



AFC ELITE YOUTH SCHEME
REGULATIONS (2022)

Content

1. Difference Between Academy and Grassroots

2. Academy Grading Guidelines

3. Performance and Key Criteria

A. AFC ONE-STAR ACADEMY + Annex A

B. AFC TWO-STAR ACADEMY + Annex B



C. AFC THREE-STAR ACADEMY + Annex C

4. Checklist – 11 Core Elements*



1. Difference Between Academy and Grassroots

1. Difference Between Academy and Grassroots

| The Difference? | | |
|---|---|-------|
| <p>Elite</p> <p>The Best</p> <p>Top Competitions</p> <p>National / Professional</p> <p>Selection</p> <p>Excellence</p>  | <p>Grassroots</p> <p>The Many</p> <p>Mass Participation</p> <p>Local / Regional</p> <p>Choice</p> <p>Fun / Serious Fun</p>  | |
| | SUCCESS | |
| PLAYER | COMPETITION | COACH |



2. ACADEMY GRADING GUIDELINES

2. Academy Grading Guidelines

Scope and Philosophy

The AFC defines elite youth football as that which is played by selected, talented teenagers, boys and girls, either at the national level or in a professional club environment.

The scope of the Scheme will be limited to the work of the Member Associations and to the Academies which are attached to top division clubs or are classed as national training centres. The evaluation of these Academies will be graded according to the following three categories;



For the AFC, Youth Development is a core responsibility and certain principles are considered fundamental:

1. Each youth player's welfare is a priority.
2. Education, on and off the pitch, takes precedence over short-term results. Tomorrow is more important than today.
3. Good coaching is indispensable.
4. The development of each youth's personality, good habits, emotional stability, commitment, physical attributes, technical ability and game appreciation are all important.
5. Between players, staff and parents, mutual respect is a must



3. PERFORMANCE AND KEY CRITERIA

3. Performance and Key Criteria

| Performance Categories | Key Criteria | | |
|---|--|---|---|
| | ONE- STAR | TWO-STAR | THREE-STAR |
| <p>1. Leadership</p> <ul style="list-style-type: none"> • Direction • Philosophy • Key People | <p>1. Is there a written commitment to the Academy by the owner/board?</p> <p>2. Is there a head of the Academy?</p> <p>3. Is there a written football philosophy and an approach to player development?</p> | <p>1. Is there a system for liaison between the Academy and the first team?</p> <p>2. Is there a board member responsible for the Academy?</p> | <p>1. Does the club operate a technical board and a technical director?</p> <p>2. Does the club comply with good governance standards? (Member Association approval)</p> <p>3. Is there a vision and mission document for the club and the Academy?</p> |
| <p>2. Planning</p> <ul style="list-style-type: none"> • Plans • Schedules • Strategy | <p>1. Is there a written youth development plan for the Academy?</p> | <p>1. Is there a plan for the continued professional development of the Academy staff?</p> <p>2. Is there a yearly or monthly development plan for the Academy?</p> | <p>1. Is there a written, regularly updated, long term business plan for the Academy, approved by the club board?</p> |

3. Performance and Key Criteria

| Performance Categories | | Key Criteria | | |
|---|--|---|--|------------|
| | | ONE- STAR | TWO-STAR | THREE-STAR |
| <p>3. Organisation</p> <ul style="list-style-type: none"> • Structure • Arrangements • Organisation | <p>1. Is there an Academy management structure document (i.e. a chart with all staff positions identified)?</p> <p>2. Is there adequate administrative support?</p> | <p>1. Are there job descriptions for each member of staff?</p> <p>2. Are there arrangements for meals, transport, etc.?</p> | <p>1. Is there a clear decision-making process for the Academy?</p> <p>2. Is there comprehensive administration support?</p> <p>3. Are there arrangements for the player's school studies, further education, etc?</p> | |
| <p>4. Staffing</p> <ul style="list-style-type: none"> • Coaches • Specialists • Support Staff | <p>1. Does each squad in the Academy have a minimum of one youth coach?</p> <p>2. Is there an Academy secretary?</p> <p>3. Does the Academy have basic medical support, approved by the Member Association?</p> <p>4. Is there evidence of regular meetings and ongoing educational opportunities for the staff eg. methods, trends, psychology, study visits, etc.?</p> | <p>1. Is there a goalkeeper specialist available?</p> <p>2. Does the Academy have a logistics manager?</p> <p>3. Does the Academy have adequate support staff ie. doctor, physio, physical trainer, etc?</p> | <p>1. Does the Academy have appropriate/ adequate ground staff?</p> <p>2. Does the Academy have a comprehensive dedicated staff i.e. coaches, doctor, physio, physical trainer, etc?</p> <p>3. Does each team have an assistant coach, and do they have a B licence, as a minimum?</p> <p>4. Is there evidence of a policy supporting continuity of staff?</p> | |

3. Performance and Key Criteria

| Performance Categories | Key Criteria | | |
|---|--|--|---|
| | ONE- STAR | TWO-STAR | THREE-STAR |
| <p data-bbox="402 596 652 701">5. Recruitment</p> <ul data-bbox="428 772 695 893" style="list-style-type: none"> • Scouting • Talent • Identification | <ol data-bbox="848 651 1302 911" style="list-style-type: none"> 1. Is there a written recruitment policy / identification process? 2. Is there a reporting mechanism? 3. Does the Academy have a simple database? | <ol data-bbox="1345 651 1803 911" style="list-style-type: none"> 1. Is there a head scout? 2. Is there a well maintained system for recording training and match information? 3. Are there arrangements for trials and for integrating new players? | <ol data-bbox="1842 651 2244 911" style="list-style-type: none"> 1. Is there a scouting team for the Academy? 2. Is there a comprehensive digital system/tool for data collection? 3. Is there an annual review of the talent identification system? |
| <p data-bbox="448 1008 606 1112">6. Finance</p> <ul data-bbox="428 1179 631 1300" style="list-style-type: none"> • Funding • Budgets • Accounts | <ol data-bbox="848 936 1289 1353" style="list-style-type: none"> 1. Is there a written annual budget? 2. Does the Academy work within its annual budget and who audits it? 3. Who supplies the budget? 4. Does the budget meet the needs of the AFC's one-star Endorsement criteria? | <ol data-bbox="1345 936 1803 1122" style="list-style-type: none"> 1. Does the budget meet the needs of AFC's two-star Endorsement criteria? 2. Does the budget cover the expense of team travelling and away training or matches facilities? | <ol data-bbox="1842 936 2283 1239" style="list-style-type: none"> 1. Is long-term funding for the Academy guaranteed? 2. Are the financial accounts and records kept in accordance with club licensing guidelines? 3. Does the budget meet the needs of the AFC's Three-Star Endorsement criteria? |

3. Performance and Key Criteria

| Performance Categories | | Key Criteria | | |
|--|---|---|---|--|
| | ONE- STAR | TWO-STAR | THREE-STAR | |
| <p>7. Facilities</p> <ul style="list-style-type: none"> Pitch Building Equipment | <p>1. Do the youth teams have the use of a full side field for playing/ training? (half field for U12)?</p> <p>2. Is there a minimum/ adequate number of rooms for medical treatment, admin, fitness?</p> <p>3. Are there adequate dressing rooms reserved for the Academy?</p> <p>4. Is there an adequate/ safe supply of equipment?</p> | <p>1. Are there sufficient grass pitches of appropriate size to enable the Academy to play all its matches and to carry out its coaching programme?</p> <p>2. Does the Academy have access to floodlights, artificial turf and indoor facilities?</p> <p>3. Is there a pitch(es) reserved for the Academy?</p> <p>4. Is the quality of the playing surfaces of a high enough standard for an elite youth Academy?</p> | <p>1. Are the facilities fully comprehensive (eg. dressing rooms, medical centre, pitches, etc.) and do they meet the needs of the Academy's technical programme?</p> | |
| <p>8. Teams</p> <ul style="list-style-type: none"> Players Squads Categories | <p>1. Are there at least 3 youth teams i.e. U14, U16 and U19s?</p> <p>2. Are there at least 18 players in each squad, including 2 goalkeepers?</p> | <p>1. Are there at least 4 teams in the age category U13 to U19s?</p> <p>2. Are there at least 18 players in each squad?</p> | <p>1. Are there at least 6 teams, including one U12 squad which plays small-sided games?</p> <p>2. Are there at least 18 players in each squad?</p> | |

3. Performance and Key Criteria

| Performance Categories | Key Criteria | | |
|---|--|--|---|
| <p style="text-align: center;">9.</p> <p style="text-align: center;">Coaching</p> <ul style="list-style-type: none"> • Sessions • Methods • Licensing | ONE- STAR | TWO-STAR | THREE-STAR |
| | <ol style="list-style-type: none"> 1. Is there a minimum of 2 training sessions per week for teams U14 to U19? 2. Is there a basic coaching curriculum at each age level? 3. Does the Head of the Academy have a contract and as a minimum, an AFC A Licence? 4. Does each team coach have, as a minimum, an AFC B Licence? 5. Is there a regular review of the coaching staff? 6. If there are assistant coaches, do they have, as a minimum, a C Licence? 7. Is there evidence that the club's vision/ philosophy is reflected in the coaching programme? | <ol style="list-style-type: none"> 1. Is there a minimum of 3 training sessions per week for teams U14 to U19? 2. Does the Academy director have an AFC Pro Licence? 3. Does each team coach (U14 to U19) have at least an AFC A Licence? 4. Is individual coaching provided? 5. Is specialist coaching for goalkeepers provided? 6. Is there a policy regarding teaching methods? | <ol style="list-style-type: none"> 1. Is there a minimum of 4 training sessions per week for teams U14 to U19? 2. Does each coach with the youth age-group teams have at least an AFC A Licence and the assistants a B Licence? |

3. Performance and Key Criteria

| Performance Categories | Key Criteria | | |
|---|--|---|---|
| <p data-bbox="453 672 598 782">10. Playing</p> <ul data-bbox="428 846 698 968" style="list-style-type: none"> • Matches • Competitions • Levels | ONE- STAR | TWO-STAR | THREE-STAR |
| | <ol data-bbox="848 648 1309 1062" style="list-style-type: none"> 1. Is there a regular (e.g. 20 matches/1 or 2 per week) elite, competitive match schedule organised by the FA/League for the Academy teams? 2. Is the match programme appropriate for the stage of development? 3. Are there guidelines on playing time (i.e. official matches)? 4. In general, do the U12s play small-sided games? | <ol data-bbox="1345 648 1806 896" style="list-style-type: none"> 1. Is there an opportunity for international exchange? 2. Are there arrangements for less well-developed players in each age category? | <ol data-bbox="1842 648 2283 896" style="list-style-type: none"> 1. Is there a games programme which meet the individual player's needs? 2. Do the top players have the opportunity against older, more mature players? |

3. Performance and Key Criteria

| Performance Categories | Key Criteria | | |
|---|---|--|---|
| | ONE- STAR | TWO-STAR | THREE-STAR |
| <p style="text-align: center;">11.</p> <p style="text-align: center;">Player Performance</p> <ul style="list-style-type: none"> • Analysis • Reviews • Feedback | <p>1. Is there evidence of player objectives and the use of feedback: verbal, through online, etc.?</p> | <p>1. Is there a computer programme for analysis in use?</p> <p>2. Are parents given regular feedback on the player’s performance?</p> | <p>1. Are all matches/ training sessions filmed and analysed?</p> <p>2. Is there a regular, comprehensive performance review for each player?</p> <p>3. Is there performance analysis guidance for each player?</p> |
| <p style="text-align: center;">12.</p> <p style="text-align: center;">Health</p> <ul style="list-style-type: none"> • Medicine • Injuries • Prevention | <p>1. Are there regular health check-ups?</p> <p>2. Is there an injury prevention programme?</p> <p>3. Are there rehabilitation arrangements?</p> <p>4. Are the coaches trained in First Aid?</p> | <p>1. Are there rehabilitation protocols?</p> <p>2. Is there medical support at each game?</p> <p>3. Is there an appropriate medical room?</p> <p>4. Is there an educational programme about health and performance issues eg. doping, smoking, diet, etc?</p> <p>5. Is there a head doctor and head physio appointed for the Academy?</p> | <p>1. Is there an appropriate, fully qualified medical team?</p> <p>2. Is there research into player injuries?</p> <p>3. Are there protocols on returning to play and activities with the first team?</p> |

3. Performance and Key Criteria

| Performance Categories | Key Criteria | | |
|---|--|--|---|
| | ONE- STAR | TWO-STAR | THREE-STAR |
| <p style="text-align: center;">13.</p> <p style="text-align: center;">Fitness</p> <ul style="list-style-type: none"> • Fitness • Training • Sports | <ol style="list-style-type: none"> 1. Are there regular fitness tests for the Academy players? 2. Are the workloads of the players managed (e.g. periodisation) in and out of Academy? | <ol style="list-style-type: none"> 1. Is there a well equipped fitness room/ gym? 2. Is there a strength and condition specialist? 3. Are workloads of the players monitored? | <ol style="list-style-type: none"> 1. Are there individual strength and conditioning programmes? 2. Is there comprehensive sports science support? 3. Are fitness sessions integrated with technical work? |
| <p style="text-align: center;">14.</p> <p style="text-align: center;">Psychology</p> <ul style="list-style-type: none"> • Assessments • Psychologists • Mental Training | <ol style="list-style-type: none"> 1. Do the players have support/guidance on leadership, concentration, mental health, emotional stability, confidence, motivation, behaviour, etc. | <ol style="list-style-type: none"> 1. Is there a programme of psychological development? 2. Is psychological support available? | <ol style="list-style-type: none"> 1. Is there a comprehensive psychological assessment for each individual player? 2. Is there access to professional help? |

3. Performance and Key Criteria

| Performance Categories | Key Criteria | | |
|--|--|--|--|
| | ONE- STAR | TWO-STAR | THREE-STAR |
| <p style="text-align: center;">15. Welfare</p> <ul style="list-style-type: none"> • Protection • Lifestyle • Accommodation | <ol style="list-style-type: none"> 1. Is there a policy of child protection in action i.e. have all Academy personnel been checked under the child protection legislation? 2. Is there a basic welfare policy and welfare support available? | <ol style="list-style-type: none"> 1. Is there a welfare officer? 2. Is there a basic lifestyle programme e.g. nutrition, hygiene, mental health, etc? 3. Are there arrangements for boarding, host families, etc.? | <ol style="list-style-type: none"> 1. Is there a comprehensive welfare support system in place? |
| <p style="text-align: center;">16. Education</p> <ul style="list-style-type: none"> • Academic • Study • Schools | <ol style="list-style-type: none"> 1. Does the Academy liaise/cooperate with the education authorities? 2. Are there reports on the player's educational progress? | <ol style="list-style-type: none"> 1. Is there a head of education i.e. someone responsible for guiding/ supporting the players with their academic development? | <ol style="list-style-type: none"> 1. Is there an approved arrangement for academic education? 2. Are there individual educational plans? 3. Does the Academy develop university students, successful employees in business, etc? |

3. Performance and Key Criteria

| Performance Categories | Key Criteria | | |
|--|--|---|---|
| | ONE- STAR | TWO-STAR | THREE-STAR |
| <p style="text-align: center;">17. Collaboration</p> <ul style="list-style-type: none"> • Parents • Grassroots • Authorities | <ol style="list-style-type: none"> 1. Is there collaboration with the local clubs, regional associations, the national youth teams and 2. Is there a direct link with the first team? 3. Are there meetings with parents? Introductory sessions? 4. Does the Academy co-operate with other Academies e.g. knowledge sharing? | <ol style="list-style-type: none"> 1. To what extent does the Academy collaborate with the club's communications department e.g. with the Academy section on the website? 2. Do Academy players help in the community and support grassroots projects? | <ol style="list-style-type: none"> 1. Is there an identified network of collaborating clubs/ schools/universities/ government agencies/ businesses? 2. Is someone responsible for this liaison? |
| <p style="text-align: center;">18. Assessments</p> <ul style="list-style-type: none"> • Reviews • Records • Appraisals | <ol style="list-style-type: none"> 1. Is there an annual self-assessment by the Academy? 2. Is there a basic record (a logbook) for each player (i.e. playing/ learning/training time)? 3. Is there a release policy/process? 4. Is there an appraisal procedure? | <ol style="list-style-type: none"> 1. Is there an individual performance review for each player every year? 2. Is there an individual performance review for each member of staff every year? 3. Is there an independent review of the Academy at least every two years? | <ol style="list-style-type: none"> 1. Is there ongoing support for those who leave the Academy? 2. Is there a performance profile (i.e. detailed record) for each player throughout their Academy career? 3. Is the Academy routinely and comprehensively monitored by the football authorities? |

3. Performance and Key Criteria

| Performance Categories | Key Criteria | | |
|--|---|--|---|
| | ONE- STAR | TWO-STAR | THREE-STAR |
| <p>19. Rules</p> <ul style="list-style-type: none"> • Conduct • Behavior • Regulations | <ol style="list-style-type: none"> 1. Does the club fully comply with the AFC/ Member Associations club licensing – sporting criteria? 2. Are there basic rules about registration, travel times, etc? 3. Is there a code of conduct for players? For staff? For parents? 4. Is there an attendance register? | <ol style="list-style-type: none"> 1. Does the Academy have detailed Regulations about all aspects of its operation? 2. Are there rules about expulsion/dismissal from the Academy? | <ol style="list-style-type: none"> 1. Does the Academy have professional support i.e. legal and administrative for contract 2. Are there rules about agents, compensation, etc.? |
| <p>20. Results</p> <ul style="list-style-type: none"> • Outcomes • Success • Returns | <ol style="list-style-type: none"> 1. Does the Academy produce an annual report for the club board? 2. Do the Academy’s players get the opportunity to train/play with the first team? 3. Does the Academy produce players for regional selections, national trials, etc.? | <ol style="list-style-type: none"> 1. Does the Academy produce players for national youth squads? 2. Does the Academy regularly produce players who graduate to a professional contract? | <ol style="list-style-type: none"> 1. Does the Academy produce players for top international level? 2. Does the Academy produce players for top professional football, including the club’s first team or other professional clubs? 3. Is there evidence of transfer fees or compensation for Academy players? |



3. PERFORMANCE AND KEY CRITERIA

A. AFC ONE-STAR ACADEMY

A. AFC ONE-STAR ACADEMY

1. LEADERSHIP

| PERFORMANCE CATEGORIES | ONE-STAR |
|--|---|
| <p style="text-align: center;">1</p> <p style="text-align: center;">LEADERSHIP</p> <ul style="list-style-type: none"> ➤ Direction ➤ Philosophy ➤ Key People | <p>Is there a written commitment to the Academy by the owner/board?</p> |
| | <p>Is there a head of the Academy?</p> |
| | <p>Is there a written football philosophy and an approach to player development?</p> |

A. AFC ONE-STAR ACADEMY

2. PLANNING

| PERFORMANCE CATEGORIES | ONE-STAR |
|---|---|
| <p data-bbox="647 862 690 922">2</p> <p data-bbox="563 953 774 991">PLANNING</p> <ul data-bbox="529 1065 766 1205" style="list-style-type: none">➤ Plans➤ Schedules➤ Strategy | <p data-bbox="1131 953 2117 1048">Is there a written youth development plan for the Academy?</p> |

A. AFC ONE-STAR ACADEMY

3. ORGANISATION

| PERFORMANCE CATEGORIES | ONE-STAR |
|--|---|
| <p style="text-align: center;">3</p> <p style="text-align: center;">ORGANISATION</p> <ul style="list-style-type: none"> ➤ Structure ➤ Arrangements ➤ Organisation | <p>Is there an Academy management structure document (i.e. a chart with all staff positions identified)?</p> <hr/> <p>Is there adequate administrative support?</p> |

A. AFC ONE-STAR ACADEMY

4. STAFFING

| PERFORMANCE CATEGORIES | ONE-STAR |
|--|---|
| <p style="text-align: center;">4</p> <p style="text-align: center;">STAFFING</p> <ul style="list-style-type: none"> ➤ Coaches ➤ Specialists ➤ Support Staff | <p>Does each squad in the Academy have a minimum of one youth coach?</p> |
| | <p>Is there an Academy secretary?</p> |
| | <p>Does the Academy have basic medical support, approved by the Member Association?</p> |
| | <p>Is there evidence of regular meetings and ongoing educational opportunities for the staff e.g. methods, trends, psychology, study visits, etc.?</p> |

A. AFC ONE-STAR ACADEMY

5. RECRUITMENT

| PERFORMANCE CATEGORIES | ONE-STAR |
|--|---|
| <p style="text-align: center;">5</p> <p style="text-align: center;">RECRUITMENT</p> <ul style="list-style-type: none"> ➤ Scouting ➤ Talent ➤ Identification | <p>Is there a written recruitment policy / identification process?</p> |
| | <p>Is there a reporting mechanism?</p> |
| | <p>Does the Academy have a simple database?</p> |

A. AFC ONE-STAR ACADEMY

6. FINANCE

| PERFORMANCE CATEGORIES | ONE-STAR |
|--|--|
| <p style="text-align: center;">6</p> <p style="text-align: center;">FINANCE</p> <ul style="list-style-type: none"> ➤ Funding ➤ Budgets ➤ Accounts | <p>Is there a written annual budget?</p> |
| | <p>Does the Academy work within its annual budget and who audits it?</p> |
| | <p>Who supplies the budget?</p> |
| | <p>Does the budget meet the needs of the AFC's one-star Endorsement criteria?</p> |

A. AFC ONE-STAR ACADEMY

7. FACILITIES

| PERFORMANCE CATEGORIES | ONE-STAR |
|--|--|
| <p style="text-align: center;">7</p> <p style="text-align: center;">FACILITIES</p> <ul style="list-style-type: none"> ➤ Pitches ➤ Buildings ➤ Equipment | <p>Do the youth teams have the use of a full- side field for playing/ training? (half field for U12)?</p> |
| | <p>Is there a minimum/ adequate number of rooms for medical treatment, admin, fitness?</p> |
| | <p>Are there adequate dressing rooms reserved for the Academy?</p> |
| | <p>Is there an adequate / safe supply of equipment?</p> |

A. AFC ONE-STAR ACADEMY

8. TEAMS

| PERFORMANCE CATEGORIES | ONE-STAR |
|---|---|
| <p style="text-align: center;">8</p> <p style="text-align: center;">TEAMS</p> <ul style="list-style-type: none"> ➤ Players ➤ Squads ➤ Categories | <p>Are there at least 3 youth teams i.e. U14, U16 and U19s?</p> |
| | <p>Are there at least 18 players in each squad, including 2 goalkeepers?</p> |

A. AFC ONE-STAR ACADEMY

9. COACHING

| PERFORMANCE CATEGORIES | ONE-STAR |
|--|---|
| <p style="text-align: center;">9</p> <p style="text-align: center;">COACHING</p> <ul style="list-style-type: none"> ➤ Sessions ➤ Methods ➤ Licences | <p>Is there a minimum of 2 training sessions per week for teams U14 to U19?</p> |
| | <p>Is there a basic coaching curriculum at each age level?</p> |
| | <p>Does the Head of the Academy have a contract and as a minimum, an AFC A Licence?</p> |
| | <p>Does each team coach have, as a minimum, an AFC B Licence?</p> |
| | <p>Is there a regular review of the coaching staff?</p> |
| | <p>If there are assistant coaches, do they have, as a minimum, a C Licence?</p> |
| | <p>Is there evidence that the club's vision / philosophy is reflected in the coaching programme?</p> |

A. AFC ONE-STAR ACADEMY

10. PLAYING

| PERFORMANCE CATEGORIES | ONE-STAR |
|--|--|
| <p style="text-align: center;">10</p> <p style="text-align: center;">PLAYING</p> <ul style="list-style-type: none"> ➤ Matches ➤ Competitions ➤ Levels | <p>Is there a regular (e.g. 20 matches/1 or 2 per week) elite, competitive match schedule organised by the FA/League for the Academy teams?</p> |
| | <p>Is the match programme appropriate for the stage of development?</p> |
| | <p>Are there guidelines on playing time (i.e. official matches)?</p> |
| | <p>In general, do the U12s play small-sided games?</p> |

A. AFC ONE-STAR ACADEMY

11. PLAYER PERFORMANCE

| PERFORMANCE CATEGORIES | ONE-STAR |
|---|---|
| <p data-bbox="624 796 708 858">11</p> <p data-bbox="435 889 899 925">PLAYER PERFORMANCE</p> <ul data-bbox="529 1001 751 1133" style="list-style-type: none">➤ Analysis➤ Reviews➤ Feedback | <p data-bbox="1131 889 2160 982">Is there evidence of player objectives and the use of feedback: verbal, through online, etc.?</p> |

A. AFC ONE-STAR ACADEMY

12. HEALTH

| PERFORMANCE CATEGORIES | ONE-STAR |
|--|--|
| <p style="text-align: center;">12</p> <p style="text-align: center;">HEALTH</p> <ul style="list-style-type: none"> ➤ Medicine ➤ Injuries ➤ Prevention | <p>Are there regular health check-ups?</p> |
| | <p>Is there an injury prevention programme?</p> |
| | <p>Are there rehabilitation arrangements?</p> |
| | <p>Are the coaches trained in First Aid?</p> |

A. AFC ONE-STAR ACADEMY

13. FITNESS

| PERFORMANCE CATEGORIES | ONE-STAR |
|--|---|
| <p style="text-align: center;">13</p> <p style="text-align: center;">FITNESS</p> <ul style="list-style-type: none"> ➤ Fitness ➤ Training ➤ Sports | <p>Are there regular fitness tests for the Academy players?</p> <hr/> <p>Are the workloads of the players managed (e.g. periodisation) in and out of Academy?</p> |

A. AFC ONE-STAR ACADEMY

14. PSYCHOLOGY

| PERFORMANCE CATEGORIES | ONE-STAR |
|---|---|
| <p data-bbox="624 796 708 853">14</p> <p data-bbox="537 886 800 925">PSYCHOLOGY</p> <ul data-bbox="529 1001 856 1139" style="list-style-type: none">➤ Assessments➤ Psychologists➤ Mental Training | <p data-bbox="1131 858 2226 1011">1. Do the players have support/guidance on leadership, concentration, mental health, emotional stability, confidence, motivation, behaviour, etc.?</p> |

A. AFC ONE-STAR ACADEMY

15. WELFARE

| PERFORMANCE CATEGORIES | ONE-STAR |
|---|--|
| <p style="text-align: center;">15</p> <p style="text-align: center;">WELFARE</p> <ul style="list-style-type: none"> ➤ Protection ➤ Lifestyle ➤ Accommodation | <p>Is there a policy of child protection in action i.e. have all Academy personnel been checked under the child protection legislation?</p> |
| | <p>Is there a basic welfare policy and welfare support available?</p> |

A. AFC ONE-STAR ACADEMY

16. EDUCATION

| PERFORMANCE CATEGORIES | ONE-STAR |
|---|---|
| <p style="text-align: center;">16</p> <p style="text-align: center;">EDUCATION</p> <ul style="list-style-type: none">➤ Academic➤ Study➤ Schools | <p>Does the Academy liaise/cooperate with the education authorities?</p> |
| | <p>Are there reports on the player's educational progress?</p> |

A. AFC ONE-STAR ACADEMY

17. COLLABORATION

| PERFORMANCE CATEGORIES | ONE-STAR |
|---|---|
| <p style="text-align: center;">17</p> <p style="text-align: center;">COLLABORATION</p> <ul style="list-style-type: none"> ➤ Parents ➤ Grassroots ➤ Authorities | <p>Is there collaboration with the local clubs, regional associations, the national youth teams and the schools?</p> |
| | <p>Is there a direct link with the first team?</p> |
| | <p>Are there meetings with parents? Introductory sessions?</p> |
| | <p>Does the Academy co-operate with other Academies e.g. knowledge sharing?</p> |

A. AFC ONE-STAR ACADEMY

18. ASSESSMENT

| PERFORMANCE CATEGORIES | ONE-STAR |
|--|---|
| <p style="text-align: center;">18</p> <p style="text-align: center;">ASSESSMENT</p> <ul style="list-style-type: none"> ➤ Reviews ➤ Records ➤ Appraisals | <p>Is there an annual self-assessment by the Academy?</p> |
| | <p>Is there a basic record (a logbook) for each player (i.e. playing/ learning/training time)?</p> |
| | <p>Is there a release policy/process?</p> |
| | <p>Is there an appraisal procedure?</p> |

A. AFC ONE-STAR ACADEMY

19. RULES

| PERFORMANCE CATEGORIES | ONE-STAR |
|--|--|
| <p style="text-align: center;">19</p> <p style="text-align: center;">RULES</p> <ul style="list-style-type: none"> ➤ Conduct ➤ Behaviour ➤ Regulations | <p>Does the club fully comply with the AFC/ Member Associations club licensing – sporting criteria?</p> |
| | <p>Are there basic rules about registration, travel times, etc?</p> |
| | <p>Is there a code of conduct for players? For staff? For parents?</p> |
| | <p>Is there an attendance register?</p> |

A. AFC ONE-STAR ACADEMY

20. RESULTS

| PERFORMANCE CATEGORIES | ONE-STAR |
|---|--|
| <p style="text-align: center;">20</p> <p style="text-align: center;">RESULTS</p> <ul style="list-style-type: none"> ➤ Outcomes ➤ Success ➤ Returns | <p>Does the Academy produce an annual report for the club board?</p> |
| | <p>Do the Academy's players get the opportunity to train/play with the first team?</p> |
| | <p>Does the Academy produce players for regional selections, national trials, etc.?</p> |

ANNEX A

| Category | Criteria | Yes | No | Evidence |
|------------------------|---|-----|----|----------|
| 1. LEADERSHIP | <ol style="list-style-type: none"> Is there a written commitment to the Academy by the owner/board? Is there a head of the Academy? Is there a written football philosophy and an approach to player development? | | | |
| 2. PLANNING | <ol style="list-style-type: none"> Is there a written youth development plan for the Academy? | | | |
| 3. ORGANISATION | <ol style="list-style-type: none"> Is there an Academy management structure document (i.e. a chart with all staff positions identified)? Is there adequate administrative support? | | | |
| 4. STAFFING | <ol style="list-style-type: none"> Does each squad in the Academy have a minimum of one youth coach? Is there an Academy secretary? Does the Academy have basic medical support, approved by the Member Association? Is there evidence of regular meetings and ongoing educational opportunities for the staff eg. methods, trends, psychology, study visits, etc.? | | | |
| 5. RECRUITMENT | <ol style="list-style-type: none"> Is there a written recruitment policy/identification process? Is there a reporting mechanism? Does the Academy have a simple database? | | | |

ANNEX A

| Category | Criteria | Yes | No | Evidence |
|----------------------|---|-----|----|----------|
| 6. FINANCE | <ol style="list-style-type: none"> 1. Is there a written annual budget? 2. Does the Academy work within its annual budget and who audits it? 3. Who supplies the budget? 4. Does the budget meet the needs of the AFC's one-star Endorsement criteria? | | | |
| 7. FACILITIES | <ol style="list-style-type: none"> 1. Do the youth teams have the use of a full-side field for playing/training? (half field for U12)? 2. Is there a minimum/ adequate number of rooms for medical treatment, admin, fitness? 3. Are there adequate dressing rooms reserved for the Academy? 4. Is there an adequate/safe supply of equipment? | | | |
| 8. TEAMS | <ol style="list-style-type: none"> 1. Are there at least 3 youth teams i.e. U14, U16 and U19s? 2. Are there at least 18 players in each squad, including 2 goalkeepers? | | | |
| 9. COACHING | <ol style="list-style-type: none"> 1. Is there a minimum of 2 training sessions per week for teams U14 to U19? 2. Is there a basic coaching curriculum at each age level? 3. Does the Head of the Academy have a contract and as a minimum, an AFC A Licence? 4. Does each team coach have, as a minimum, an AFC B Licence? 5. Is there a regular review of the coaching staff? 6. If there are assistant coaches, do they have, as a minimum, a C Licence? 7. Is there evidence that the club's vision/philosophy is reflected in the coaching programme? | | | |
| 10. PLAYING | <ol style="list-style-type: none"> 1. Is there a regular (e.g. 20 matches/1 or 2 per week) elite, competitive match schedule organised by the FA/League for the Academy teams? 2. Is the match programme appropriate for the stage of development? 3. Are there guidelines on playing time (i.e. official matches)? 4. In general, do the U12s play small-sided games? | | | |

ANNEX A

| Category | Criteria | Yes | No | Evidence |
|-------------------------------|--|-----|----|----------|
| 11. PLAYER PERFORMANCE | 1. Is there evidence of player objectives and the use of feedback: verbal, through online, etc.? | | | |
| 12. HEALTH | 1. Are there regular health check-ups? 2. Is there an injury-prevention programme? 3. Are there rehabilitation arrangements? 4. Are the coaches trained in First Aid? | | | |
| 13. FITNESS | 1. Are there regular fitness tests for the Academy players? 2. Are the workloads of the players managed (e.g. periodisation) in and out of Academy? | | | |
| 14. PSYCHOLOGY | 1. Do the players have support/guidance on leadership, concentration, mental health, emotional stability, confidence, motivation, behaviour, etc. | | | |
| 15. WELFARE | 1. Is there a policy of child protection in action i.e. have all Academy personnel been checked under the child protection legislation? 2. Is there a basic welfare policy and welfare support available? | | | |

ANNEX A

| Category | Criteria | Yes | No | Evidence |
|--------------------------|---|-----|----|----------|
| 16. EDUCATION | <ol style="list-style-type: none"> Does the Academy liaise/cooperate with the education authorities? Are there reports on the player's educational progress? | | | |
| 17. COLLABORATION | <ol style="list-style-type: none"> Is there collaboration with the local clubs, regional associations, the national youth teams and the schools? Is there a direct link with the first team? Are there meetings with parents? Introductory sessions? Does the Academy co-operate with other Academies e.g. knowledge sharing? | | | |
| 18. ASSESSMENT | <ol style="list-style-type: none"> Is there an annual self-assessment by the Academy? Is there a basic record (a logbook) for each player (i.e. playing/learning/training time)? Is there a release policy/process? Is there an appraisal procedure? | | | |
| 19. RULES | <ol style="list-style-type: none"> Does the club fully comply with the AFC/Member Associations club licensing – sporting criteria? Are there basic rules about registration, travel times, etc? Is there a code of conduct for players? For staff? For parents? Is there an attendance register? | | | |
| 20. RESULTS | <ol style="list-style-type: none"> Does the Academy produce an annual report for the club board? Do the Academy's players get the opportunity to train/play with the first team? Does the Academy produce players for regional selections, national trials, etc.? | | | |



Two-Star

Higher standards (i.e. better quality and quantity) than a one-star Academy

3. PERFORMANCE AND KEY CRITERIA

B. AFC TWO-STAR ACADEMY

B. AFC TWO-STAR ACADEMY

1. LEADERSHIP

| PERFORMANCE CATEGORIES | TWO-STAR |
|---|---|
| <p style="text-align: center;">1 LEADERSHIP</p> <ul style="list-style-type: none">➤ Direction➤ Philosophy➤ Key People | <p>Is there a system for liaison between the Academy and the first team?</p> |
| | <p>Is there a board member responsible for the Academy?</p> |

B. AFC TWO-STAR ACADEMY

2. PLANNING

| PERFORMANCE CATEGORIES | TWO-STAR |
|--|---|
| <p style="text-align: center;">2</p> <p style="text-align: center;">PLANNING</p> <ul style="list-style-type: none"> ➤ Plans ➤ Schedule ➤ Strategy | <p>Is there a plan for the continued professional development of the Academy staff?</p> <hr/> <p>Is there a yearly or monthly development plan for the Academy?</p> |

B. AFC TWO-STAR ACADEMY

3. ORGANISATION

| PERFORMANCE CATEGORIES | TWO-STAR |
|--|--|
| <p style="text-align: center;">3</p> <p style="text-align: center;">ORGANISATION</p> <ul style="list-style-type: none">➤ Structure➤ Arrangements➤ Organisation | <p style="text-align: center;">Are there job descriptions for each member of staff?</p> |
| | <p style="text-align: center;">Are there arrangements for meals, transport, etc.?</p> |

B. AFC TWO-STAR ACADEMY

4. STAFFING

| PERFORMANCE CATEGORIES | TWO-STAR |
|--|--|
| <p style="text-align: center;">4</p> <p style="text-align: center;">STAFFING</p> <ul style="list-style-type: none"> ➤ Coaches ➤ Specialists ➤ Support Staff | <p>Is there a goalkeeper specialist available?</p> |
| | <p>Does the Academy have a logistics manager?</p> |
| | <p>Does the Academy have adequate support staff i.e. doctor, physio, physical trainer, etc?</p> |

B. AFC TWO-STAR ACADEMY

5. RECRUITMENT

| PERFORMANCE CATEGORIES | TWO-STAR |
|--|--|
| <p style="text-align: center;">5</p> <p style="text-align: center;">RECRUITMENT</p> <ul style="list-style-type: none"> ➤ Scouting ➤ Talent ➤ Identification | <p>Is there a head scout?</p> |
| | <p>Is there a well- maintained system for recording training and match information?</p> |
| | <p>Are there arrangements for trials and for integrating new players?</p> |

B. AFC TWO-STAR ACADEMY

6. FINANCE

| PERFORMANCE CATEGORIES | TWO-STAR |
|--|--|
| <p style="text-align: center;">6</p> <p style="text-align: center;">FINANCE</p> <ul style="list-style-type: none"> ➤ Funding ➤ Budgets ➤ Accounts | <p>Does the budget meet the needs of AFC's two-star Endorsement criteria?</p> <hr/> <p>Does the budget cover the expense of team travelling and away training or matches facilities?</p> |

B. AFC TWO-STAR ACADEMY

7. FACILITIES

| PERFORMANCE CATEGORIES | TWO-STAR |
|--|---|
| <p style="text-align: center;">7</p> <p style="text-align: center;">FACILITIES</p> <ul style="list-style-type: none"> ➤ Pitches ➤ Buildings ➤ Equipment | <p>Are there sufficient grass pitches of appropriate size to enable the Academy to play all its matches and to carry out its coaching programme?</p> |
| | <p>Does the Academy have access to floodlights, artificial turf and indoor facilities?</p> |
| | <p>Is there a pitch(es) reserved for the Academy?</p> |
| | <p>Is the quality of the playing surfaces of a high enough standard for an elite youth Academy?</p> |

B. AFC TWO-STAR ACADEMY

8. TEAMS

| PERFORMANCE CATEGORIES | TWO-STAR |
|---|---|
| <p style="text-align: center;">8</p> <p style="text-align: center;">TEAMS</p> <ul style="list-style-type: none">➤ Players➤ Squads➤ Categories | <p>Are there at least 4 teams in the age category U13 to U19s?</p> |
| | <p>Are there at least 18 players in each squad?</p> |

B. AFC TWO-STAR ACADEMY

9. COACHING

| PERFORMANCE CATEGORIES | TWO-STAR |
|--|--|
| <p style="text-align: center;">9</p> <p style="text-align: center;">COACHING</p> <ul style="list-style-type: none"> ➤ Sessions ➤ Methods ➤ Licences | <p>Is there a minimum of 3 training sessions per week for teams U14 to U19?</p> |
| | <p>Does the Academy director have an AFC Pro Licence?</p> |
| | <p>Does each team coach (U14 to U19) have at least an AFC A Licence?</p> |
| | <p>Is individual coaching provided?</p> |
| | <p>Is specialist coaching for goalkeepers provided?</p> |
| | <p>Is there a policy regarding teaching methods?</p> |

B. AFC TWO-STAR ACADEMY

10. PLAYING

| PERFORMANCE CATEGORIES | TWO-STAR |
|--|--|
| <p style="text-align: center;">10</p> <p style="text-align: center;">PLAYING</p> <ul style="list-style-type: none"> ➤ Matches ➤ Competitions ➤ Levels | <p>Is there an opportunity for international exchange?</p> |
| | <p>Are there arrangements for less well-developed players in each age category?</p> |

B. AFC TWO-STAR ACADEMY

11. PLAYER PERFORMANCE

| PERFORMANCE CATEGORIES | TWO-STAR |
|---|---|
| <p style="text-align: center;">11</p> <p style="text-align: center;">PLAYER PERFORMANCE</p> <ul style="list-style-type: none"> ➤ Analysis ➤ Reviews ➤ Feedback | <p>Is there a computer programme for analysis in use?</p> |
| | <p>Are parents given regular feedback on the player's performance?</p> |

B. AFC TWO-STAR ACADEMY

12. HEALTH

| PERFORMANCE CATEGORIES | TWO-STAR |
|--|--|
| <p style="text-align: center;">12</p> <p style="text-align: center;">HEALTH</p> <ul style="list-style-type: none"> ➤ Medicine ➤ Injuries ➤ Prevention | <p>Are there rehabilitation protocols?</p> |
| | <p>Is there medical support at each game?</p> |
| | <p>Is there an appropriate medical room?</p> |
| | <p>Is there an educational programme about health and performance issues e.g. doping, smoking, diet, etc?</p> |
| | <p>Is there a head doctor and head physio appointed for the Academy?</p> |

B. AFC TWO-STAR ACADEMY

13. FITNESS

| PERFORMANCE CATEGORIES | TWO-STAR |
|--|---|
| <p style="text-align: center;">13</p> <p style="text-align: center;">Fitness</p> <ul style="list-style-type: none"> ➤ Fitness ➤ Training ➤ Sports | <p>Is there a well-equipped fitness room/ gym?</p> |
| | <p>Is there a strength and condition specialist?</p> |
| | <p>Are workloads of the players monitored?</p> |

B. AFC TWO-STAR ACADEMY

14. PSYCHOLOGY

| PERFORMANCE CATEGORIES | TWO-STAR |
|---|--|
| <p style="text-align: center;">14</p> <p style="text-align: center;">PSYCHOLOGY</p> <ul style="list-style-type: none">➤ Assessments➤ Psychologists➤ Mental Training | <p style="text-align: center;">Is there a programme of psychological development?</p> |
| | <p style="text-align: center;">Is psychological support available?</p> |

B. AFC TWO-STAR ACADEMY

15. WELFARE

| PERFORMANCE CATEGORIES | TWO-STAR |
|---|---|
| <p style="text-align: center;">15</p> <p style="text-align: center;">WELFARE</p> <ul style="list-style-type: none"> ➤ Protection ➤ Lifestyle ➤ Accommodation | <p>Is there a welfare officer?</p> |
| | <p>Is there a basic lifestyle programme e.g. nutrition, hygiene, mental health, etc?</p> |
| | <p>Are there arrangements for boarding, host families, etc.?</p> |

B. AFC TWO-STAR ACADEMY

16. EDUCATION

| PERFORMANCE CATEGORIES | TWO-STAR |
|---|---|
| <p data-bbox="547 792 789 928">16 EDUCATION</p> <ul data-bbox="522 999 764 1142" style="list-style-type: none">➤ Academic➤ Study➤ Schools | <p data-bbox="1133 856 2254 1013">Is there a head of education i.e. someone responsible for guiding/ supporting the players with their academic development?</p> |

B. AFC TWO-STAR ACADEMY

17. COLLABORATION

| PERFORMANCE CATEGORIES | TWO-STAR |
|---|---|
| <p style="text-align: center;">17</p> <p style="text-align: center;">COLLABORATION</p> <ul style="list-style-type: none"> ➤ Parents ➤ Grassroots ➤ Authorities | <p>To what extent does the Academy collaborate with the club’s communications department e.g. with the Academy section on the website?</p> |
| | <p>Do Academy players help in the community and support grassroots projects?</p> |

B. AFC TWO-STAR ACADEMY

18. ASSESSMENT

| PERFORMANCE CATEGORIES | TWO-STAR |
|--|--|
| <p style="text-align: center;">18</p> <p style="text-align: center;">ASSESSMENT</p> <ul style="list-style-type: none"> ➤ Reviews ➤ Records ➤ Appraisals | <p>Is there an individual performance review for each player every year?</p> |
| | <p>Is there an individual performance review for each member of staff every year?</p> |
| | <p>Is there an independent review of the Academy at least every two years?</p> |

B. AFC TWO-STAR ACADEMY

19. RULES

| PERFORMANCE CATEGORIES | TWO-STAR |
|--|--|
| <p style="text-align: center;">19</p> <p style="text-align: center;">RULES</p> <ul style="list-style-type: none"> ➤ Conduct ➤ Behaviour ➤ Regulations | <p>Does the Academy have detailed Regulations about all aspects of its operation?</p> <hr/> <p>Are there rules about expulsion/dismissal from the Academy?</p> |

B. AFC TWO-STAR ACADEMY

20. RESULTS

| PERFORMANCE CATEGORIES | TWO-STAR |
|---|---|
| <p style="text-align: center;">20</p> <p style="text-align: center;">RESULTS</p> <ul style="list-style-type: none"> ➤ Outcomes ➤ Success ➤ Returns | <p>Does the Academy produce players for national youth squads?</p> |
| | <p>Does the Academy regularly produce players who graduate to a professional contract?</p> |

ANNEX B

| Category | Criteria | Yes | No | Evidence |
|------------------------|---|-----|----|----------|
| 1. LEADERSHIP | <ol style="list-style-type: none"> Is there a system for liaison between the Academy and the first team? Is there a board member responsible for the Academy? | | | |
| 2. PLANNING | <ol style="list-style-type: none"> Is there a plan for the continued professional development of the Academy staff? Is there a yearly or monthly development plan for the Academy? | | | |
| 3. ORGANISATION | <ol style="list-style-type: none"> Are there job descriptions for each member of staff? Are there arrangements for meals, transport, etc.? | | | |
| 4. STAFFING | <ol style="list-style-type: none"> Is there a goalkeeper specialist available? Does the Academy have a logistics manager? Does the Academy have adequate support staff i.e. doctor, physio, physical trainer, etc? | | | |
| 5. RECRUITMENT | <ol style="list-style-type: none"> Is there a head scout? Is there a well-maintained system for recording training and match information? Are there arrangements for trials and for integrating new players? | | | |

ANNEX B

| Category | Criteria | Yes | No | Evidence |
|----------------------|--|-----|----|----------|
| 6. FINANCE | <ol style="list-style-type: none"> Does the budget meet the needs of AFC's two star Endorsement criteria? Does the budget cover the expense of team travelling and away training or matches facilities? | | | |
| 7. FACILITIES | <ol style="list-style-type: none"> Are there sufficient grass pitches of appropriate size to enable the Academy to play all its matches and to carry out its coaching programme? Does the Academy have access to floodlights, artificial turf and indoor facilities? Is there a pitch(es) reserved for the Academy? Is the quality of the playing surfaces of a high enough standard for an elite youth Academy? | | | |
| 8. TEAMS | <ol style="list-style-type: none"> Are there at least 4 teams in the age category U13 to U19s? Are there at least 18 players in each squad? | | | |
| 9. COACHING | <ol style="list-style-type: none"> Is there a minimum of 3 training sessions per week for teams U14 to U19? Does the Academy director have an AFC Pro Licence? Does each team coach (U14 to U19) have at least an AFC A Licence? Is individual coaching provided? Is specialist coaching for goalkeepers provided? Is there a policy regarding teaching methods? | | | |
| 10. PLAYING | <ol style="list-style-type: none"> Is there an opportunity for international exchange? Are there arrangements for less well-developed players in each age category? | | | |

ANNEX B

| Category | Criteria | Yes | No | Evidence |
|-------------------------------|--|-----|----|----------|
| 11. PLAYER PERFORMANCE | <ol style="list-style-type: none"> 1. Is there a computer programme for analysis in use? 2. Are parents given regular feedback on the player's performance? | | | |
| 12. HEALTH | <ol style="list-style-type: none"> 1. Are there rehabilitation protocols? 2. Is there medical support at each game? 3. Is there an appropriate medical room? 4. Is there an educational programme about health and performance issues e.g. doping, smoking, diet, etc? 5. Is there a head doctor and head physio appointed for the Academy? | | | |
| 13. FITNESS | <ol style="list-style-type: none"> 1. Is there a well-equipped fitness room/gym? 2. Is there a strength and condition specialist? 3. Are workloads of the players monitored? | | | |
| 14. PSYCHOLOGY | <ol style="list-style-type: none"> 1. Is there a programme of psychological development? 2. Is psychological support available? | | | |
| 15. WELFARE | <ol style="list-style-type: none"> 1. Is there a welfare officer? 2. Is there a basic lifestyle programme e.g. nutrition, hygiene, mental health, etc? 3. Are there arrangements for boarding, host families, etc.? | | | |

ANNEX B

| Category | Criteria | Yes | No | Evidence |
|--------------------------|---|-----|----|----------|
| 16. EDUCATION | 1. Is there a head of education i.e. someone responsible for guiding/supporting the players with their academic development? | | | |
| 17. COLLABORATION | 1. To what extent does the Academy collaborate with the club's communications department e.g. with the Academy section on the website? 2. Do Academy players help in the community and support grassroots projects? | | | |
| 18. ASSESSMENT | 1. Is there an individual performance review for each player every year? 2. Is there an individual performance review for each member of staff every year? 3. Is there an independent review of the Academy at least every two years? | | | |
| 19. RULES | 1. Does the Academy have detailed Regulations about all aspects of its operation? 2. Are there rules about expulsion/dismissal from the Academy? | | | |
| 20. RESULTS | 1. Does the Academy produce players for national youth squads? 2. Does the Academy regularly produce players who graduate to a professional contract? | | | |



Three-Star

A reference point: a wide range of services, top infrastructure and elite-level, successful outcomes

3. PERFORMANCE AND KEY CRITERIA

C. AFC THREE-STAR ACADEMY

C. AFC THREE-STAR ACADEMY

1. LEADERSHIP

| PERFORMANCE CATEGORIES | THREE-STAR |
|--|--|
| <p style="text-align: center;">1</p> <p style="text-align: center;">LEADERSHIP</p> <ul style="list-style-type: none"> ➤ Direction ➤ Philosophy ➤ Key People | <p>Does the club operate a technical board and a technical director?</p> |
| | <p>Does the club comply with good governance standards? (Member Association approval)</p> |
| | <p>Is there a vision and mission document for the club and the Academy?</p> |

C. AFC THREE-STAR ACADEMY

2. PLANNING

| PERFORMANCE CATEGORIES | THREE-STAR |
|--|--|
| <p data-bbox="644 843 690 905">2</p> <p data-bbox="563 933 774 972">PLANNING</p> <ul data-bbox="527 1046 741 1186" style="list-style-type: none">➤ Plans➤ Schedule➤ Strategy | <p data-bbox="1131 933 2257 1033">Is there a written, regularly updated, long-term business plan for the Academy, approved by the club board?</p> |

C. AFC THREE-STAR ACADEMY

3. ORGANISATION

| PERFORMANCE CATEGORIES | THREE-STAR |
|--|---|
| <p style="text-align: center;">3</p> <p style="text-align: center;">ORGANISATION</p> <ul style="list-style-type: none"> ➤ Structure ➤ Arrangements ➤ Organisation | <p>Is there a clear decision-making process for the Academy?</p> |
| | <p>Is there comprehensive administration support?</p> |
| | <p>Are there arrangements for the player’s school studies, further education, etc?</p> |

C. AFC THREE-STAR ACADEMY

4. STAFFING

| PERFORMANCE CATEGORIES | THREE-STAR |
|--|--|
| <p style="text-align: center;">4</p> <p style="text-align: center;">STAFFING</p> <ul style="list-style-type: none"> ➤ Coaches ➤ Specialists ➤ Support Staff | <p>Does the Academy have appropriate/ adequate ground staff?</p> |
| | <p>Does the Academy have a comprehensive dedicated staff i.e. coaches, doctor, physio, physical trainer, etc?</p> |
| | <p>Does each team have an assistant coach, and do they have a B licence, as a minimum?</p> |
| | <p>Is there evidence of a policy supporting continuity of staff?</p> |

C. AFC THREE-STAR ACADEMY

5. RECRUITMENT

| PERFORMANCE CATEGORIES | THREE-STAR |
|--|---|
| <p style="text-align: center;">5</p> <p style="text-align: center;">RECRUITMENT</p> <ul style="list-style-type: none"> ➤ Scouting ➤ Talent ➤ Identification | <p>Is there a scouting team for the Academy?</p> |
| | <p>Is there a comprehensive digital system/tool for data collection?</p> |
| | <p>Is there an annual review of the talent identification system?</p> |

C. AFC THREE-STAR ACADEMY

6. FINANCE

| PERFORMANCE CATEGORIES | THREE-STAR |
|--|---|
| <p style="text-align: center;">6</p> <p style="text-align: center;">FINANCE</p> <ul style="list-style-type: none"> ➤ Funding ➤ Budgets ➤ Accounts | <p>Is long-term funding for the Academy guaranteed?</p> <p>Are the financial accounts and records kept in accordance with club licensing guidelines?</p> <p>Does the budget meet the needs of the AFC’s Three-Star Endorsement criteria?</p> |

C. AFC THREE-STAR ACADEMY

7. FACILITIES

| PERFORMANCE CATEGORIES | THREE-STAR |
|--|---|
| <p data-bbox="647 796 690 858">7</p> <p data-bbox="565 886 772 925">FACILITIES</p> <ul data-bbox="527 1001 779 1139" style="list-style-type: none">➤ Pitches➤ Buildings➤ Equipment | <p data-bbox="1131 858 2288 1015">Are the facilities fully comprehensive (e.g. dressing rooms, medical centre, pitches, etc.) and do they meet the needs of the Academy’s technical programme?</p> |

C. AFC THREE-STAR ACADEMY

8. TEAMS

| PERFORMANCE CATEGORIES | THREE-STAR |
|---|---|
| <p>8</p> <p>TEAMS</p> <ul style="list-style-type: none"> ➤ Players ➤ Squads ➤ Categories | <p>Are there at least 6 teams, including one U12 squad which plays small-sided games?</p> <hr/> <p>Are there at least 18 players in each squad?</p> |

C. AFC THREE-STAR ACADEMY

9. COACHING

| PERFORMANCE CATEGORIES | THREE-STAR |
|--|--|
| <p style="text-align: center;">9</p> <p style="text-align: center;">COACHING</p> <ul style="list-style-type: none"> ➤ Sessions ➤ Methods ➤ Licences | <p>Is there a minimum of 4 training sessions per week for teams U14 to U19?</p> <hr/> <p>Does each coach with the youth age-group teams have at least an AFC A Licence and the assistants a B Licence?</p> |

C. AFC THREE-STAR ACADEMY

10. PLAYING

| PERFORMANCE CATEGORIES | THREE-STAR |
|--|--|
| <p style="text-align: center;">10</p> <p style="text-align: center;">PLAYING</p> <ul style="list-style-type: none"> ➤ Matches ➤ Competitions ➤ Levels | <p>Is there a games programme which meet the individual player's needs?</p> <hr/> <p>Do the top players have the opportunity against older, more mature players?</p> |

C. AFC THREE-STAR ACADEMY

11. PLAYER PERFORMANCE

| PERFORMANCE CATEGORIES | THREE-STAR |
|---|---|
| <p style="text-align: center;">11</p> <p style="text-align: center;">PLAYER PERFORMANCE</p> <ul style="list-style-type: none"> ➤ Analysis ➤ Reviews ➤ Feedback | <p>Are all matches/ training sessions filmed and analysed?</p> |
| | <p>Is there a regular, comprehensive performance review for each player?</p> |
| | <p>Is there performance analysis guidance for each player?</p> |

C. AFC THREE-STAR ACADEMY

12. HEALTH

| PERFORMANCE CATEGORIES | THREE-STAR |
|--|--|
| <p style="text-align: center;">12</p> <p style="text-align: center;">HEALTH</p> <ul style="list-style-type: none"> ➤ Medicine ➤ Injuries ➤ Prevention | <p>Is there an appropriate, fully qualified medical team?</p> |
| | <p>Is there research into player injuries?</p> |
| | <p>Are there protocols on returning to play and activities with the first team?</p> |

C. AFC THREE-STAR ACADEMY

13. FITNESS

| PERFORMANCE CATEGORIES | THREE-STAR |
|--|--|
| <p style="text-align: center;">13</p> <p style="text-align: center;">Fitness</p> <ul style="list-style-type: none"> ➤ Fitness ➤ Training ➤ Sports | <p>Are there individual strength and conditioning programmes?</p> |
| | <p>Is there comprehensive sports science support?</p> |
| | <p>Are fitness sessions integrated with technical work?</p> |

C. AFC THREE-STAR ACADEMY

14. PSYCHOLOGY

| PERFORMANCE CATEGORIES | THREE-STAR |
|---|---|
| <p style="text-align: center;">14</p> <p style="text-align: center;">PSYCHOLOGY</p> <ul style="list-style-type: none"> ➤ Assessments ➤ Psychologists ➤ Mental Training | <p>Is there a comprehensive psychological assessment for each individual player?</p> <hr/> <p>Is there access to professional help?</p> |

C. AFC THREE-STAR ACADEMY

15. WELFARE

| PERFORMANCE CATEGORIES | THREE-STAR |
|---|--|
| <p data-bbox="624 849 708 911">15</p> <p data-bbox="573 939 759 978">WELFARE</p> <ul data-bbox="522 1049 871 1188" style="list-style-type: none">➤ Protection➤ Lifestyle➤ Accommodation | <p data-bbox="1133 968 2288 1011">Is there a comprehensive welfare support system in place?</p> |

C. AFC THREE-STAR ACADEMY

16. EDUCATION

| PERFORMANCE CATEGORIES | THREE-STAR |
|---|--|
| <p style="text-align: center;">16</p> <p style="text-align: center;">EDUCATION</p> <ul style="list-style-type: none"> ➤ Academic ➤ Study ➤ Schools | <p>Is there an approved arrangement for academic education?</p> |
| | <p>Are there individual educational plans?</p> |
| | <p>Does the Academy develop university students, successful employees in business, etc?</p> |

C. AFC THREE-STAR ACADEMY

17. COLLABORATION

| PERFORMANCE CATEGORIES | THREE-STAR |
|---|--|
| <p style="text-align: center;">17</p> <p style="text-align: center;">COLLABORATION</p> <ul style="list-style-type: none"> ➤ Parents ➤ Grassroots ➤ Authorities | <p>Is there an identified network of collaborating clubs/ schools/universities/ government agencies/ businesses?</p> <hr/> <p>Is someone responsible for this liaison?</p> |

C. AFC THREE-STAR ACADEMY

18. ASSESSMENT

| PERFORMANCE CATEGORIES | THREE-STAR |
|--|--|
| <p style="text-align: center;">18</p> <p style="text-align: center;">ASSESSMENT</p> <ul style="list-style-type: none"> ➤ Reviews ➤ Records ➤ Appraisals | <p>Is there ongoing support for those who leave the Academy?</p> |
| | <p>Is there a performance profile (i.e. detailed record) for each player throughout their Academy career?</p> |
| | <p>Is the Academy routinely and comprehensively monitored by the football authorities?</p> |

C. AFC THREE-STAR ACADEMY

19. RULES

| PERFORMANCE CATEGORIES | THREE-STAR |
|--|---|
| <p style="text-align: center;">19</p> <p style="text-align: center;">RULES</p> <ul style="list-style-type: none"> ➤ Conduct ➤ Behaviour ➤ Regulations | <p>Does the Academy have professional support i.e. legal and administrative for contracts, disputes, etc.?</p> <hr/> <p>Are there rules about agents, compensation, etc.?</p> |

C. AFC THREE-STAR ACADEMY

20. RESULTS

| PERFORMANCE CATEGORIES | THREE-STAR |
|---|--|
| <p style="text-align: center;">20</p> <p style="text-align: center;">RESULTS</p> <ul style="list-style-type: none"> ➤ Outcomes ➤ Success ➤ Returns | <p>Does the Academy produce players for top international level?</p> |
| | <p>Does the Academy produce players for top professional football, including the club's first team or other professional clubs?</p> |
| | <p>Is there evidence of transfer fees or compensation for Academy players?</p> |

ANNEX C

| Category | Criteria | Yes | No | Evidence |
|------------------------|--|-----|----|----------|
| 1. LEADERSHIP | <ol style="list-style-type: none"> Does the club operate a technical board and a technical director? Does the club comply with good governance standards? (Member Association approval) Is there a vision and mission document for the club and the Academy? | | | |
| 2. PLANNING | <ol style="list-style-type: none"> Is there a written, regularly updated, long-term business plan for the Academy, approved by the club board? | | | |
| 3. ORGANISATION | <ol style="list-style-type: none"> Is there a clear decision-making process for the Academy? Is there comprehensive administration support? Are there arrangements for the player's school studies, further education, etc? | | | |
| 4. STAFFING | <ol style="list-style-type: none"> Does the Academy have appropriate/adequate ground staff? Does the Academy have a comprehensive dedicated staff i.e. coaches, doctor, physio, physical trainer, etc? Does each team have an assistant coach, and do they have a B licence, as a minimum? Is there evidence of a policy supporting continuity of staff? | | | |
| 5. RECRUITMENT | <ol style="list-style-type: none"> Is there a scouting team for the Academy? Is there a comprehensive digital system/tool for data collection? Is there an annual review of the talent identification system? | | | |

ANNEX C

| Category | Criteria | Yes | No | Evidence |
|----------------------|--|-----|----|----------|
| 6. FINANCE | <ol style="list-style-type: none"> 1. Is long-term funding for the Academy guaranteed? 2. Are the financial accounts and records kept in accordance with club licensing guidelines? 3. Does the budget meet the needs of the AFC's Three-Star Endorsement criteria? | | | |
| 7. FACILITIES | <ol style="list-style-type: none"> 1. Are the facilities fully comprehensive (e.g. dressing rooms, medical centre, pitches, etc.) and do they meet the needs of the Academy's technical programme? | | | |
| 8. TEAMS | <ol style="list-style-type: none"> 1. Are there at least 6 teams, including one U12 squad which plays small-sided games? 2. Are there at least 18 players in each squad? | | | |
| 9. COACHING | <ol style="list-style-type: none"> 1. Is there a minimum of 4 training sessions per week for teams U14 to U19? 2. Does each coach with the youth age-group teams have at least an AFC A Licence and the assistants a B Licence? | | | |
| 10. PLAYING | <ol style="list-style-type: none"> 1. Is there a games programme which meet the individual player's needs? 2. Do the top players have the opportunity against older, more mature players? | | | |

ANNEX C

| Category | Criteria | Yes | No | Evidence |
|-------------------------------|---|-----|----|----------|
| 11. PLAYER PERFORMANCE | <ol style="list-style-type: none"> 1. Are all matches/training sessions filmed and analysed? 2. Is there a regular, comprehensive performance review for each player? 3. Is there performance analysis guidance for each player? | | | |
| 12. HEALTH | <ol style="list-style-type: none"> 1. Is there an appropriate, fully qualified medical team? 2. Is there research into player injuries? 3. Are there protocols on returning to play and activities with the first team? | | | |
| 13. FITNESS | <ol style="list-style-type: none"> 1. Are there individual strength and conditioning programmes? 2. Is there comprehensive sports science support? 3. Are fitness sessions integrated with technical work? | | | |
| 14. PSYCHOLOGY | <ol style="list-style-type: none"> 1. Is there a comprehensive psychological assessment for each individual player? 2. Is there access to professional help? | | | |
| 15. WELFARE | <ol style="list-style-type: none"> 1. Is there a comprehensive welfare support system in place? | | | |

ANNEX C

| Category | Criteria | Yes | No | Evidence |
|--------------------------|---|-----|----|----------|
| 16. EDUCATION | <ol style="list-style-type: none"> 1. Is there an approved arrangement for academic education? 2. Are there individual educational plans? 3. Does the Academy develop university students, successful employees in business, etc? | | | |
| 17. COLLABORATION | <ol style="list-style-type: none"> 1. Is there an identified network of collaborating clubs/ schools/ universities/government agencies/businesses? 2. Is someone responsible for this liaison? | | | |
| 18. ASSESSMENT | <ol style="list-style-type: none"> 1. Is there ongoing support for those who leave the Academy? 2. Is there a performance profile (i.e. detailed record) for each player throughout their Academy career? 3. Is the Academy routinely and comprehensively monitored by the football authorities? | | | |
| 19. RULES | <ol style="list-style-type: none"> 1. Does the Academy have professional support i.e. legal and administrative for contracts, disputes, etc.? 2. Are there rules about agents, compensation, etc.? | | | |
| 20. RESULTS | <ol style="list-style-type: none"> 1. Does the Academy produce players for top international level? 2. Does the Academy produce players for top professional football, including the club's first team or other professional clubs? 3. Is there evidence of transfer fees or compensation for Academy players? | | | |



4. CHECKLIST – 11 CORE CRITERIA*

When the club can satisfy the eleven (11) core criteria on the Elite Youth Evaluation checklist. Provisional membership can be applied for

4. Checklist – 11 CORE CRITERIA

| Core Areas | Criteria | Yes | No | Evidence |
|----------------------------------|---|-----|----|----------|
| 1 STAFF | <ul style="list-style-type: none"> • Organigram • Job Descriptions • Qualifications | | | |
| 2 PLANS | <ul style="list-style-type: none"> • A document summarising the Member Association’s youth development plan. | | | |
| 3 COMPETITIONS | <ul style="list-style-type: none"> • Confirmation of the Member Association’s programme of international matches and training camps • Proof of regular youth league participation | | | |
| 4 COACHES | <ul style="list-style-type: none"> • A list of Member Association employed national youth coaches, including AFC required qualifications. | | | |
| 5 TALENT ID | <ul style="list-style-type: none"> • A paper describing the Member Associations scouting arrangements, including development centres and links to grassroots, schools, local clubs, etc. | | | |
| 6 MEDICAL | <ul style="list-style-type: none"> • Details of the medical staff, the support provided, and the checks carried out. | | | |
| 7 SPORTS SCIENCE | <ul style="list-style-type: none"> • Information about data collection, performance analysis, fitness, diet, individual records and results. | | | |
| 8 EDUCATION & WELFARE | <ul style="list-style-type: none"> • Verification of a child protection policy • Describe the educational arrangements with the school’s authorities. • A copy of the staff and player Codes of Conduct, rules, evaluations, etc. | | | |
| 9 FACILITIES | <ul style="list-style-type: none"> • Provide material to show the quality of the facilities used by the youth staff and players eg. training/playing pitches, changing rooms, medical facilities, equipment, etc. | | | |
| 10 PHILOSOPHY | <ul style="list-style-type: none"> • Present (in writing) a description of the Member Association’s playing philosophy, style and technical emphasis with youth players. | | | |
| 11 ACADEMIES | <ul style="list-style-type: none"> • A catalogue of the national and club (top league) youth Academies • Details of a grading system (if in use) • An evaluation form for at least one Academy that satisfies the Key Criteria (one, two or three stars) | | | |



THANK YOU