international understanding and communication?

1.2.8 Budget: What are the costs of my event? What is the expected funding?

Your concept should have a solid financial plan. For your first draft, it is not necessary to have a budget that predicts each invoice in detail. However, you should prepare a rough and realistic plan of what costs you have and how you plan to fund them. Meet your partners, including those from abroad, and discuss the individual steps of your event. Think about the costs (and side costs) of each individual step. If you are unsure about the price of some positions, ask different companies for a quote. Later on the quotes might be needed to prove to your funding partners that you opted for the best price. If you decided against the best price, you might have to explain that decision.

Possible costs may be:

- Pitches
- Necessary stadium equipment (tents for teams, mobile toilets etc.)
- Cleaning of the stadium
- Preparation of the stadium (signs, billboards, cups)
- Hotel
- Food and drink
- Transfer and transport costs
- Insurances
- Technique (sound, light etc)
- Equipment (balls, bibs)
- Prizes (diplomas, medals, cups)
- Referees
- Medical staff
- Tournament staff
- Stewards and team assistants
- Food and drink for fans
- Preparatory costs of the organization
- Project marketing and PR costs: website, tournament brochure etc.

1.3 Develop a budget

The final step of your financial concept will be a detailed budget plan which indicates the planned costs and funding of your event. If you plan a non-profit event, expenses

and income shall be even. Public grants, also from the European Union, are dedicated to non-profit events only.

1.3.1 Layout of budget

see table on opposite page

1.3.2 How to plan the costs?

Describe the costs in the budget plan in as much detail as possible. Fill in the first two columns of the costs indicating the breakdown of the total costs. Explain the costs in detail with number of units, days and costs.

Examples:

Stadium equipment: tent rental: 2 tents x 500 € per tent = 1000 €.

Hotel: Team 1: 15 persons (12 players, 3staff) x 40 € per night x 2 nights = 1200 €.

Staff: 5 referees x 50 € per day x 2 days = 500 €.

Having filled in the first two columns of the budget plan, you have your total costs on the bottom. These costs have to be funded from one or more resources which you fill in column 3, 4 etc.

We will discuss different ways of funding in the 3rd chapter.

1.4 Public relations (PR) and media activities

Successful projects have good visibility. Communicating regularly with your internal and external target groups helps you move your project ahead. For example, by keeping your work colleagues and volunteers in the event team up to date and well informed, you can help keep their motivation high. Similarly, external target groups such as the media appreciate that they are involved from an early stage. Regular reports in the media and on the internet raise the popularity and publicity of the event. Consequently, high visibility is a must in maintaining relations with your supporters and sponsors who appreciate that their support is reflected positively in the public. Public partners such as the European Union may ask for public display of their support.

1.4.1 PR concept

Again, a PR concept is the first step before you run your campaign:

- What are relevant target groups for your PR and event marketing?
- Who can be possible multipliers to promote your event (e.g. city council, clubs, schools, football associations etc.)?

Position	Single cost	Total cost	Own contribution (Sponsored by)	Expected from Sponsor 1	Expected from European Union
All costs in Euro					
Pitches 1 pitch for 2 days	-	-	City Council		0
Tents: 2 tents for 2 days	500	1000	200	300	500
Mobile toilets: 1 toilet car	200	200	50	50	100
Cleaning of stadium 3staff			Volunteers		0
Stadium signs	200	200	50	50	100
10 signs	-	-	Copyshop A		0
Technique loudspeakers	-	-	Sponsor 2		0
Balls 10 match balls	-	-	City Council		0
Bibs	-	-	From club		0
Prizes: 100 Medals	100			100	100
Prizes: 10 Cups	500			500	500
Liability insurance
Hotel costs: team 1
Hotel costs: team 2					
Hotel costs: coaches and guests					
Lunch teams					
Dinner teams					
Drinks teams					
Transfer team 1					
Transfer team 2					
Tournament PR					
Marketing: posters					
Marketing: website					
Marketing: brochure					
Staff costs					
Tournament coordination					
Referees					
Medical staff					
Security / stewards					
Team assistants					
Preparatory costs					
TOTAL COSTS		10000	3000	2000	5000

- How is the situation today? What do media and multipliers already know about events like yours?
- What is the aim of your PR activities?
- How do you contact your target groups (e.g. personal meeting, emails, website)? What information are they interested in?
- Are there any special target groups of importance (e.g. neighbors, schools involved, volunteers)?
- How do you present your event online (website)?

1.4.2 How to present your event?

Consider classic and modern instruments to promote your event. Think about suitable instruments for each target group. Well informed colleagues and event staff do not need the same information as an external media partner who has never heard about your event before.

Examples: A short email is good method to keep your colleagues up to date, although it may not be sufficient to inform your partners. On the other hand don't send long full-range updates to everybody, it might become too much for them. Consider what and how much you send to whom. Neither be a spammer nor uncommunicative.

In international events it will be very important to keep your partners across the border regularly up-to-date. They might need special information as they do not know about sporting or cultural specifics in your country.

Keep your message simple, clear, personal and short

In order to present your event you should prepare your messages in a simple, clear, personal and short manner. Try to present why the PR target groups have a (positive) direct relation to your event. For instance, you can underline the local importance and effects of your event with various target groups. Give examples: why are so many international clubs accepting the invitation to your home-town? How did your partners help you practically solve problems? Add emotions and make your message personal. Offer interviews with children or parents, your partners and guests from abroad. Personal messages help to spread the word-of-mouth popularity of your event.

Different means to present your event can be:

- Creating a website or site in the social media (facebook)
- Press and media releases
- Adverts or sponsored articles / reports
- Press conferences and meetings with your partners
- Arranging project presentations and interviews with the participants
- Personal invitations to your event

TIP

Don't forget to involve professional photographers or tv crews - pictures and films might say more than 1000 words... Short films may also be shown on your website.

2. SPORTING ASPECTS OF INTERNATIONAL YOUTH FOOTBALL (EVENTS)

When planning your tournament or event, sporting aspects are an important consideration. A thorough sporting concept ensures a well-balanced event and happy guests.

2.1 Indoor or outdoor?

The first question you have to answer is what facilities do you have at your disposal and where do you want to organize your tournament. Indoor or outdoor?

2.1.1 Outdoor tournaments

Traditionally, football tournaments are played outdoors. They are played on a grass pitch or on an artificial grass pitch (astro turf). The more pitches you have at your disposal, the more teams you can invite. Younger age-groups will play with smaller sides on smaller pitches (usually 6v6 (6 players including goalkeeper versus 6 players including goalkeeper), 7v7, 8v8, 9v9). Older age-groups (minimum 13/14 years and older) will play 11v11 on a full-size pitch. Make sure that you have enough suitable goals for each pitch. Younger age-groups will usually have goals in the format 5 m x 2 m (the youngest maybe even smaller). Older age-groups play on larger goals. Again, 13/14 year-olds will start to use full-size goals. Some countries such as England might have individual goal formats for each age-group.

Season times

Outdoor tournaments are usually played in spring (April to June/July) and autumn (August to October). A special form can be pre-season tournaments in February or March. The local climate decides if you can play outside. Central and Eastern Europe may have snow from November to March and are not suitable in this time for outdoor tournaments.

Outdoor is standard and attractive to everybody

The advantage of an outdoor tournament is that it is the standard format. Nations from all over the world may be ready to join your tournament taken the organization and (financial) conditions meet their expectations. You must be aware that not all nations prefer to play on astro turf, especially if it is not the newest generation (3rd generation or above).

2.1.2 Indoor tournaments

The winter may be long and hard in some countries. For this reason these countries developed a special event form – indoor tournaments.

In Central Europe, these tournaments are played with smaller-sided teams (usually 5v5). They are played on a smaller pitch, usually a handball pitch in the format 40 m x 20 m. The pitch is covered with astro turf or parquet.

Often boards are used on the sides which makes the game even quicker (see page 22). The advantage of this format is that you have no waiting time due to the ball being out of play. The goal size used in indoor tournaments may vary. Sometimes, the goals are 3 m x 2 m as in handball or futsal. An attractive variant may be to use goals in the size 5 m x 2 m. This form of indoor football will cause more goals and exciting goal situations. In Scandinavia, the Baltic States, Poland or England there is also larger indoor domes covered with astro turf. They may allow larger formats as 7v7, sometimes even 9v9, 10v10 or 11v11.

Season times

Indoor tournaments are played in winter (November to March).

Indoor tournaments can be an attractive variant

The advantage of indoor tournaments is that they offer a variation in winter which is not dependent upon the climate. In particular, the smaller-sided tournaments become very popular as the games are very quick and have many goal situations. Coaches appreciate the higher pressure situations that games on the small pitch can bring. This promotes the players' basic technique and decision making skills.

Disadvantages of the indoor format may be a higher risk of injuries, especially for the older age-groups. For this reason indoor tournaments are often designed for younger age-groups. Furthermore, clubs from Western or Southern Europe may not know this format and avoid participate in indoor tournaments. A final disadvantage of indoor tournaments is the limited number of participating teams. Usually there is only one pitch available. Larger indoor halls with 2 pitches next to each other (e.g. in Liepaja, Latvia) have proved to be very attractive to the participants.

2.2 Age-group

Deciding on the venue, you need to choose an appropriate age-group. Outdoor tournaments are attractive to all age-groups. Indoor tournaments are mainly played for the age-groups U9 to U14/U15.

2.2.1 More technical or tactical football?

The choice of the age-group depends on the individual aim of your tournament. In the younger age-groups, tournaments will more focus on technical aspects. They help young players to work on their basic technique and get to know simple playing forms. The older the players are, they tend to play a more tactical and physical game that is similar adult football.

2.2.2 Indicate the age-group precisely

When specifying your age-group, please indicate the exact birth-dates you accept to your event (e.g. born 1 January 2002 and younger). The meaning of the age-category "under+age" (such as Under11 or Under12) may vary across Europe and could be mistaken. Most of the European countries would have as a dead-line for each age-group that the participants are born on 1 January or younger. In England the birth-dates boundary is 1 September or younger.

2.2.3 Golden learning-age 10 to 12 years

We decided to do our project football² in the golden learning-age from 10 to 12 years of age. In this age children are very open to new impulses from outside, on the pitch and beyond. Children soak up instructions from the coaches very quickly and are also open to new experiences off the pitch. Furthermore, they are able to face challenges more easily and learn how to master them. This is an ideal environment for learning. The players learn quickly how to play in different positions, in different teams, and sometimes in a mixed team with children from another country. Children also gather new mental experiences at an accelerated rate.

In this regard, coaches can continuously change the environment and intercultural challenges that children face and teach them how to deal with these new experiences. The advantage for children at this age is that they are very responsive, flexible and creative. Another positive aspect is that more parents and friends will accompany children in this age to international events and tournaments. This creates a lively atmosphere. International and intercultural experiences are very important to older children as well as youngsters. However tournaments for the age-group 14 to 18 tend to be more specialized and results-oriented than younger age-groups. Players may already have fixed positions and will likely be more focused on their particular tasks which they received from the coach.

2.3 Date of your tournament

Having chosen an age-group for your tournament, the next key decision is to find an appropriate date. You will have to stage your tournament in the general season time.

Season times vary from country to country as they usually depend on the school holidays. Make sure you consider the holiday times in your neighboring countries before inviting teams from there. Good months for tournaments may be September, April and May for outdoor tournaments (all teams will be in season) as well as November to March for indoor tournaments. Tournaments in June, July and August could be risky as some countries will be on holiday.

Example: English Premier League academies go on holiday in June. All Czech, Slovak and Polish teams on 1st July. In Germany holiday times differ to the individual federal state. Bavaria is one of the few regions where many tournaments are still played in July as kids are still in school. In winter, many teams in Europe have a break from mid-December to mid-January.

The younger age-groups are more flexible with the dates than the older ones. In general, they have fewer problems in re-arranging league games. At U14 and above many clubs play their national league games. As this is a much more serious matter, they might struggle to play additional tournaments in the league season.

2.4 Tournament format

The tournament format depends on the venue (indoor/outdoor) and the rules governed by your national (or regional) football association. Here is an overview of typical formats in Europe:

2.4.1 Outdoor

U9 6v6 or 5v5

U10-U11 7v7 or 8v8

U12-U13 8v8 or 9v9

U14-U19 11v11

Alternative formats (street football or similar): 4v4

2.4.2 Indoor

Central Europe: 5v5 or 6v6 (in younger age-groups or larger venues)

Sometimes larger-sided formats are possible if your organization has access to larger venues.

Before you finalize the format of your tournament, double-check with your regional football association whether there are any conflicts. Sometimes you will have to find a compromise if you want to attract international teams. A challenge for organizers is that some countries have created special formats which are more difficult to realize in international tournaments.

Example: In Czech Republic each team in the younger age-groups plays simultaneously

with 2 teams on 2 pitches (example: 2x 5v5 or 2x 6v6). For foreign teams this can be difficult in a tournament format as they might not have enough players or coaching staff for this format.

2.4.3 Tournament size

The tournament size will depend on

- Your aims for the tournament
- The capacity of your venue (number of pitches and locker rooms).

Good-practices show a maximal number of 10 teams per pitch in a usual tournament day of 8 hours. This ensures enough games and match practice for each team. The number of teams you can host also depends on the number of locker-rooms available. Ideally, each team have their own locker-room. In younger age-groups it is also possible that 2 teams share a locker-room. If you are short of locker-rooms, mobile tents can be a solution for hosting the teams and giving protection against bad weather (*see page 35*).

2.5 Tournament systems

2.5.1 League system

One variant of tournaments is a league system. In this system each team plays one game with the other teams in the tournament. The advantage of this system is that all participating teams have the same amount of games and match experience throughout the tournament. This is an important positive factor for the development of each player. In international tournaments each team plays with all other international teams. This format maximizes intercultural learning experiences. A disadvantage of the league system is that if you have many teams involved in your tournament, it may take a long time for all teams to play each other and you might run out of time. Furthermore, in a league system, your tournament has no knock-out stage or final game, which is often less exciting for the spectators.

2.5.2 Group stage(s) and knock-out stage

An alternative tournament system is to organize a group stage followed by a knockout competition. In the group stage you set up different groups where all teams play against each other. At the end of the group stages the teams go on to the knock-out stage according to their placement in the group table. In the knock-out stage there may be a round of the last 16, quarterfinals, semi-finals and finals as well as placement games. There is a large variety of systems how to play these tournaments. The advantage of this system is that you are able to manage larger amounts of teams in your tournament. The knock-out stage and final games will guarantee excitement



Indoor tournaments can be very exciting. The events in Dessau and Arzberg (Germany) attract many fans.



Street football is an alternative format, mainly played in bigger cities such as Berlin.

among players, coaches and spectators. A disadvantage is that not all teams have the same amount of games and total tournament time. In some tournaments teams would go out of the tournament after just a few group games. This is disappointing for the players. It is also ineffective as the time needed for preparation and travel would not correspond to the total match time in the tournament.

2.5.3 Match time

The time of each individual game in the tournament is variable. In order to guarantee the development of a proper football game there should be a reasonable minimum match time (usually 10 minutes for small-sided (indoor) games and 25 minutes for a game 11v11). The maximal match time is up to your tournament set-up and the recommendations of the football associations. In international tournaments for players in the golden learning age, it is more exciting to have more international games of shorter duration than two or three long games per day. Greater exposure to new international opposition further promotes the intercultural learning of the children. From our experience a match time of 15 to 20 minutes for small-sided games in the age of 10-12 is ideal.

2.5.4 Recommendations for tournament systems

Based upon our project management experience we provide some examples of good tournament organization below:

- All teams should have a similar amount of games in the tournament. Make sure you have enough games and total tournament time for each team. The time needed for preparation and travel must be in a good balance to the total match time. Otherwise it would be ineffective for the teams to travel to your tournament. The minimum tournament time for each team per day should be 60 minutes (on good grassroots level and above). The maximum match time depends on the recommendations of your regional football association.
- All groups in the tournament should be well-mixed in terms of their sporting level. Take care to ensure that each group has a similar mix of regional and international teams and try to avoid groups with too many teams from one region. Nobody wants to travel a long distance to play the same opposition as they would face at home. One of the unique benefits of cross-border youth football tournaments is to meet new opponents and experience new football cultures.
- Whilst planning the games, make sure that the teams do not have too long breaks between their games. Too much waiting time is disappointing for players and

staff. Good-practice in tournaments for younger age-groups is to have a maximal break of 45-60 minutes between the games. This assures a good balance between relaxation and preparation for the next game. If you are struggling in your tournament plans with long breaks (and not enough pitches) you can split your tournament into two halves. The first groups could play in the morning while the rest of the groups play in the afternoon. This keeps your tournament plan compact and waiting time low.

- Are you looking for some ideas for how your tournament system could be organized? Some basic variations of tournament schedules are available as downloads on the internet, e.g. at www.kadmo.de

2.6 Tournament rules

2.6.1 Rules

The rules of your tournament should follow the rules and recommendations of your regional football association. Sometimes you need to find compromises to ensure international teams can participate in your tournament (see question of format above). Consult with your football association on any rule modifications before you start work. Send the tournament rules to all teams at least 1 month before the event.

2.6.2 Coaches meeting

Arrange a personal meeting with all coaches and referees before the tournament. An explanation of all rules in detail and the possibility to discuss unclear situations will avoid problems later on. Make sure you find the right language or translation that all international coaches can communicate with you.

2.6.3 Code of conduct and fairplay

Next to the normal football rules we recommend to set up a code of conduct in the spirit of fair play. All football associations issued this code of conduct for coaches and parents. It helps to manage the tournament in a friendly spirit. A code of conduct should include:

- No racism or homophobia
- No abuse or violence
- Respect different cultures
- Respect the opponent
- Respect the referee
- Respect the game
- Positive and non-aggressive coaching

- Positive and non-aggressive support
- Coaches should stay in the coaching zone
- Parents should stay in the fan zone

It is positive to include the code of conduct or fair play charter into your tournament rules and the coaches meeting before the tournament.

2.7 Alternative rules and innovative formats

If you plan an alternative tournament the rules may vary. Tournaments oriented on street football rules could be an innovative challenge for the children. This promotes their variability, flexibility and creativity. These tournaments could be played in different formats, different goals, different grounds (sand, street).

Innovative elements for the rules could be:

- Mixed teams – boys and girls, different nations in one team
- Teams vote each other
- Scoring of goals is limited (scoring goals just with special body parts, only by girls, only from the own half etc.)
- There is no match time. The winning team scores 10 goals first.
- The winning team stays on the pitch, a new team may enter the pitch to challenge the winner.

2.8 Your tournament fact sheet

At the end of your sportive concept you can prepare a tournament pattern which gives a short overview on the most important sportive facts of your event.

Name of the event: _____

Date: _____

Place (address): _____

Age-group (exact birth-dates): _____

Pitch / venue: _____

Number of participants: _____

Tournament system: _____

Format: _____

Match time: _____

Number of matches guaranteed: _____

Teams invited / teams confirmed: _____

Rules: _____



The background features large, semi-transparent, light green letters 'I' and 'B' that are partially obscured by the text. The 'I' is on the left and the 'B' is on the right, both rendered in a bold, sans-serif font.

MANAGEMENT AND ORGANIZATION

**OF INTERNATIONAL YOUTH
FOOTBALL EVENTS**

When you have finalized your concept and the funding is confirmed, the practical work on your event can begin. The field of event management and organization is wide. Our manual focuses on key aspects of cross-border events and includes a special chapter which focuses on intercultural specifics in youth football.

1. WORK ORGANIZATION

Before starting to work, you have to allocate responsibilities to your event team including your partners from abroad. Go through the individual steps of your concept. Discuss what is necessary to do and who will be responsible for each task and in which time horizon. An efficient work organization is when each member of the event team has a well-defined area he or she is responsible for. It is imperative for your event team to agree on precise responsibilities, task descriptions and time horizons. Imprecise tasks or responsibilities might cause problems and misunderstandings. Arrange regular team meetings to discuss the process of the event preparation.

Possible fields of responsibilities can be:

- Tournament administration: invitation, correspondence, insurance etc.
- Match and facility organization: referees, pitches, locker rooms, garbage, parking etc.
- Team hospitality: team assistants, accommodation, food and drink, fans
- Marketing and public relations
- Funding and financing, accounting

Below we present some areas which might cause challenges when organizing tournaments on an international level:

2. TOURNAMENT ADMINISTRATION

Solid event administration is very important. This includes all office work, formal and legal aspects as well as the correspondence with participating teams before the event. After the event you have to provide an evaluation and documentation of your actions, including a financial report.

2.1 Invitation

The practical preparation of your youth football event starts with the invitation. You have to approach your national and international participants and present your event to them. Your invitation can be done in various forms - by email as well as by powerpoint

presentations or film trailers. Make sure that the most important tournament facts are included into the invitation (see the tournament fact sheet):

Your tournament fact sheet

Name of the event:	_____
Date:	_____
Place (address):	_____
Age-group (exact birth-dates):	_____
Pitch / venue:	_____
Number of participants:	_____
Tournament system:	_____
Format:	_____
Match time:	_____
Number of matches guaranteed:	_____
Teams invited / teams confirmed:	_____
Rules:	_____
Deadline for applications:	_____
Contact for questions and applications:	_____

When you prepare your invitation try to be short and precise. Avoid long invitations or films. The top clubs especially get numerous invitations on a daily basis and need to analyze and reply to them all. You are not the one and only event in your age-group. For this reason, try to spark the interest by presenting the main facts of your tournament. Provide precise information about what teams have confirmed their participation and if you have the ambition to invite bigger clubs to your event, make sure that you understand their expectations beforehand. It is not a good idea to send non-specific emails around and then trying to negotiate the conditions afterwards. You might get a polite but negative answer.

TIP

International top teams from western Europe expect special conditions of participation. Usually they are not ready to pay a starting fee and may ask for a travel contribution instead. If you are looking for advice you can contact the Football² network: info@dtfs.de

Good communication needs to be more than just short and precise. Care should be taken to ensure that you address the clubs in a language that they understand. Do not expect that all foreign clubs understand your mother tongue. English might be a good compromise, but it is not granted that football coaches in all countries understand

English. You might struggle with smaller clubs or senior club directors who learned other foreign languages when they were young. Again, do the research and find out which language to choose first, before you send your invitations.

2.2 Tournament and event registration

International events might need a special registration with the football association. All international games usually need to be officially accepted and confirmed by your national football association. Some states such as Bavaria even require a registration of all international games and tournaments in advance. Confirm with your regional football association that you meet the requirements and register your event in time. If you register your event, also inform the necessary local authorities as police or city council about the event.

TIP

When you register your tournament at the regional football association, do not forget to order qualified referees for your event (see also below).

2.3 Insurance

The official registration of your event will also be necessary for insurance reasons. You are not obliged to insure every participant taking part in the tournament. Usually players and coaches are insured by their football club. As an organizer, however, you are obliged to have a liability or accident insurance in case any unforeseen incident happens at the venue. Make sure that you have the necessary event insurance. Some countries have it included in the basic club registration fee (see Bavaria). Communicate to all participants what insurance cover you have and what insurance cover they need to have on their own. This should not only include health and accident insurance for players and staff, but could also include liability against possible damages in hotels, locker-rooms etc.

Communicate the insurance regulations to all participating teams at least 1 month before the event so that the teams can still react in time.

2.4 Tournament schedules for all participants and partners

If you communicate the specific regulations of your tournament to the participants, you should include a general tournament schedule for each team. This schedule should include all relevant information on the tournament program, venue, team accommodation, food and drink. The schedule should be prepared individually for each

team and contain all relevant times, contacts and addresses. Also specify the drinks and meals that are served. Add the most important telephone numbers at the tournament (organizer, coach, hotel, team assistant, bus driver, medical service, emergency). Communicate the schedules to the guests and hosts and tournament staff alike. Teams and hotels must be informed in time, at best one month in advance. Ask the guests and hosts whether they agree or have any amendments to ensure all runs well during the event.

2.5 Documentation

The final administrative step of your preparations should be to prepare documentation of your project. Event documentation may include:

- Collection of press and media reports and web articles
- Pictures and films (make sure a professional photographer is at your event)
- Documentation of presentation to your sponsors and partners (see the special publicity rules of EU and other institutions)
- Index of participants and squad lists
- Feedback from the participants and partners
- Summary of evaluation

2.6 Accounting and financial report

Part of your event documentation is a correct accounting and financial report. You are obliged to hand in your financial report to all institutions which gave you a grant. Make sure you have an invoice for each expense and the relevant side-documents (quotes for comparison, payment receipts etc.). Ensure that you keep all event / project accounts up-to-date. If you realize that you have not managed to stay within the limits of some aspect of your budget, then you must inform your grant-issuing institution. Often you may exceed expenses within 10 or 15 % so long as they can be balanced with fewer expenses elsewhere. Continuously monitor your budget and always inform your partners about possible budget changes immediately.

Correct accounting – including all revenue and sponsorship – is vital for accurate project documentation. Read the instructions and contracts from your individual grant institutions carefully to avoid mistakes.

2.7 Evaluation

The final part of your documentation is a proper evaluation after the event. You should include into your evaluation all external and internal partners. It is important that you involve all groups which participated in your event including your event team, the

participants, and all partners. Your evaluation can be free-style with open answers and questions. It can also be more detailed referring to specific questions relating to relevant areas. You could ask the teams their opinion about: accommodation, food, pitches, referees, event staff etc. Moreover, asking for feedback about possible improvement helps to enhance the quality of future tournaments. It is also good practice to analyze and evaluate the event from an internal perspective together with your staff and partners. Was everybody happy with the organization? Why or why not? What could be done to improve certain aspects? What are the wishes and visions for the future? Any new ideas?

A good evaluation helps you to improve your event in the future. Discuss the results within your team to keep the quality of your event high.

3. MATCH ORGANIZATION, FACILITY MANAGEMENT AND TEAM HOSPITALITY

“The truth is on the pitch” – the popular saying for football games also relates to your event. Good tournament preparation is not only necessary in the office, but on the pitch as well. You have to organize the venue for your international guests. Some further ideas are presented below to help your guests feel welcome at your event.

3.1 Pitch organization and locker-rooms

Preparing the venue, you should take care of certain specifics in order to welcome and inform your guests properly:

- Create signs for all central areas of the venue (parking, pitch, locker-rooms, medical, café, toilets etc.). Create the signs in a language or with symbols that can be understood by all teams and fans
- Create coaching zones for players and staff alone. Create special zones for the fans.
- Explain the setup of the venue in the tournament programme or at least during the opening ceremony
- Explain to each team how the locker-rooms are set up. Place team signs at the respective locker-rooms. Internationally mixed locker-rooms can create a nice intercultural interaction between children and staff

3.2 Referees

A good referee ensures a good game. Make sure you have enough referees for the event and some referees in replacement. Ask for referees who are experienced with the age-group and level of your event. International children’s football may sound easy to

handle but can be sometimes much faster and more difficult than expected. Referees have to make quick decisions on the pitch. In case of irritations or questions they have to communicate with children and coaches who do not speak their language. This makes instructions and explanations difficult.

Your international format is an educative challenge for the referees as well. Explain this background at the meeting with all coaches and referees before the tournament. Mistakes may happen on either side during the tournament – thus, respect will be necessary from all sides. International games are never easy.

3.3 Team assistants

In order to make the international communication easier, team assistants can help. They should speak the language of the international team and help to bridge language problems. Team assistants might already be involved in the preparation (and could help with translating the team correspondence). Assistants could also accompany the international team during their visit. Yet, as football is a sport which requires fast and direct decisions, make sure that your team assistants are very well briefed and can find the right decisions. It might be taxing for all sides if each team assistant has to call the tournament office to answer a question. If you work with team assistants, they should be well informed and ready to help quickly.

3.4 Volunteers

Volunteers play a key role during the tournament. There are so many tasks in an international tournament which can hardly be managed by a few people. Volunteers can help you to stage the tournament and take over some tasks. Think about what could motivate the volunteers to help you. Again there should be a direct and personal link. Help can come from parents who's children play in the tournament. Help can come from students who would like to train their foreign languages. Help can come from senior people who support your idea and want to remain active. Help can come from migrants who support your idea to welcome teams from their home-country. There can be a lot of variants. However, you should not take the help of volunteers for granted. Try to create a good team-spirit and give something back. You can give little gifts or could stage a volunteer party after your event to express your gratitude.

3.5 Team accommodation

If you have international guests who traveled a far distance to your event, you have to accommodate them appropriately. There are various kinds of accommodation:



Tents can be used as alternative locker-rooms (here in Delmenhorst).



International top teams are attractive to each tournament, but also need special preparation.

- Host families
- Sports halls or class-rooms with camp beds and sleeping bags
- Hostels
- Hotels

The kind of accommodation you choose depends on the level your guests are accustomed to. Higher level teams tend to have greater expectation for their accommodation. Again you have to pre-check the expectations of your guests. Not all teams are happy to stay in host families, sports halls or hostels. Also pre-visit the possible accommodations and make sure what standard and how much capacity they have at the date of the event. If you decide for hotel or hostel accommodation, then try to arrange that each team stays together on the same floor with rooms next to each other. This makes the team management easier. In addition, some teams may expect twin beds as their cultures do not accept that children stay in one queen-size bed together. Block suitable accommodation in time.

3.5.1 Host families

In Germany many tournaments work with host families. In each of these tournaments a few local clubs from the surrounding region take part. In return of their participation each local club provides host families for 1-2 other clubs who need accommodation. Each host family accommodates 2 children from the visiting club. The host families also transfer the children to the tournament venue and give them breakfast and dinner. The advantage of host families is that guest children have more personal contact with host children outside of the football arena. They gather more direct experiences which help children understand what daily life looks like in a foreign country. Staying in host families may create an exciting intercultural experience and allows all involved more opportunities to practice their foreign language skills. However, it is very important for each organizer to pre-check with the visiting team what their expectations are (and if they agree to stay in host families). The organizers must guarantee proper organization of the host families and ensure that the accommodation fulfills the guests' required standards:

- You should know the host families personally very well. Some countries (hosts or guests) may have special requirements for the adult supervision of children (in the UK a criminal record check would be necessary before accommodating children, for instance). Check before what you need.
- Each visiting child must have its own bed.
- Each family must host a minimum of 2 kids and should not accommodate too many kids. Double-check this with the coach in time.
- Double-check meals, special food requirements, allergies and curfew.

Clear rules which are communicated to hosts and guests alike will make the stay easier. And again there are cultural differences: while host families are popular in central Europe, other countries might prefer their kids not to stay in host families at all.

3.6 Teams: food and drink

International tournaments also have special requirements on food. As an organizer you have to respect specific nutrition requirement due to cultural or religious reasons. You should also take care to select meals and drinks suitable for sport. Here are some recommendations on healthy and culturally viable food for youth tournaments:

- Serve non-sparkling water for drink - no cola, no sodas
- Avoid any kind of pork meat as Muslim or Jewish players might not eat it for religious reasons
- Avoid heavy food containing a lot of fat or sugar
- Recommended food: chicken, turkey, beef, fish, potatoes, rice, pasta, salad, fruit

4. SPECIAL CHAPTER: INTERCULTURAL UNDERSTANDING: HOW TO BRING DIFFERENT CULTURES TOGETHER?

Written by Alexander Sobotta

Intercultural understanding means, to acknowledge and to accept, that people and their behavior are determined by different cultural experiences. These differences can create very positive situations, but they can cause trouble and misunderstanding as well. The handling of cultural differences in a secure and positive way avoids conflicts and fosters cooperation. The strengthening of intercultural understanding is a central, a European and a societal cross-sectional task.

Football, the world's most popular sport, is ideal for strengthening intercultural understanding. Its rules are simple and well known. There is hardly any equipment needed. Consequently it is a sport accessible to everyone.

But football does not strengthen intercultural understanding automatically. In the worst case it even creates conflict and prejudice. For this reason it is important to provide accompanying interventions designed to strengthen intercultural understanding. Here are some examples for these actions:

4.1 Central role of the coaches and the persons in support

The coach and the persons in support have a direct impact on the team and its behaviour. They are very important and should be addressed before the tournament – or even better: regularly trained. The coach is a role model for the team, so he should be

respectful to his players as well as to the other teams. How to deal with the coaches? Here are some ideas:

- Inform the coach about the values and goals of the tournament (i.e., respect and fairplay), so he can transport them to his team
- The coach and his team can create a logo or motto suiting the tournaments goals; all the teams' logos and mottos can then be presented beside the pitches of the tournament
- Some European national football associations offer seminars for club officials and coaches about the topic of intercultural understanding: inform the coaches about these possibilities
- The football² conferences offer a platform for coaches from different countries to talk and discuss the why and how of intercultural understanding on a very practical level. You can do the same with the coaches just before your international youth tournament
- Some coaches have an excellent address to their players, some don't: in case coaches with bad behaviour create tensions on the pitch, you can ease these tensions by moving the coaching zone 30 meters away from the pitch

4.2 Fairplay: Rules, rituals, identification

Fair play involves intercultural fair play and respect as well. Make sure the teams are reminded about fair play before and during the tournament. This could work like this:

- Hand out FIFA fair play codex
- Punishment of unfair behaviour, not only by the referee, but also by the coaches within their team
- Honour fair play with a fair play trophy
- Team captains, coaches and referees meet and greet before the tournament
- Remind the coaches of them being role models
- Remind the coaches and via them the players about fair play towards the referee
- Before and after the game all players and the coaches shake hands on the pitch
- Teams swap souvenirs with each other
- Develop special fair play rules with the players of the team (e.g., helping up the other players, when they are on the ground) and play according to that
- Play forms are available which can be used to promote fair play actions during games: define these fair play actions before the tournament and donate extra points to teams that exhibit fair play; add these points to the results points, so fair play in group stage contributes towards which teams advance into the next round or not

4.3 Fans

The fans, or in the case of international youth tournaments usually the parents, tend to be very emotional and even unfair. That tension gets transferred on to the pitch. How to deal with the parents? Here are some ideas:

- Get the parents involved in the organization: e.g., at the food and drink stand
- Fans/parents appointee (e.g., one of the parents), who keeps contact to fans/parents and reminds them about mutual respect and fair play
- If the "fans"/parents get too excited, create a fan zone 30 meters away from the pitch

4.4 Language

It is of course necessary for an international youth tournament to be able to communicate to each other. Best of course is a common language between the team officials, otherwise it is necessary to have persons who translate between the teams and the organizers.

4.5 Celebration

Coming together for an international youth tournament is a reason to celebrate. As any good host of international guests knows, there are some things to consider. Here are some ideas:

- Eat and drink habits are different: ask your guests beforehand, what to consider
- In some religions it is forbidden to eat pork (e.g., Muslim, Jewish), so be aware or do not offer pork meat and even use two barbecue grills (one with pork, one without pork)
- Have vegetarian food available
- Play music that suits different tastes or play different music (your country's folk music might not apply to everyone)

4.6 Locker rooms and accommodation

People from different countries join your tournament with their local rules and cultural perspectives on certain privacy issues in their head. It is best to talk about that with the heads of delegations before the tournament. Here are some things to have in mind:

- Accommodation: in some countries, it is not accepted that children or youths share double beds
- Shower: offer different showers for boys and girls as well as for grown-ups and children and youths
- Nudity: nudity in front of others is in some cultures not allowed (e.g., under the shower); be aware of that, create privacy areas and accept people, who don't shower naked

4.7 Religion

Religion is a personal matter. Not everyone follows the religious duties of his culture in the same way. Here are some things to have in mind:

- During some religious events people have to feast, e.g., the Muslim Ramadan
- Certain days of the week are not meant to be days of physical activities, but respectively days of familiar or religious duties (e.g., Judaism: Friday, Islam: Saturday, Christianity: Sunday)

4.8 Racism and discrimination

Racism and discrimination have no place at all and especially not at an international tournament. That poisons your event. Here are some ideas, how to promote a climate without racism and discrimination:

- Clear message against racism and discrimination: Banner, poster, flyer, announcements
- Dealing with breaches against the anti-racism and anti-discrimination codex by players, team officials or fans/parents: talk about it and/or sanction it

4.9 Girls football

The passion for football is high and still growing. Especially girls and women get more and more involved in football. Here is some advice, of how to promote girls football:

- Up to about twelve years boys and girls have similar physical abilities and can play in the same team or against each other; older then that boys gain physical advantage, so they should not compete with the girls anymore (if there is a highly talented girl that can still compete to e.g., 16 years, don't stop here of course)
- Have female members in the organization team, who can be one contact for the girls teams

- Locker rooms: offer separate locker rooms for girls and boys
- Sport head scarves: there are official sport head scarves for Muslim women

4.10 Intercultural learning

Organizing a fair and respectful international youth tournament is already helping intercultural understanding and learning. Here are some ideas how to even strengthen this:

- Every team presents its country to the others: flag, hymn, population, language, football teams
- The teams present their clubs history
- Point out the participants' countries on a map visible for everyone or make a human map on the pitch
- Create platforms for exchange: shared breakfast or barbecue, watching professional football matches in TV together
- Have appointees of the organization, who create exchange and communication between the teams

4.11 Good-practice examples of intercultural learning

The project football² gathered some ideas how to promote intercultural learning in youth football events:

4.11.1 Put together an international selection and have them play another local or international team

The organizers and coaches select players from different teams and countries and put together an international "All-star" team, which plays another international selection or local team. One example of good practice is provided by Legia Warszawa. At the end of their youth tournament, the Legia Cup, 11year-olds from all participating countries organize a team at the end of the tournament to play the 1st team of Legia in a fun friendly game (see page 44).

4.11.2 Children swap souvenirs

The evenings of international youth tournaments are usually dedicated for social activities. Create some free time for all players which they may use to swap (football) souvenirs. How does it work? Each player brings some souvenirs from his or her home-country, e.g., football shirts, pennants, balls, caps etc. Similar to a bazaar all players meet and can swap souvenirs. Let players have to interact independently; the

coaches stay outside and observe. The communication between the players may be in whatever language or with hand and foot. These intercultural bazaars create an exciting atmosphere. The English Premier League has been using this tool during their annual Christmas Truce tournaments. Deutsch-Tschechische Fussballschule has been using it at the annual Mini Euro (*see page 44*).

4.11.3 Language animation with Goethe Institut

Goethe Institut has been the general education partner in the project football². In three school competitions which took place in Czech Republic, Lithuania and Slovakia we developed new methods of intercultural understanding and language animation through football. The school competitions were organized in cooperation with the national football federations to attract as many participants as possible. The football federations published the competitions to all football clubs and sports schools in the country. Deutsch-Tschechische Fussballschule helped as an external partner to promote the competition and to provide methodological know-how.

In each competition schools could apply with mixed groups of boys and girls. They needed to send a video application including a football sketch and five words of German. The most creative videos were selected and the 15 best groups invited to the national final. These national finals took place in Kaunas, Praha and Zilina. The Lithuanian project was the most successful with more than 40 school groups having applied. In Czech Republic and Slovakia 15 schools each took part in the competition.

The national finals featured a mixture of football language competitions, football language animation and a mini football tournament. The teams were awarded with points in each discipline and in the end of the day, the team which had the highest score won a trip to the international football² project final in Berlin and a visit to Hertha BSC. The commitment of all groups in the competition was very high. The combination of football, the attraction of a prominent league (here the Bundesliga), football language animation in a fun way and an interesting prize (here a visit to a club of the Bundesliga) created much excitement among all participants.

Below we present some simple tools for fun language animation with football which were good-practice in the school competitions:

1. Intercultural football memory card game

This card game consists of pictures of pairs with important football expressions (ball, goal, player, goalkeeper, coach, offside etc.). Two or more players mix the cards and place them face down on a table. As in the popular variant the players need to find right pairs of pictures. Yet, our variant is a bit different: when the players open the cards, they always say the expressions for the card pictures in their mother

tongue. Their mates from the other country need to remember these expressions. In order to win, partners must find the matching pair AND say the right word for the card picture in the language of their foreign mate. This game can be also played on tournament evenings, trips to tournaments or similar (*see sample to cut out on pages 66/67*).

2. Football geography

You can prepare a quiz with the geography of your neighboring country. But the map of the foreign country will this time not feature the names or pictures of towns, rivers and mountains. You prepare an alternative football map with the logos of football clubs, stadiums and new clubs of players of your neighbouring country.

3. Football sketches

Another tool is the creation of football sketches in mixed teams. The task for the children will be to create a funny story including football and the foreign language. A minimum number of football words from the neighboring country needs to be involved in the set maximum time of the presentation. Each group needs to present its sketch to a jury who evaluates each sketch with marks set to certain criteria (all kids involved, creativity, language performance, football relation etc.)

4. Intercultural language animation on the pitch

Please see 3 sample training sessions on pages 60–65.



At the Legia Cup in Poland an international player selection plays a friendly game with the 1st team of Legia.



Swapping souvenirs among players can create excitement. (Mini Euro in Fr. Lázně, Czech Republic.)



Football language animation is good fun. See here card games and a quiz at Goethe Institut Praha.

A large, light green, stylized letter 'G' is centered on a darker green background. The 'G' is composed of two concentric shapes, with the inner one being a slightly smaller version of the outer one, creating a hollow effect. The overall design is clean and modern.

FUNDING

**HOW CAN I GET FUNDING FOR MY
INTERNATIONAL YOUTH EVENT?**

Finances and funding are one of the key questions for each event. No idea can become a reality without solid financing. We try to show in short how you can proceed and find possible ways of funding.

1. HOW TO GET FUNDING FOR MY EVENT?

There are various ways to find funding for your event. We have a look at 7 important areas where your funding could come from:

2. CLUB CONTRIBUTION

Your club resources are the most important part of your budget. Solid financial capacities of your club are needed for this part of the budget. Some grants foresee a minimal club contribution to each project of 10 to 15 percent of the total budget. Strong own resources are also important, as many grants are paid to you only after you finished and documented your event.

All documentation must first be checked and approved by external institutions. It is only when this check is satisfactorily completed that the final part of the grant can be processed. This means that you will need to pre-pay these expenses in advance using your own monetary reserves until the funding arrives into your accounts. In some countries this may take up to 1–2 years (see below).



2.1 Revenue from the event and registration fees

In addition to your own club's contribution, you may wish to consider different options of revenue from the event:

2.1.1 Registration fee of the teams / participants

Many event organizers ask the participating teams to pay a contribution to stage the event. This has a strong tradition in many countries and makes good sense as the commitment of all teams will be stronger. In our experience it is unwise to collect cash registration fees on the day of the tournament, as you run the risk that some teams do not show or cancel their participation at the last moment. In order to avoid these problems and inconveniences, it is good-practise for the organizers to request

registration fees by bank transfer from each team in advance. This pre-payment would not be returned in case of cancellations on short-notice.

2.1.2 Registration fees not viable with every top club

If you do consider registration fees, you should make sure that guests from abroad are willing to pay entry fees and, if so, how much. Registration fees are common to grassroots clubs and elite clubs in some countries only. Many top name clubs from abroad are not willing to pay a registration fee and may also ask you for a travel contribution. Good research is important in this area before you send your invitation. This may avoid negative answers.

2.1.3 Revenue from the event

You can also consider other kinds of revenue from your event such as:

- Revenue from refreshment sales to the spectators
- Revenue from a booth or stand rental to external services (food, drink, sportswear, photographers, merchandising etc.)
- Revenue from ticketing (but not common at most youth tournaments)

TIP

A good-practice tradition in central Europe is for the families of the home-team to bake cakes and prepare sandwiches at home, then sell them at the tournament café to the fans. A nice intercultural atmosphere is created if more international teams bring their local specialities with them. The revenue from this international buffet can be used for the benefit of the action.

We do not recommend to have fixed expectations on the direct revenue from the event. While starting fees can be planned, it is difficult to predict the real income from ticketing and refreshments from the fans. What would you do if your expected number of fans is only half due to bad weather conditions? Rather keep this revenue as an extra reserve for future actions.

TIP

Revenue vs. Grant: if you ask for an EU grant you will be requested to document your revenue from the action. Many EU grants will not be ready to co-fund / support these costs. This means the direct revenue from your action (fees, café, tickets) will be deducted from the total eligible costs. European Union would only co-fund / support these remaining costs. Study your individual grant programme in detail before you plan the event.

2.2 Tombola

Another good-practice for funding your tournament is a tombola prize draw. In a tombola prize draw people buy lots and can win prizes with their lots. The cost of purchasing one lot is inexpensive and (some) prizes have very good value – this makes the tombola prize draw more exciting.

How is a tombola prepared? Before the event the organizers gather many prizes from local sponsors and companies and give them all to the tombola. In addition, the participating teams can bring gifts such as club shirts, balls and other presents which are also given to the tombola. The tombola is prepared at the tournament and all spectators are invited to buy lots. A tombola prize draw can be organized so that each lot wins an inexpensive prize with more expensive items drawn from every 2nd or 3rd lot. Normally the most prestigious / expensive item is drawn at the end as a "grand prize". In some countries tombola have to be registered before the action and specially accounted afterwards. Make sure you meet the legal requirements.

3. DONATIONS AND SPONSORING

Further important resources of funding are donations and sponsorship. This kind of funding will come from external private individuals or groups (e.g., private companies).

3.1 Private fundraising strategy

Sources of private funding are generally not acquired by formal grant applications. You have to convince possible private partners to support your work. Again, the strength of your concept plays an important role. In order to find a potential private partner and convince him or her to fund your action, try to answer these key questions:

- What are the aims and achievements of your event?
- Who are your target groups?
- Why should private partners support your work?
- Do they have the same target groups? What is their direct / personal relation?
- What are the aims of your private partner?
- How could your possible private partner benefit from the event?

You have to discuss and analyze these questions first. Avoid explanations as "we need funding and they have a lot of money" which are too simple. You must give more detailed and plausible ideas. Some examples:

Example A

A local company could support your work as you include the kids of their employees into your event. The benefit for the company would be that your event creates a good atmosphere among their employees and strengthens their commitment to the company.

Example B

A local hotel could support your work as you place the guests of your event in their hotel. The local hotel gives you a large reduction on the price and sponsors the meals at the event.

Example C

The local sports shop supports your work with free match balls. The reason – your football club has bought its team wear at this shop for more than ten years.

When approaching private persons or companies, you have to present them with a new and innovative idea which sparks their interest. Furthermore, you have to explain the added value of your event to them. Innovative projects which create a win-win-situation will raise the chance for you to get support. Tactically, you have to start on the local level again. Here exists a closer personal relationship than on regional or even national level. Try to look for possible contacts which have a direct interest to support your work. Try to present your project in a direct personal meeting. "People give to people" is one of the key mottos of private fund raising. And you are the best person to do it. Nobody presents your project, your ideas and experiences better than you. Give examples and explain the emotional impact. Answer possible questions and convince your partner to help you.

3.2 Donations: funding for emotions /philanthropic donations

Private funding can be given in form of donations. Donations are given by a free decision. They do not include any concrete expectation in return. There are various forms of donations: smaller donations are often collected in course of events from the spectators (similar to church service). Private persons or companies can also decide to give you larger support. This is usually not done ad-hoc. Larger donations are given, if a personal relationship has developed over a longer period time. These donators would have a stronger emotional connection to you or to your event.

Example A

A professional football player who grew up in your home-town remembers the times when he played on the same football ground as you intend to host your tournament.

He remembers how excited he was when he played his first tournament there. He likes your idea of launching a new international event because it gives the same excitement he had to young boys today. He would like to support your work in youth development with a small financial donation and three signed shirts.

Example B

In your home-town lives a strong community of migrants from the neighbouring country. They remember the times when it was quite difficult to live in your place as a foreigner. Sometimes there was racism. Usually nobody cared or made some jokes using stereotypes. The migrant community likes your idea to create an international tournament which includes teams from the neighbouring country. They want all children in your home-town to grow up in an open society and respect their neighbours. Football is a great tool to bring both nations together. They support your work with a financial donation and will invite all teams on the evening before the tournament for a joint dinner.

3.3 Sponsoring: funding for services and publicity

Private companies often support your work by providing sponsorship. In big sports events as the World Cup, sponsorship means that you give money for services, usually publicity. Sponsorship in youth football is a bit different. Your event will not be televised by the national channels with millions of spectators. Your club shirts might not be sold in thousands to the fans. Your youth event will not be seen as an instrument to create sales and make more business contacts. In your event the emotional aspect is very important. The boundaries between donations and sponsorship are quite thin.

But sponsorship in youth football is not only emotional. A solid concept for your event and some creative ideas of how to best present your partners in a positive way will be appreciated. Think about some return services which might raise the interest of possible sponsors to support you. Sponsors are open to projects which create positive emotions with their brand and raise the company's popularity. Sponsors are open for projects which make sense and are approved by the public and other partners. This also creates a better environment for their company and their employees.

3.3.1 What could you offer to sponsors?

- Advertising on your event material (posters, programmes, tickets)
- Name sponsor of your event (e.g. Volkswagen Challenge Cup)
- Team sponsor in your event
- (Bill)boards, flags at your events

- Individual sponsorship of your event: results, match balls, prizes
- Presentations or booths at your event
- Personal participation in your event (e.g. kick-off by your main sponsor)
- TV, radio spots, internet and press advertisements

When dealing with potential sponsors, try to describe different sponsorship methods and their possible effects precisely. Examples:

- What different kinds of sponsorship do you offer? What is their format and frequency?
- What is the coverage and penetration of your media partners?
- How many fans attend your event?
- How many visitors visit your website?

Add pictures or films to illustrate the different ways of sponsorship.

See examples on the next page.

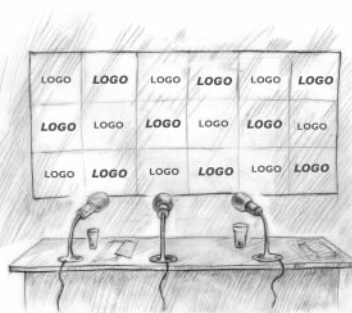
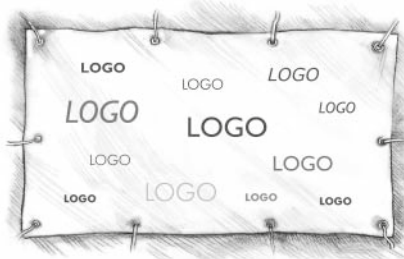
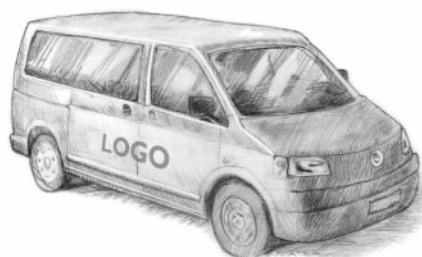
3.3.2 How could sponsors help you?

The support of private companies can be financial, but may also come in in different forms such as providing services free of charge. Usually companies are more open to support you with their own products or resources than to make a financial contribution. Some examples of non-financial donations are found below:

- Donation of prizes
- Free services
- Donation of venues free of charge
- Donation of free transport, cars and buses
- Free board and lodging
- Donation of staff (secondment)
- Technical support
- Support in office work
- Support in marketing, PR and printing

TIP

Ask sponsors if they would support your event and what this support could look like. Ask them what kind of publicity they would be interested in. Then you can prepare a special package for each sponsor. Price lists of sponsorships are nice for orientation, but tailor-made packages are better. At best, you prepare an individual and exclusive way of presentation for each sponsor (name sponsor, board sponsor, transport sponsor etc.). Tournament materials as posters, flyers or websites where you present all your sponsors with a small logo in a long row are not very attractive.



Some possibilities of promotion in football clubs

4. GRANTS AND STATE SUPPORT

State support is another way of funding your event. Different to private support, state support is provided on the basis of formal grants. There are certain rules you have to obey.

4.1 How does the grant system work?

Grants are given by state-authorities for certain projects/events from certain programmes. How does it work? Here is a general description:

4.1.1 Grant programme

Many state authorities, especially on local and regional levels, have a grant programme for sports actions. Each year certain budgets are allocated in these programmes. Football clubs and other organizations can apply with their events / projects to get support from these funds. The respective grant programmes are usually published on the internet. If not, you can personally ask the respective institution if any support is available. .

4.1.2 Application

In order to get support, you have to send a written application. It can be either a formal application which you need to fill in (usually it is available as a download on the internet). Or you have to send an informal request in a letter describing the event and indicating the requested support. In both variants you must have a solid concept of your event. An in-depth description of your event is the basis to evaluate it and decide on the size of the grant. Important - make sure that you send your application within the given deadline!

4.1.3 Evaluation of application and grant allocation

All applications which are registered in time and have no formal mistakes are forwarded to a commission. This commission evaluates each project according to size, innovativeness, impact, output and the added value it brings. Some projects and events are selected for financial support, some may drop out. In a next step, the commission divides the total available budget and allocates it to the selected projects. Each selected project gets a certain grant.

4.1.4 Ways of grant financing

It is good news if you have received your grant, congratulations! Your grant may now be paid in full prior to your event. In this case you receive the full amount into your

account before you start work. You have to document all your expenses and send them after the project for control.

The 2nd and more frequent variant is that you receive part of your grant or even the full grant only after you finished your project. This means that you have to pay and pre-finance all expenses in advance from your club's resources. After sending your full project documentation to the grant institution, the expenses get checked and the accepted costs are sent onto your account. The private pre-financing may take a long time so make sure you have solid reserves to get through this process!

4.1.5 Project work, evaluation and control

After signing your grant contract, the practical work starts. Throughout the duration of the project you have to document your expenses with invoices. Ensure that you stay within the given budget parameters and send a practical and financial report in detail to the institution which gave you the grant. Once your project is finished, and all documentation is controlled and accepted then your grant contribution should be confirmed (and paid).

These five steps were just a rough overview on the general grant system. The individual conditions of grants may vary widely. Please double-check with your grant-issuing institutions.

4.2 City council and regional grants

Provided that your event brings something new, innovative and inspiring to your home-region, the local state organizations might welcome your initiative. Your event could make your home-town more attractive and bring some entertainment and intercultural experience to its population. There are also potential benefits for the tourism industry as teams, fans and parents require accommodation during their stay in your home-region.

Depending on the financial situation of your region, different financial grants can be available such as a specific sports events grant. Alternatively, special programmes are sometimes available for international youth and school exchange. Often the city council has special support available for youth exchange projects with the city's twin towns. Check the situation in your home region. The local or regional government will know more.

Local councils could also support your work with donations or by providing services free of charge. You could rent pitches or indoor venues for a limited fee or even without costs. Perhaps the city council helps you with placing free advertisements in the public transport or placing posters and billboards throughout the city. Local schools and city

institutions might display posters of your action and give flyers to pupils, parents and guests. There are a lot of possibilities and it is not only big cities that are able to promote events.

Good practice: the smaller towns of Rehau in Germany and Liepaja in Latvia have both developed a long-term strategy to attract large youth football events. 10 years ago the mayor and the town council of Rehau helped to launch a pilot event – the mini euro. Since then the town has supported the event with a financial grant and assistance in many other areas such as staff, preparation of the pitches and marketing. A tradition of youth football events was born and the pilot event has been followed up by many smaller independent projects. More and more participants and visitors come. Rehau also had some political benefit from their high commitment. The council of Europe awarded Rehau with the European diploma for their active role in European understanding in various ways. The positive development goes further with other football clubs in Landkreis Hof, the surrounding German area, and the neighbouring Czech area of Karlovarsky kraj (both regions are cooperating in the Euregio Egreensis) having staged a series of cross-border youth football festivals. Today more than 10 European football events take place in this region every year. 200 youth teams from 15 nations are involved including many fans and families from abroad.

Liepaja in Latvia is another good example for north-eastern Europe. Liepaja started a similar tradition of cross-border youth football events 5 years ago. Since the beginnings with smaller tournaments and training camps the seaside-town has become a centre of international youth football in the Baltic states. 3 indoor and outdoor festivals take place, national competitions for the Baltic junior national teams, international training camps as well as youth football summer camps. More than 40 teams from 11 nations take part year by year and the demand is rising. The city council plays a key role to initiate and support these events.

4.3 Bi- and multilateral programmes

Some countries have set up bilateral grant programmes to support cross-border projects. Usually they focus on youth exchange and are dedicated for longer, intensive projects. These programmes have set deadlines (once or twice per year). Usually, they offer daily contributions for each participant and maybe some travel contributions. There are various examples; here are some from Central Europe:

- Deutsche Sportjugend
(supporting sports youth exchange between Germany and many other countries)

- Tandem – Koordinierungszentrum deutsch-tschechischer Jugendaustausch (supporting youth exchange between Czech Republic and Germany)
- Deutsch-Polnisches Jugendwerk (supporting youth exchange between Poland and Germany)
- Deutsch-Französisches Jugendwerk (supporting youth exchange between France and Germany)
- International Visegrad Fund (multilateral programme for Czech Republic, Hungary, Poland, Slovakia)
- Stiftung für deutsch-polnische Zusammenarbeit (supporting youth exchange between Poland and Germany)
- Deutsch-Tschechischer Zukunftsfonds (supporting youth exchange between Poland and Germany)

All these programmes may fund cross-border projects with an educational focus (which might also include football). One of these programmes demonstrates a good-practice tool for cross-border funding of football activities – Deutsch-Tschechischer Zukunftsfonds. We present it as an example for many other similar programmes:

CZECH-GERMAN FUTURE FUND

Deutsch-Tschechischer Zukunftsfonds / Česko-německý fond budoucnosti

Aim:	to support German-Czech understanding in various ways. Today youth exchange is one of the main focuses of the fund. The grant horizon of the Czech-German future fund is wide.
Target group:	Germany and Czech Republic
Application:	up to 4 times a year. The application form has only 6 pages.
Support:	up to 50 % of the eligible (Czech-German) costs. The fund supports many people-to-people projects, also in sports.
Specials:	usually half of the grant is provided in advance. Low-threshold or short-time events also have chances to gain support. The administration of the grant is easy to handle.
Reference:	www.fb.cz

4.4 Multilateral programmes – European Union

The European Union operates various programmes to support youth exchange and sport. We shortly outline two programmes which offer support for cross-border and international youth football events.

4.4.1 Cross-border projects

Cross-border projects may be funded through the European Union EFRE funds which develop cooperation, infrastructure and networks in all European border regions.

EUROPEAN UNION – CROSS-BORDER EFRE FUNDS

(See also small project schemes in these programmes)

Aim:	to support cross-border understanding in various ways. Grants are restricted to projects in the border region. People-to-people projects have a chance for support in various small project schemes.
Target group:	2 neighbouring countries
Application:	various – ask your local cross-border institutions or euroregions
Support:	various – can be to 85 % of the eligible costs. The small project schemes support people-to-people projects, also in sports.
Specials:	usually no or only limited pre-funding. Administration of these grants varies widely across Europe. Some states as Bavaria and Czech Republic have established good-practice systems with programmes that are easy to handle and efficient controls (in Bavaria max. 4 months). Other countries may have more complicated programmes and need longer for administration and payment of the grant (up to 2 years).

4.4.2 Multinational projects

Another variant to support international youth football events is the newly established ERASMUS+ programme. They have a special programme for events, but you would need to involve participants from a minimum of 12 nations:

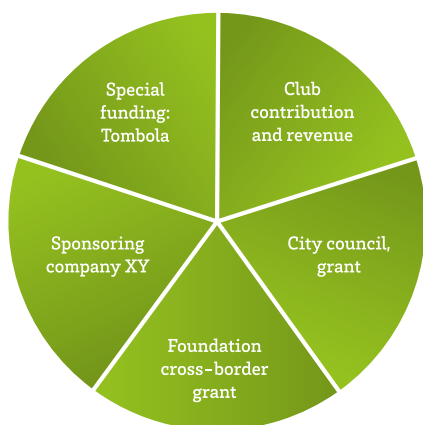
EUROPEAN UNION – ERASMUS+ SPORT – EVENT SCHEME

Aim:	to support international understanding in sports. The programme supports multinational networks and events. Your projects needs to offer an added-value to the existing European policies.
Target group:	minimum of 12 nations must take part
Application:	twice per year
Support:	up to 80 % of the eligible costs.
Reference:	check the details for the next calls of proposals on the website: ec.europa.eu/sport/opportunities/sport_funding/

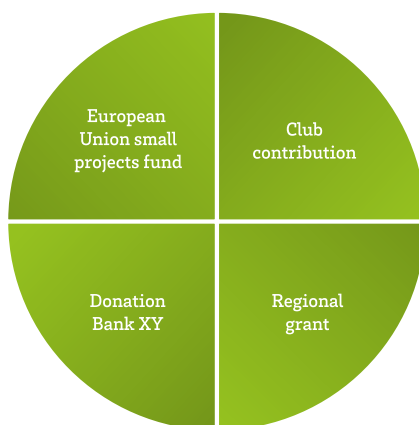
4.5 Find the right funding mix

It is very important that you find the right funding mix for your project. Although there may be many funding opportunities, do not try to squeeze all possible sources of funding into one small event. It is often more beneficial to concentrate on key sponsors for your event. Public grants might mean a lot of work for preparation, application, accounting and control. In the end you could easily spend significantly more time on the grants administration than on the event itself. Previous experience has shown that it is good-practice to involve maximally 3-4 sources of external funding. Some examples of possible funding mixes are presented below.

Example A:



Example B:



EXERCISE 1

Location: grass, astro turf

Outdoor / Indoor: outdoor

Intensity: middle

Duration: 45 minutes

Target group: U11–U15

Target: develop technique (dribbling)

Warm-up

Duration: 15 min. (including breaks)

Organization: 12–14 players, bibs, each player one ball

Procedure: dribbling in free space with different tasks. right foot-left foot-dribble with inside foot-dribble with outside foot. Body swerve-feint-change of direction

Coaching: Coach needs to demonstrate all before. Correction in detail (e.g. body language).

Variation: 1. dribble the ball with the hand
2. combination of different exercises (e.g. right foot-left foot-change direction)

Main Part

Duration: 15 min. (including breaks)

Organization: 12–14 players, bibs, 4 cones, each player one ball

Procedure: 1. red players follow white players. White players make different moves and red players follow them as close as possible. Example: white player moves right-left-right (free decision), red player follows him. After 2 minutes change of roles.
2. language tool: player behind gives instruction in foreign language what the player in front has to do, e.g. "left-right-turn around".

Coaching: Coach needs to demonstrate all before. Coach needs to correct language and technique. Have enough breaks in between.

Variation: 1. dribble the ball with the hand
2. instruction has opposite sense – example: say "right", move "left"

Game 3v3 or 4v4

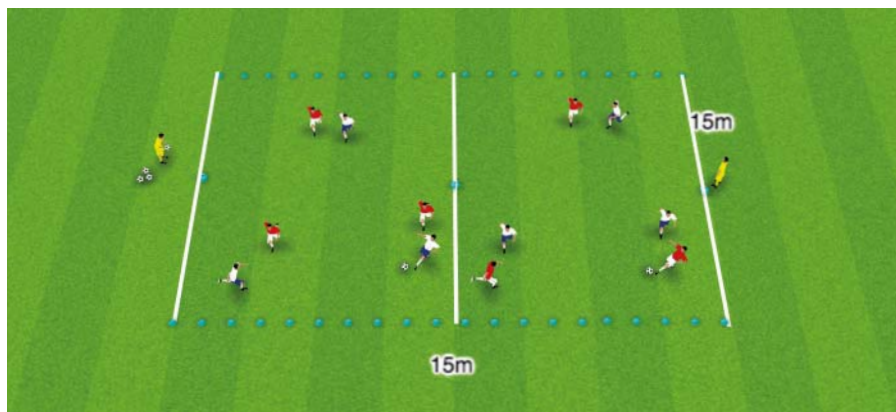
Duration: 15 min. (including breaks)

Organization: 12–14 players, bibs, 6 cones, 2 small sided pitches next to each other,

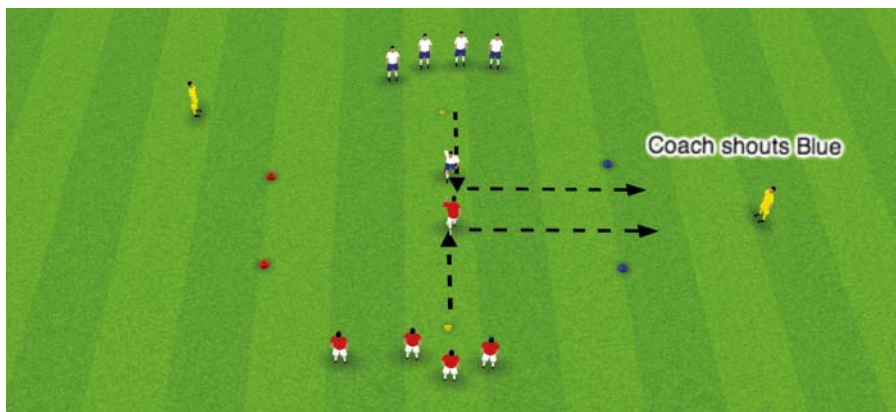
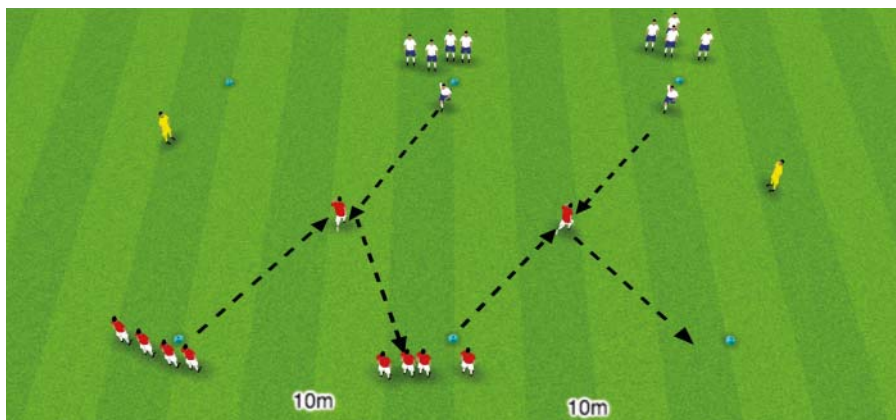
Procedure: game 3v3 on each pitch. After 3 passes within your team, dribble the ball across the blue line (1 point / 1 goal). If you succeed, the other team gets the ball.

Coaching: Coach remains silent. Players coach each other. Precise language instructions are very important to win points.

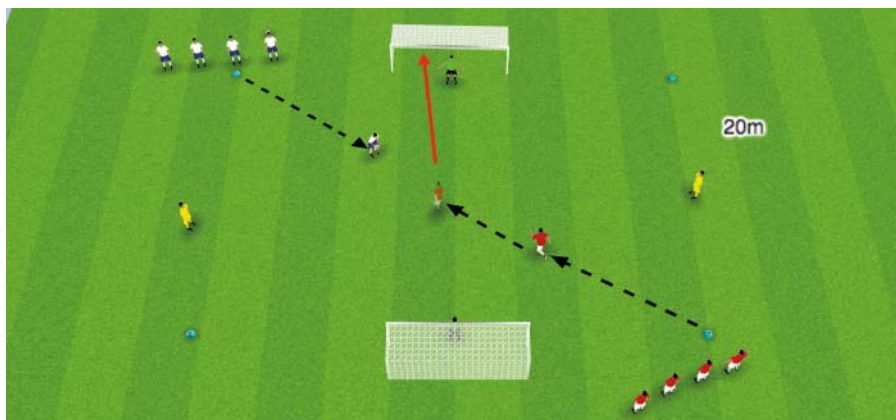
Variation: 1. coach gives play direction, example reds play up, whites play down.

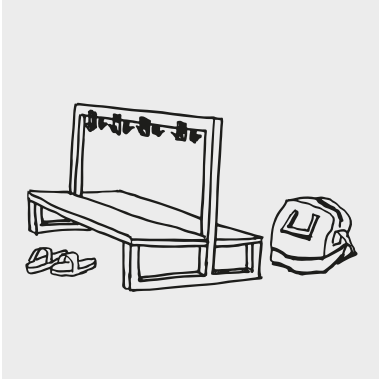
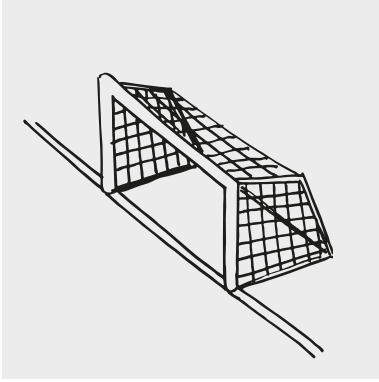


EXERCISE 2**Location:** flexible**Outdoor / Indoor:** indoor or outdoor**Intensity:** 100 %**Duration:** 3 x 10 minutes**Target group:** U10–U15**Target:** coordination, speed, speed of movement, speed of reaction**Warm-up** (10 minutes)**Organization:** 14–16 players, bibs, 8 white players, 8 red players.**Procedure:** Chasing. White and red players stand up in pairs. 1 white player chases red (or vice-versa). Other pairs stand. Chased player can touch another player of his/her colour. By this they change role. Touched player is chased.**Coaching:** Coaches motivates the players verbally. Creates excitement**Variation:** 1. Chased player has to change with other colour.
2. Standing players change position (lie down or kneel down).**Exercise 1** (10 minutes)**Organization:** 14–16 players, bibs, 7–8 white players, 7–8 red players plus 6 cones.**Procedure:** 1v1 without ball. Aim is to run across the opponent's home line. Feints and body swerves are included.**Coaching:** Coach gives instructions which colour is chased in foreign language. Frequent changes of roles. Position of players is changed (players start in lying or kneeling position).**Variation:** 2v2. Coaches can vary languages.**Exercise 2** (10 minutes)**Organization:** 14–16 players, bibs, 8 white players, 8 red players. Divide into 2 groups (picture shows only one group). Place cones in different colours in the middle between both teams. Example: red cones on the left, blue cones on the right.**Procedure:** 1v1, both players meet in the middle in movement (skipping). Coach gives instruction in which direction to run. Instruction is done in name of colour (blue and red). If coaches say blue, both players run through blue goal. First player wins (1 point). The next 2 players come to 1v1 in the middle. Again coach sends them into direction. Etc.**Coaching:** Coach gives clear instructions which colour is the goal in the foreign language. Coach motivates the players.**Variation:** 1. Bring in new cones with new colours.
2. Sense of colour and direction is changed. On "red" they run to blue cones. On "blue" to red cones.



EXERCISE 3**Location:** flexible**Outdoor / Indoor:** indoor or outdoor**Intensity:** 100 %**Duration:** high**Target group:** U10–U15**Target:** header**Warm-up****Organization:** 12–14 players, bibs, 6–7 balls**Procedure:** White players have ball in the hand and throw ball to red players. Red players return ball by header. After 2 minutes change of roles.**Coaching:** Coach demonstrates exercise before. Correction in detail (e.g. body language, technique)**Main Part****Organization:** 12–14 players, bibs, 2 goals, cones, each player 1 ball**Procedure:** Players stand diagonally opposite each other. In the beginning, white players have the ball. Red runs towards white. White throws ball. Reds try to score a goal with a header. White then runs to the position of his red partner, receives the ball in the air from a new red player, and heads the ball towards goal. After each action, white player goes behind red players, red player behind whites.**Coaching:** Coach demonstrates exercise before. Correction in detail (e.g. body language, technique).**Language tool:** Coach gives instruction in foreign language, “start, jump etc” as well as direction where to target (down, up, right, left, corner, middle).**GAME: 6v6 or 7v7****Organization:** Handball - header**Procedure:** Whites and reds play against each other. They are allowed to play the ball with the hand like handball or basketball. Goals may be scored only by header. No body contact allowed. Opponent tries to intercept the ball from passes.**Coaching:** Coach uses the word of organization of the game (player’s positions, tactical instruction: defense, attack, shifting the game, pressing, block).





This is a sample to cut-out. Print 2 sets of these cards and you can play a memory card game.



See rules on page 42/43.



Estonian football² tournament series in Põlva



Polish football² tournament in Warszawa



Latvian football² tournament series in Liepāja



Czech football² tournament series were held in Františkovy Lázně, Hlučín, Praha and Skalná



Lithuanian football² tournament series in Kaunas



Goethe Institut school competition in Lithuania created huge excitement



Goethe Institut school competition in Slovakia was supported by Slovak professional Peter Pekarík



Slovak football² tournament series in Žilina



SC Westend started two new international tournaments in Berlin within the football² project. One of the winners was Southampton FC.



The Representation of the Free State of Bavaria and the Czech Embassy hosted football² conferences in Berlin. All winning teams were welcomed in the Bavarian Representation

Main funding



Supporting and local partners



Velvyslanectví České republiky
Botschaft der Tschechischen Republik



National partners



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