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TO THE MEMBERS OF FIFA

Circular no. 1309

Zurich, 11 June 2012
SG/clo-fgu

PERFORMANCE: the Football Management Programme of FIFA
New regulations

Dear Sir or Madam,

After a two-year pilot phase (2009/2010), PERFORMANCE: the Football Management Programme of FIFA was created in 2011 with the objective of strengthening and enhancing member associations' governance, football and management, enabling them to optimise their capacities and improve football operations and development. Many member associations are already participating in the programme.

We are pleased to enclose the new regulations for PERFORMANCE: the Football Management Programme of FIFA, which were approved by the FIFA Executive Committee on 30 March 2012 following the recommendation of the FIFA Development Committee.

As you know, the FIFA Development Committee is in charge of FIFA's development programmes worldwide, proposing and defining the priorities and objectives, designing the attendant strategies, and analysing and controlling the support and programmes offered to member associations and confederations. The Development Committee supervises the following programmes:

a) Financial Assistance Programme (FAP)
b) *Goal*
c) adidas *Goal* balls
d) PERFORMANCE
e) New development programmes
f) All other educational and technical programmes in connection with the development of football and offered to member associations and confederations

Within the framework of PERFORMANCE: the Football Management Programme of FIFA, the FIFA Development Committee has to define the annual budget allocation of the programme, select the beneficiary member associations and monitor its implementation (article 7.1).

The programme is administered and implemented by the FIFA Member Associations & Development Division (article 4.4) and complements existing FIFA development programmes.

The overall monitoring of the programme activities is performed by the FIFA general secretariat, as delegated by the FIFA Development Committee (article 4.3).

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As part of the programme, tailor-made strategies and support, including expertise, services and funding, are developed for and with each participating member association over an extended period of two to four years to suit their individual needs in the following areas:

- Strategic areas: organisational review, leadership retreat, general secretary and technical director mentoring, strategy and planning, and governance and legal;
- Organisational areas: league and club management (together with football areas), marketing and revenue generation, communication, event management and competitions, financial management, football management manual (FMM), IT, facility management, stadiums and security, and corporate social responsibility;
- Football areas: league and club management (together with organisational areas), coaching, refereeing, youth football, academies, women's football, grassroots, beach soccer and futsal.

Insofar as possible, the programme starts within a year of elections being held within a member association with a view towards harmonising FIFA support for the member association's development cycle.

Should your association wish to participate in the programme, in accordance with article 4.1 of the attached regulations, we would be grateful if you could submit a formal written request, which will then be presented to the FIFA Development Committee for approval.

We invite you to familiarise yourself with the attached regulations and their contents, and should you require further information, please do not hesitate contact the FIFA Member Associations & Development Division.

Yours faithfully,

FÉDÉRATION INTERNATIONALE
DE FOOTBALL ASSOCIATION

Jérôme Valcke
Secretary General

Encl.:
- PERFORMANCE Regulations

cc: - FIFA Executive Committee
- Confederations

PERFORMANCE Regulations

FIFA's tailor-made
development programme

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The global perception of football as a sport is shaped by the massive international popularity and high standard of the FIFA World Cup™ and national leagues. However, the reality within many of FIFA's 208 member associations is somewhat different, with a significant number of our members struggling to adequately fund and manage their daily football operations and activities.

PERFORMANCE: The Football Management Programme of FIFA, was created out of a recognised need for FIFA to provide a more holistic form of support to our member associations, enabling them to improve and grow as organisations and to address all of the areas affecting the business of football management. This support must translate into better performance by the beneficiary member associations in their mandate of governing football within their respective territory. This in turn will allow football to affirm and strengthen its position as the world's leading sport and the dominant player in the worldwide sports business.

The vision of the programme is therefore to enable member associations to reach their maximum potential both on and off the field.

Based on this vision, the programme's mission statement is to improve the quality of modern-day football and its management through the delivery of effective, tailor-made and ongoing solutions and services to our member associations.

Among the programme's main objectives is strengthening and enhancing member associations' football (from grassroots to elite), leadership and management systems. As a result, FIFA anticipates and expects tremendous improvements in the associations' capacity to organise,

professionalise and commercialise their activities and to become more efficient, accountable and self-sustaining organisations.

The programme enriches existing FIFA programmes by offering specific expertise in strategic and sustainable development. This is accessible to all member associations, regardless of their size or stature, and applies to the fields of management and technical football development. The programme also introduces a new form of collaboration with associations by supporting them for an extended period of two to four years, requiring a trusted relationship and profound commitment from both the beneficiary and FIFA.

The framework of the programme requires an efficient strategic collaboration between the Member Associations & Development Division and FIFA's other divisions, as enabling access to FIFA's in-house knowledge is clearly of significant value to our member associations.

Joseph S. Blatter
FIFA President

These regulations stipulate the terms and conditions applicable to the realisation and subsequent supervision of activities approved under PERFORMANCE: The Football Management Programme of FIFA.

Under the terms of these regulations, member associations are deemed to be those members of FIFA duly admitted by the Congress in accordance with article 9ff of the FIFA Statutes.

Article 1 Objective

1.1 The objective of the programme is for member associations to strengthen and enhance their football (from development to elite), leadership and management, enabling them to better organise, professionalise and commercialise their activities in order to become more efficient, accountable and self-sustaining.

1.2. Tailor-made strategies and support, including expertise, services and funding, shall be developed for each member association to suit its individual needs in the following areas:

1.2.1 Strategic areas: organisational review, leadership retreat, general secretary and technical director mentoring, strategy and planning, and governance and legal;

1.2.2 Organisational areas: league and club management (together with football areas), marketing and revenue generation, communication, event management and competitions, financial management, football management manual (FMM), IT, facility management, stadium and security, and corporate social responsibility;

1.2.3 Football areas: league and club management (together with organisational areas), coaching, refereeing, youth football, academies, women's football, grassroots, beach soccer, and futsal.

Article 2 Beneficiary member associations

The primary beneficiaries of the programme are FIFA member associations and, through them, their affiliated bodies, leagues and clubs.

Article 3 Selection criteria

The FIFA Development Committee selects the member associations in accordance with the following criteria:

- Member association's commitment to the process and long-term outcome;
- Member association's response to previous FIFA programmes;
- Member association's potential to adopt new initiatives and the state of its organisational development;
- Member association's football potential;
- Member association's leadership stability;
- Member association having a general secretary and technical director;
- Internal evaluation of the impact and delivery of the programme within the member association.

Article 4 Programme procedure

The programme procedure shall be as follows:

4.1 Application

4.1.1 Only member associations which formally apply by submitting a written formal request will be considered for entry into the programme. This request shall be signed by the president and/or general secretary of the association and contain the following information:

- reasons for participating in the programme;
- proposed areas of intervention;
- anticipated outcomes.

4.1.2 The member association's request shall be presented to the FIFA Development Committee for consideration.

4.1.3 Priority for inclusion in the programme shall be given to host countries of all FIFA World Cups, as these tournaments provide the ideal platform for improving the popularity and quality of the game in the host country or region.

4.2. Tailor-made strategy

4.2.1 Following the approval of the member association's application by the FIFA Development Committee, the FIFA Member Associations & Development Division shall perform an assessment mission and/or organisational review and leadership retreat in order to propose a tailor-made strategy, objectives and support for the member association concerned.

4.2.2 The FIFA Secretary General shall formally approve FIFA's overall support for the member associations. Such approval shall be communicated to the member association in an official letter signed by the FIFA Secretary General prior to implementing any support activities.

4.2.2 In the event of the programme being implemented in a member association over several years, an annual review of the tailor-made strategy shall be performed, and renewed FIFA support shall be approved by the FIFA Secretary General as per the procedure defined in article 4.2.1.

4.3. Monitoring

The overall monitoring of the programme activities shall be performed by the FIFA Development Committee.

4.4. Implementation

The Member Associations & Development Division shall be responsible for the administration and implementation of the programme.

4.5. Momentum

Insofar as possible, the programme shall start within a year of elections being held within a member association.

Article 5 Obligations of the member associations

5.1. The member associations benefiting from the programme have the following obligations:

- to respect the schedules agreed upon for seminars and workshops and organise appropriate facilities for the events;
- to respect the tailor-made project plan;
- to adopt a philosophy of change;
- to engage with partners in the private and public sectors and respect their obligations towards them;
- to invest a substantial part of the additional income generated by the programme in the association's development programmes and its affiliated leagues and clubs;
- to provide logistical support (including organising local transport and accommodation) to the FIFA administration and delegates;
- to safeguard the health of the FIFA administration and delegates;
- to facilitate visas for the FIFA administration and delegates;
- to request permission from relevant government authorities for the duty-free import of the required course material;
- to indemnify and hold FIFA harmless from and against all claims, demands, liabilities and damages in connection with the services provided by FIFA.

5.2 Should the member association fail to comply with the aforementioned obligations identified in article 5.1 and/or impede the progress of the programme, FIFA shall take appropriate action and, in the latter case, terminate the programme.

Article 6 Financial aspects

6.1. The overall budget of the programme for the 2011-2014 cycle is USD 38 million, as approved by the FIFA Congress on 9-10 June 2010.

6.2. In addition, as the programme is a global strategy encompassing the technical and management development of member associations and their affiliates, activities provided to member associations may be complemented/supported by other budgets from the Member Associations & Development Division, such as (but not limited to) the Education & Technical Development Department budget, *Goal* funding, FAP and the General Secretary seminar budgets.

6.3. In the event of direct incentives being identified as part of FIFA's support for a member association, such incentives shall not total more than USD 100,000 for any given association over the 2011-2014 cycle unless formal approval is given by the FIFA Secretary General.

Article 7 FIFA Development Committee

7.1. The FIFA Development Committee members have the following duties and responsibilities:

- defining the annual budget allocation (expertise/incentives) of the programme;
- selecting the beneficiary member associations;
- overall monitoring of the activities and implementation of the programme.

Article 8 Special provisions

Any matters not provided for in these regulations shall be decided on by the FIFA Development Committee.

These regulations have been drawn up in English, French, Spanish and German. In the event of any divergence in the interpretation of the texts, the English version is deemed to be authoritative.

These regulations were approved by the FIFA Executive Committee at its meeting on 29 March 2012 and took immediate effect.

Zurich, 29 March 2012

For the FIFA Executive Committee

President:
Joseph S. Blatter

Secretary General:
Jérôme Valcke