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To the members of FIFA

Circular no. 1545

Zurich, 8 June 2016
MAV/FGU

FIFA Forward Programme/2016 financial support – operational costs

Dear Sir or Madam,

Following the approval of the new FIFA "Forward" Development Programme Regulations by the FIFA Council on 9 May 2016, we are pleased to invite you to apply for the additional development programme funding that has been made available for the remainder of 2016.

1. Entitlement for financial support – operational costs

As per article 6 par. 1 (a) of the FIFA "Forward" Development Programme Regulations (hereinafter the "Regulations"), each member association shall be entitled to receive USD 500,000 per year to cover ongoing operational costs. This funding will replace that provided under the Financial Assistance Programme (FAP), which entitled members to a maximum of USD 250,000 per year.

For the financial year ending 31 December 2016, each member association will be entitled to the balance of funds above the 2016 FAP amount already committed.

Member associations that have been approved for the full USD 250,000 under FAP 2016 will be entitled to a maximum of a further USD 250,000 for the remainder of the year. Such member associations are asked to complete and return the enclosed Entitlement Calculator A in their application for 2016.

Member associations that have had no funds approved under FAP 2016 will be entitled to a maximum of USD 500,000 for the remainder of the year. Such member associations are asked to complete and return the enclosed Entitlement Calculator B in their application for 2016.

2. Essential elements

As per article 6 par. 1 (a) of the Regulations, every year USD 400,000 is allocated for the implementation or provision by the member association of at least eight of the following essential elements (including at least two related to women's football):

- USD 50,000 shall be made available if the member association employs a general secretary

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- USD 50,000 shall be made available if the member association employs a technical director
- USD 50,000 shall be made available if the member association (or an entity affiliated to the member association) organises a men's championship or league
- USD 50,000 shall be made available if the member association (or an entity affiliated to the member association) organises a women's championship or league
- USD 50,000 shall be made available if the member association (or an entity affiliated to the member association) organises a boys' championship or league
- USD 50,000 shall be made available if the member association (or an entity affiliated to the member association) organises a girls' championship or league
- USD 50,000 shall be made available if the member association has a strategy for the promotion and development of women's football
- USD 50,000 shall be made available if the member association has a strategy for the promotion and development of grassroots football
- USD 50,000 shall be made available if the member association has a strategy for the promotion and development of refereeing
- USD 50,000 shall be made available if the member association runs an initiative or project related to integrity or good governance

In keeping with the spirit of the Regulations, these amounts will be allocated proportionally depending on any funding already received in 2016 under the previous FAP system.

For example, member associations to which FAP funding of USD 250,000 has already been committed will be entitled to further FIFA Forward funds of up to USD 250,000. As half of the entitlement has already been received, the amount of USD 50,000 will be reduced to half (USD 25,000) for each element. This is an exceptional case for 2016 only and from 2017, each element will amount to the full USD 50,000.

3. Application forms

The following enclosed forms need to completed and sent to FIFA:

- Entitlement Calculator: FIFA Forward Financial Support – Operational Cost Entitlement (A or B, depending on FAP development funds already approved in 2016)
- Form 1 : Application Form for FIFA Forward Financial Support – Operational Costs
- Form 2 : FIFA Forward Financial Support – Operational Cost Budget
- Form 3 : FIFA Forward Financial Support – Operational Cost Budget per Category

These forms can also be downloaded via the FIFA MA Extranet at the following link – https://extranet.fifa.com/en/memberassociations.

To avoid double funding, any costs covered by the previous FAP 2016 application should not be included in the new application. If the FIFA administration considers that an application includes such costs or does not meet the eligibility requirements, it may return that application for revision.

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To facilitate the transition between the FAP application process and the new FIFA Forward Financial Support – Operational Costs process, many of the features of the previous FAP application forms have been retained for 2016. This is also to safeguard the integrity of the audit process around FIFA development funds for 2016. From 2017 onwards, a new application form will be received by all members. This application will no longer be linked to any features of the previous FAP system.

4. Payment

Payment will be made in a single transfer to your member association's specific (FIFA development programme) bank account. Any development funding payments will be subject to the reporting requirements set out in articles 14, 15 and 16 of the FIFA "Forward" Development Programme Regulations.

The FIFA Member Associations & Development Division will be pleased to answer any questions you may have.

Finally, we would like to thank all of you for your understanding and cooperation as we transition to the new system and for your commitment to the new FIFA "Forward" Development Programme Regulations.

Yours faithfully,

FÉDÉRATION INTERNATIONALE
DE FOOTBALL ASSOCIATION

Marco Villiger
Deputy Secretary General

Encl.: Form 1: Application form for FIFA Forward Financial Support – Operational Costs
Entitlement Calculator A: FIFA Forward Financial Support – Operational Cost Entitlement
Entitlement Calculator B: FIFA Forward Financial Support – Operational Cost Entitlement
Form 2: FIFA Forward Financial Support – Operational Cost Budget
Form 3: FIFA Forward Financial Support – Operational Cost Budget per Category
Example of an acceptable form 3
Example of an unacceptable form 3

cc: FIFA Council
Confederations

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FORM 1

FIFA®
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Application Form for FIFA Forward Financial Support – Operational Costs

In accordance with the FIFA "Forward" Development Programme Regulations, May 2016

MEMBER ASSOCIATION	
PERIOD July-December 2016	

Changes to required information:

If any of the following information has changed since your previous application under the FAP Programme, please insert the relevant updated details below:

Statutory auditors of member association: Name of audit firm: ..... Address: .... **Local FIFA programme auditor of member association:** Name of audit firm: ..... Address:	
Separate bank account: Name of bank: ..... Account no.: ..... IBAN/SWIFT: ..... Address:	
Intermediary bank account (if any): Name of bank: ..... Account no.: ..... IBAN/SWIFT: ..... Address:	
AMOUNT REQUESTED	**USD**

Signed by the member association:	**Approved by FIFA:**
Association stamp: President's signature: _____ Secretary General's signature: _____ Place and date:	Signature _____ Place and date:

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Governing law and jurisdiction

Applicable terms

This Application Form for FIFA Forward Financial Support – Operational Costs is governed by the FIFA Development Programme Regulations ("**Regulations**") as in force from time to time.

Governing law and jurisdiction

This Application Form for FIFA Forward Financial Support – Operational Costs shall be governed by, and interpreted in accordance with, the laws of Switzerland, to the exclusion of any choice-of-law principles and of the Vienna Convention on the International Sale of Goods.

All disputes in connection with this Application Form for FIFA Forward Financial Support – Operational Costs, including disputes as to its conclusion, binding effect, amendment and termination, are to be promptly settled between the parties by negotiation. If no solution can be reached, such disputes shall, to the exclusion of any court or other forum, be exclusively resolved by an arbitral tribunal consisting of three (3) arbitrators under the auspices of, and pursuant to, the Swiss Rules of International Arbitration of the Swiss Chambers' Arbitration Institution. The seat of the arbitration shall be Zurich, Switzerland, and the language of the proceedings shall be English. For the avoidance of any doubt, any determination by the arbitral tribunal shall be final and binding on the Parties.

Enclosures:

- ❑ Entitlement Calculator A: Financial Support – Operational Cost Entitlement
  or
- ❑ Entitlement Calculator B: Financial Support – Operational Cost Entitlement
- ❑ Form 2: Financial Support – Operational Cost
- ❑ Form 3: Financial Support – Operational Cost per Category
- ❑ Copy of the contract of the technical director (if different from 2016 FAP application)
- ❑ Job description of the technical director (if different from 2016 FAP application)
- ❑ CV of the technical director (if different from 2016 FAP application)

Financial Support – Operational Cost Entitlement

Entitlement Calculator A

Please complete the yellow sections

Name of member association:	
Year:	July to December 2016
Local currency:	

		Entitlement USD	Entitlement USD
TOTAL FIFA FORWARD FINANCIAL SUPPORT OPERATIONAL COST ENTITLEMENT 2016	**(A)**		500'000
FAP FUNDS REGISTERED 2016	**(B)**		250'000
POTENTIAL REMAINING ENTITLEMENT 2016	**(A) - (B)**		**250'000**
NON-INCENTIVISED ENTITLEMENT 2016	**(C)**		50'000

1) Do you employ a general secretary?* *Please select Yes or No* If yes, please state the name If no, do you intend to employ a general secretary by 31 December 2016?		**(D)**	25,000
2) Do you employ a technical director?* If yes, please state the name If no, do you intend to employ a technical director by 31 December 2016?		**(D)**	25,000
3) Do you organise one or more senior men's championships or leagues? If no, do you intend to organise a senior men's championship or league by 31 December 2016?		**(D)**	25,000
4) Do you organise one or more senior women's championships or leagues?** If no, do you intend to organise a senior women's championship or league by 31 December 2016?		**(D)**	25,000
5) Do you organise one or more boy's championships or leagues? If no, do you intend to organise a boy's championship or league by 31 December 2016?		**(D)**	25,000
6) Do you organise one or more girl's championships or leagues?** If no, do you intend to organise a girl's championship or league by 31 December 2016?		**(D)**	25,000
7) Do you have a strategy for the promotion and development of women's football?** If yes, is a copy available if necessary? If no, do you intend to develop such a strategy by 31 December 2016?		**(D)**	25,000
8) Do you have a strategy for the promotion and development of grassroots football? If yes, is a copy available if necessary? If no, do you intend to develop such a strategy by 31 December 2016?		**(D)**	25,000
9) Do you have a strategy for the promotion and development of refereeing? If yes, is a copy available if necessary? If no, do you intend to develop such a strategy by 31 December 2016?		**(D)**	25,000
10) Do you run any initiatives or projects related to integrity or good governance? If yes, is relevant documentation available if necessary? If no, do you intend to develop such an initiative by 31 December 2016?		**(D)**	25,000

*as per art. 8 par. 1 (f) of the FIFA Forward Regulations, each member association must employ a general secretary and technical director
**as per art. 6 par. 1 (a) of the FIFA Forward Regulations, at least two of the essential elements above must be related to women's football

TOTAL INCENTIVISED ENTITLEMENT 2016	**Sum of (D)** *(max. 200,000)* **= (E)**	-
	(C) + (E) REMAINING ENTITLEMENT 2016	

Financial Support – Operational Cost Entitlement

Entitlement Calculator B

Please complete the yellow sections

Name of member association:	
Year:	July to December 2016
Local currency:	

		Entitlement USD	Entitlement USD
TOTAL FIFA FORWARD FINANCIAL SUPPORT OPERATIONAL COST ENTITLEMENT 2016	**(A)**		500'000
FAP FUNDS REGISTERED 2016	**(B)**		-
POTENTIAL REMAINING ENTITLEMENT 2016	**(A) - (B)**		**500'000**
NON-INCENTIVISED ENTITLEMENT 2016	**(C)**		100'000

1) Do you employ a general secretary?* *Please select Yes or No* If yes, please state the name If no, do you intend to employ a general secretary by 31 December 2016?		**(D)**	50,000
2) Do you employ a technical director?* If yes, please state the name If no, do you intend to employ a technical director by 31 December 2016?		**(D)**	50,000
3) Do you organise one or more senior men's championships or leagues? If no, do you intend to organise a senior men's championship or league by 31 December 2016?		**(D)**	50,000
4) Do you organise one or more senior women's championships or leagues?** If no, do you intend to organise a senior women's championship or league by 31 December 2016?		**(D)**	50,000
5) Do you organise one or more boy's championships or leagues? If no, do you intend to organise a boy's championship or league by 31 December 2016?		**(D)**	50,000
6) Do you organise one or more girl's championships or leagues?** If no, do you intend to organise a girl's championship or league by 31 December 2016?		**(D)**	50,000
7) Do you have a strategy for the promotion and development of women's football?** If yes, is a copy available if necessary? If no, do you intend to develop such a strategy by 31 December 2016?		**(D)**	50,000
8) Do you have a strategy for the promotion and development of grassroots football? If yes, is a copy available if necessary? If no, do you intend to develop such a strategy by 31 December 2016?		**(D)**	50,000
9) Do you have a strategy for the promotion and development of refereeing? If yes, is a copy available if necessary? If no, do you intend to develop such a strategy by 31 December 2016?		**(D)**	50,000
10) Do you run any initiatives or projects related to integrity or good governance? If yes, is relevant documentation available if necessary? If no, do you intend to develop such an initiative by 31 December 2016?		**(D)**	50,000

*as per art. 8 par. 1 (f) of the FIFA Forward Regulations, each member association must employ a general secretary and technical director
**as per art. 6 par. 1 (a) of the FIFA Forward Regulations, at least two of the essential elements above must be related to women's football

TOTAL INCENTIVISED ENTITLEMENT 2016	**Sum of (D)** *(max. 400,000)* **= (E)**	-
	(C) + (E) REMAINING ENTITLEMENT 2016	

Financial Support – Operational Cost

FORM 2

Please complete the yellow sections

Name of member association:	
Year:	July to December 2016
Local currency:	

Purpose	Description	USD Total
A) Youth football		
B) Men's competitions		
C) Women's football		
D) Technical development		
E) Refereeing		
F) Medical		
G) Futsal/beach soccer		
H) Planning & administration		
I) Event management		
J) Marketing & communications		
K) Infrastructure		
L) Other		
Debts to FIFA (settlement)		
Total (remittances to be paid in a single instalment)		0

Prepared by:

Last name, first name	Position	Date	Signature

Approved by President of member association:

Last name, first name	Date	Signature

Association stamp:

Reviewed and approved by FIFA Development Officer / Development Manager:

Last name, first name	Date	Signature

Association stamp:

Financial Support – Operational Cost per Category

FORM 3

Please complete the yellow sections for budgeting

Name of member association:	
Year:	July to December 2016
Local currency:	

Purpose (A-L):		
	e.g. C	*e.g. Women's football*

Disbursements in USD:

Activity/description*	Budgeted in USD
Total amount	0.00

* Copies of justifying documentation such as third-party invoices or cash receipts to be submitted to FIFA **on request only**!

Financial Support – Operational Cost per Category

FORM 3

Please complete the yellow sections for budgeting

Name of member association:	XY Football Association
Year:	July to December 2016
Local currency:	USD

Purpose (A-L):	A	Youth football
	e.g. C	*e.g. Women's football*

Disbursements in USD:

Activity/description*	Budgeted in USD
Organisation of U-14 tournament	20,000
U-16 championship 2016	15,000
U-19 championship 2016	15,000
U-21 championship 2016	15,000
Summer youth camp U-16	15,000
National team U-21 friendly matches	20,000
Total amount	100,000

Example of an acceptable Form 3

* Copies of justifying documentation such as third-party invoices or cash receipts to be submitted to FIFA **on request only**!

Financial Support – Operational Cost per Category

FORM 3

Please complete the yellow sections for budgeting

Name of member association:	XY Football Association
Year:	July to December 2016
Local currency:	USD

Purpose (A-L):	A	Youth football
	e.g. C	*e.g. Women's football*

Disbursements in USD:

Activity/description*	Budgeted in USD
Youth football	100,000
Total amount	100,000

Example of an unacceptable Form 3

* Copies of justifying documentation such as third-party invoices or cash receipts to be submitted to FIFA **on request only**!