# CONTENTS

## INTRODUCTION

## PROJECT OVERVIEW

2.1 Aim  
2.2 Selected Member Associations  
2.3 Implementation Cycle & Procedures  
2.4 Key Proposals  
2.5 Implementation Summary

## SIGNIFICANT ACHIEVEMENTS

3.1 Hong Kong (HKFA)  
3.2 Kyrgyz Republic (FFKR)  
3.3 Malaysia (FAM)  
3.4 Saudi Arabia (SAFF)

## CONCLUSION
Approved by the AFC Executive Committee and the AFC Referees Committee in 2013, the AFC Member Associations Refereeing Administration Project has contributed to improving national refereeing management and organisational matters.

From 2013 to 2017, eight Member Associations (MAs) benefited from the project. India, Jordan, Myanmar and Oman formed the first batch of participating countries, with the project kicking-off at the headquarters of All India Football Federation (AIFF) from 27 to 29 June 2013.

This report provides an overview of the progression of the batch 2015-2016 - the second to embark on the initiative - through the various stages of the project. A summary of the actions taken and milestones achieved by the four countries - Hong Kong, Kyrgyz Republic, Malaysia and Saudi Arabia - is also documented as a lesson learned on how AFC’s members can further enhance refereeing administration.
2.1 AIM

Outlining AFC’s mission of maximising the development of Member Associations, the MA Refereeing Administration Project focuses on strengthening and extending support to refereeing departments across Asia.

Through three visits to the selected Member Associations, the AFC Referees Department aims to enhance and sustain the development of refereeing in the continent, starting with well-established administration.

Likewise, the project constitutes a platform for knowledge sharing on best practices and procedures at Confederation and Member Association level.
2.2 SELECTED MEMBER ASSOCIATIONS

Hong Kong (HKFA)  Kyrgyz Republic (FFKR)
Malaysia (FAM)  Saudi Arabia (SAFF)
Procedures:

• The candidacy is open to all 46 Member Associations and one Associate Member. The four MAs that constitute the batch 2015/2016 were selected out of 19 applications.

• All expenditures out of the project’s activities are borne by the Member Association.

• The duration of the project is two years.

• The project kicks off with an assessment visit during which areas for development in refereeing administration are identified. Based on the findings, a tailor-made implementation plan is proposed to the Member Association.

• After the visit and within a deadline of three months, the Member Association must submit a progress report to the AFC Referees Department. Derived from the report, further recommendations are made to the MA.

• The project concludes with a completion visit in which the AFC Referees Department evaluates the status of the proposed implementations and provides feedback to the MA’s management.
2.4 KEY PROPOSALS

1st PRIORITY

Structure, plan and communication

- Strengthening the administration of all matters related to the Referees Committee, Referees Department and the regional football associations.
- Reviewing the medium-term strategic development plan.
- Improving the communication and networking with the regional football associations.
- Enhancing the draft and approval procedures for the appointment of referees at national league matches.
- Optimising the collaboration with the national leagues organisers for the further development of top referees.

2nd PRIORITY

Standardisation and systematisation

- Establishing a defined system and criteria for all levels of referees' registration in the Member Association.
- Establishing a defined system and criteria for all levels of referees' promotion, demotion and categorisation in the Member Association.
- Collaborating with the regional football associations for category 2-4 referees' appointments.
- Establishing a defined system and criteria to identify talented referees.
- Producing own teaching materials based on own match footage or images and in the local language, if any.
2.5 IMPLEMENTATION SUMMARY

Overall, all participating Member Associations implemented a majority of the recommendations made by AFC.

Each participating MA showed a specific background and a different degree of refereeing development. Therefore, an individual, bespoke plan was designed for each of them to tackle different issues.

All participating MAs cooperated enthusiastically and were eager to adhere to AFC’s proposals for improvement.

As a relevant number of new developments were observed in all members involved, AFC concludes that a similar rate of achievement could be also reached by any Member Association with a resembling state of affairs.
Out of all the milestones accomplished by the four Member Associations, an overview of the main highlights is provided in this report.

### 3.1 HONG KONG (THE HONG KONG FOOTBALL ASSOCIATION LTD.)

<table>
<thead>
<tr>
<th>STATUS BEFORE THE PROJECT</th>
<th>STATUS AFTER THE PROJECT</th>
</tr>
</thead>
<tbody>
<tr>
<td>No individual roles and responsibilities were defined for Referees Committee members</td>
<td>Individual roles and responsibilities were defined for Referees Committee members</td>
</tr>
<tr>
<td>Cases of Referees Committee members affiliated to Referee Associations</td>
<td>Cases of Referees Committee members affiliated to Referee Associations were resolved</td>
</tr>
<tr>
<td>Match officials’ appointment did not comply with the Regulations on the Organisation of Refereeing in FIFA MAs</td>
<td>An Appointment Subcommittee was established and match official’s appointment was undertaken by the Referees Committee in conjunction with the Referees Department</td>
</tr>
<tr>
<td>Referees Department consisted of three (3) staff, including Head of Department. Detailed staff job descriptions were not established</td>
<td>Referees Department’s structure was reviewed, detailed staff job descriptions were created, one (1) staff was incorporated, and HKFA agreed to hire additional staff if required</td>
</tr>
</tbody>
</table>

### AFC’S ADVICE

- Defining each Referees Committee member with individual roles and responsibilities
- Avoiding the affiliation of Referees Committee members to any club, league or other football organisations
- Establishing an Appointment Subcommittee to enhance the draft and approval’s procedures for match officials’ appointment
- Reviewing Referees Department’s structure, creating detailed staff job descriptions and requesting for additional staff
### 3.2 KYRGYZ REPUBLIC (FOOTBALL FEDERATION OF THE KYRGYZ REPUBLIC)

<table>
<thead>
<tr>
<th>STATUS BEFORE THE PROJECT</th>
<th>AFC’S ADVICE</th>
<th>STATUS AFTER THE PROJECT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Referees Department’s staff were simultaneously Referee Committee and Appointment Subcommittee members</td>
<td>Efficient communication process was established between the FFKR and the regional football associations. Three (3) Regional Refereeing Development Officers were appointed to oversee the nine (9) regions</td>
<td>Updated Referees Committee and Appointment Subcommittee’s composition based on the above-given criteria</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Regional Refereeing Development Officers were appointed in seven (7) regions. One (1) Regional Refereeing Development Officer was appointed to oversee the remaining two (2) regions. The MA Refereeing Development Officer currently coordinates all regional refereeing development matters</td>
</tr>
<tr>
<td></td>
<td>Reviewing Referees Department’s structure, creating detailed staff job descriptions and requesting for additional staff</td>
<td>Referees Department’s structure was reviewed and detailed staff job descriptions were created</td>
</tr>
</tbody>
</table>

#### AFC’S ADVICE

- Updating the Referees Committee and Appointment Subcommittee’s composition based on the Regulations on Organisation of Refereeing in FIFA MAs:
  - Designating a new Referees Committee’s Chairperson from the existing FFKR’s Executive Committee panel
  - Designating a new Referees Committee’s Deputy Chairperson from the existing Referee Committee’s panel
  - Designating a new Appointment Subcommittee’s Chairperson from the existing Referees Committee’s panel

- Further enhancing the communication process between the FFKR and the regional football associations by appointing Regional Refereeing Development Officers in each region, and replacing the main MA Refereeing Development Officer

- Reviewing Referees Department’s structure, creating detailed staff job descriptions and requesting for additional staff

#### STATUS AFTER THE PROJECT

- Updated Referees Committee and Appointment Subcommittee’s composition based on the above-given criteria
- Regional Refereeing Development Officers were appointed in seven (7) regions. One (1) Regional Refereeing Development Officer was appointed to oversee the remaining two (2) regions. The MA Refereeing Development Officer currently coordinates all regional refereeing development matters
- Referees Department’s structure was reviewed and detailed staff job descriptions were created
### 3.3 MALAYSIA (FOOTBALL ASSOCIATION OF MALAYSIA)

<table>
<thead>
<tr>
<th>STATUS BEFORE THE PROJECT</th>
<th>AFC’S ADVICE</th>
<th>STATUS AFTER THE PROJECT</th>
</tr>
</thead>
<tbody>
<tr>
<td>No individual roles and responsibilities were defined for Referees Committee members</td>
<td>Referees Department’s staff were simultaneously Referee Committee and Appointment Subcommittee members</td>
<td>Detailed staff job descriptions were not established for any of the Referees Department’s staff, including the Director of Department</td>
</tr>
<tr>
<td>Defining each Referees Committee member with individual roles and responsibilities</td>
<td>Updating the Referees Committee and Appointment Subcommittee’s composition based on the Regulations on Organisation of Refereeing in FIFA MAs: • Replacing Referees Department’s staff with a new Referees Committee member • Replacing Referees Department’s staff with a new Appointment Subcommittee member</td>
<td>Reviewing Referees Department’s structure, creating detailed staff’s job descriptions and requesting for additional staff</td>
</tr>
<tr>
<td>Individual roles and responsibilities were defined for Referees Committee members</td>
<td>Updated Referees Committee and Appointment Subcommittee’s composition based on the above-given criteria</td>
<td>Referees Department’s structure was reviewed and detailed staff job descriptions were created</td>
</tr>
</tbody>
</table>
### 3.4 SAUDI ARABIA (SAUDI ARABIAN FOOTBALL FEDERATION)

<table>
<thead>
<tr>
<th>STATUS BEFORE THE PROJECT</th>
<th>There was no Director of Referees Department appointed. Detailed staff job descriptions were not established</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFC’S ADVICE</td>
<td>Appointing a Director of Referees Department and reviewing the Department’s structure creating detailed staff job descriptions</td>
</tr>
<tr>
<td>STATUS AFTER THE PROJECT</td>
<td>A Director of Referees Department was appointed. Referees Department’s structure was reviewed and detailed staff job descriptions were created</td>
</tr>
</tbody>
</table>
The comprehensive approach to the development of refereeing administration matters at Member Association level has yielded substantial improvements in the four countries of the batch 2015-2016.

Valuable know-how on departmental structure, match officials’ registration and appointment processes, referee instructors and referee assessors’ appointment process, and production of customised educational materials, was shared during the project meetings.

The AFC refereeing fraternity looks forward to continuing to raise the bar of its Member Associations’ refereeing management and organisational efficiency, sparing no resources in their development, and aspiring to excellence at national and continental level.