



09

60th FIFA Congress

Activity Report 2009

Johannesburg, 9 and 10 June 2010

FIFA[®]

For the Game. For the World.

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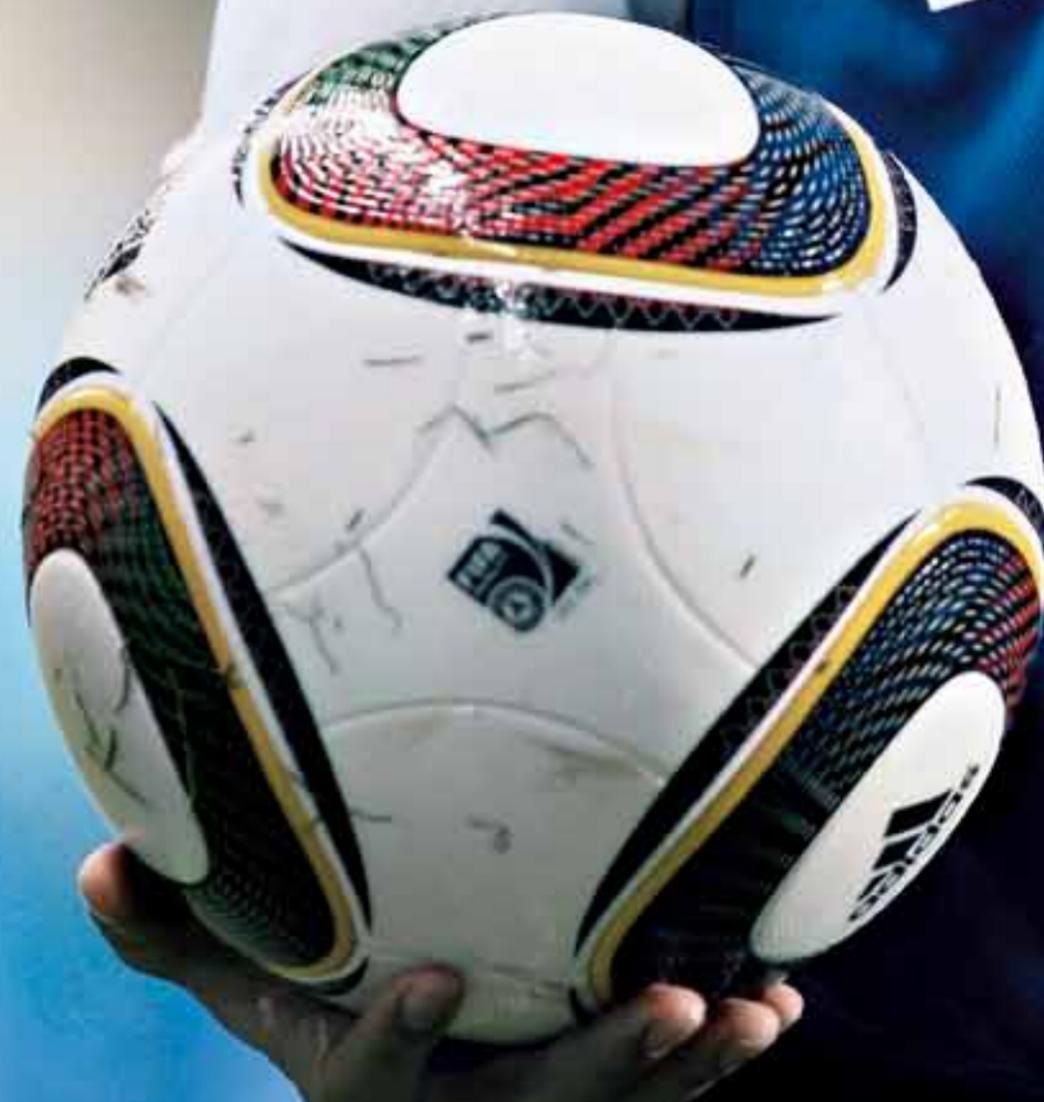


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The FIFA year
in review



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“Let’s work together and use the power of football to build a better future.”

Dear members of the international football family,

As is the case this year, the focus of the footballing year gone by was on Africa, a continent to which we owe so much in terms of the development of football. The successful staging of the FIFA Confederations Cup in South Africa, the FIFA U-20 World Cup in Egypt and the FIFA U-17 World Cup in Nigeria as well as the Final Draw for the FIFA World Cup™ in Cape Town, South Africa, proved what Africa is capable of and that it is fully deserving of the trust that FIFA has placed in the local organisers and the continent as a whole.

All those involved must, however, also assume responsibility because football is much more than just a game, and as a result of its social, economic, cultural and educational dimensions it occupies an important position in society. Football’s stakeholders must rise to the challenge and use the power of football to build a better future.

In the year under review, FIFA continued to be deeply committed to creating the basis for the further growth of football. The successful implementation of all the projects and initiatives that have been established requires a great deal of effort, proactiveness and solidarity on the part of all of the member associations and confederations.

I hope you enjoy reading the Activity Report, which you can also access online at www.fifa-e-activityreport.com. The report covers an eventful footballing year, including a look at our achievements and the new challenges that lie before us, which I will tackle with enthusiasm.

I invite you to submit any ideas, suggestions or critical feedback you may have that could contribute to ensuring the success of FIFA’s future work.

For the Game. For the World.

Joseph S. Blatter

FIFA President

The FIFA year in review For the Game. For the World.



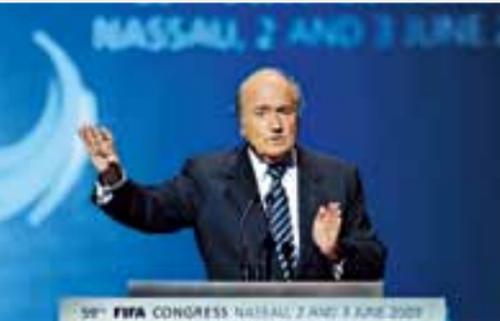
South African fans in Mangaung/Bloemfontein



Preparations for the 59th FIFA Congress in the Bahamas



Joseph S. Blatter and Jack Warner with Barack Obama



Joseph S. Blatter speaks at the FIFA Congress



Opening ceremony of the FIFA Confederations Cup 2009



South African children look forward to seeing their stars



USA v. Brazil at the FIFA Confederations Cup



The FIFA World Cup Trophy in Nairobi, Kenya



Spain v. Italy at the FIFA U-20 World Cup 2009



Opening of the first Football for Hope Centre in South Africa



Coaching course in Palestine



Regional Football for Hope Festival in Khayelitsha



Grassroots course - Home of FIFA, Zurich



FIFA U-17 World Cup Nigeria 2009



Beach soccer coaching course in Dubai



Coaching course in Colombia



FIFA Beach Soccer World Cup quarter-final between Japan and Portugal



Win in Africa with Africa: football turf pitch in Congo



Grassroots course on the Solomon Islands



Semi-final of the FIFA Club World Cup in Abu Dhabi



Goal project in Argentina: technical centre



Women's football course in Gambia



World Cup balls at the Final Draw in Cape Town



Final Draw for the 2010 FIFA World Cup™ in South Africa



FIFA Fan Fest™ in Cape Town



Show act at the FIFA World Player Gala 2009



Marta (Brazil) at the FIFA World Player Gala 2009

The focus of the 2009 footballing year was on Africa, which successfully staged three FIFA tournaments, thus repaying the trust placed in the continent. The number of football development projects, initiatives and courses in Africa and elsewhere also reached an all-time high. Other very promising developments included new, strengthened measures to protect the game from undesirable influences, and it was also very pleasing to see the first Football for Hope Centre opened as part of our social work. In addition, the foundations were laid for a lasting legacy from the FIFA World Cup™ and the year also ended successfully from a financial point of view.

The FIFA year in review

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Opening ceremony of the 59th FIFA Congress in Nassau, Bahamas

The 2009 footballing year Africa takes centre stage

The thing that makes football so exciting and thrilling is its unpredictability: surprise victories by outsiders, last-minute comebacks and other unexpected events that take place on the field of play give people of all generations something to talk about. The 2009 footballing year was not only characterised by African flair, but will also go down as a special year in footballing history thanks to a number of major surprises.

At the FIFA Confederations Cup in South Africa, the USA defeated hot favourites and European champions Spain in the knock-out stage, while Ghana overcame serial winners Brazil in the final of the FIFA U-20 World Cup in Egypt and the Swiss outsiders claimed the FIFA U-17 World Cup in Nigeria.

Meanwhile, there were no surprises at the FIFA Beach Soccer World Cup in Dubai, where the Brazilians confirmed their dominance with an impressive fourth title in a row. In the end it was also the favourites – Barcelona – who claimed the title at the FIFA Club World Cup in the United Arab Emirates. The Spanish club's Argentinian striker Lionel Messi scored the winning goal in the final against his compatriots Estudiantes de La Plata, earning him the prize for player of the tournament, and shortly afterwards he went on to become 2009 FIFA World Player of the Year. The world's attention turned to South Africa once again in early December, when the eight

groups for the FIFA World Cup™ were drawn in Cape Town. In addition to the millions of people worldwide who watched the Final Draw on television, more than 50,000 happy fans followed the event at the Fan Fest in the centre of Cape Town. South Africa's hosting of the Final Draw sent out a clear signal to the world that the country is ready and looking forward to the World Cup.

Looking ahead Final preparations

The biggest sports event in the world is just around the corner. The lessons learned at the FIFA Confederations Cup must now be applied to the organisation and planning of the World Cup, and areas where there is still room for improvement must be worked on. The day before the kick-off of the FIFA World Cup™ the football family will come together in Johannesburg for the FIFA Congress under the theme "Football – more than just a game", before spending the next 30 days anxiously waiting to see who become world champions.

Only two days after the final whistle of the World Cup, the action will start again when the women fight for fame and glory at the FIFA U-20 Women's World Cup in Germany, and soon after at the U-17 Women's World Cup in Trinidad and Tobago. The year will end with the awarding of the hosting rights for the 2018 and 2022 FIFA World Cups™ at FIFA headquarters in Zurich followed by the FIFA Club World Cup in Abu Dhabi.

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Develop the game

Development work reaches record levels

Football development work worldwide and support for the member associations reached record levels in 2009, both in terms of the number of courses and initiatives organised and the financial resources allocated to these activities.

Looking back on the original objective of the *Goal* Programme launched more than a decade ago by FIFA President Joseph S. Blatter – namely to provide each member association with a House of Football for the administration of national football – we can proudly acknowledge that this has not only been achieved, but clearly exceeded. Therefore, the *Goal* Programme is now no longer purely concerned with infrastructure projects, but offers the associations the opportunity to apply for funding for other projects adapted to their needs, for instance targeted youth development or the running of the technical centres built under the *Goal* Programme. To this end, six *Goal* Football pilot projects were undertaken with a view to bringing the centres to life and financially, logistically and strategically supporting the further development of the associations. Meanwhile, the provision of funds from the Financial Assistance Programme (FAP) has been subject to compliance with a number of clearly defined criteria since January 2010. These prerequisites include the appointment of a technical director to promote grassroots and elite football, improve training for coaches and analyse current trends in football. Football is a game for everyone, and it is a good school of life for every single

player. With this in mind, FIFA has increasingly turned its attention to children between the ages of six and 12 and is promoting grassroots football where the emphasis is on fun rather than performance.

Another of FIFA's new initiatives is the Member Association Professionalisation Programme. In order to work efficiently and meet high standards, it is necessary to have the appropriate structure in place. FIFA's objective with this programme is to meet the individual needs of its member associations and support them in building the necessary structures, creating quality management processes and networks and improving the administration of the association. FIFA provides not only know-how, but also the resources to finance IT solutions.

The *Win in Africa with Africa* initiative has now been virtually completed – and has been a major success. Thanks to new football turf pitches, a number of courses for coaches, referees and club managers, the introduction of a data processing system for the administration of football in the associations, and a pilot medical study on the prevention of diseases among young people in Africa which will form the basis for a broadly implemented prevention campaign, more footballers can now be trained, the administration of the associations has become increasingly professionalised, match-fixing is being prevented and national leagues have been strengthened. All of this means that the World Cup has already left a major legacy for the African continent.

Looking ahead

Ensuring sustainability

FIFA attaches great importance to ensuring the sustainability of all the measures it adopts. Africa must therefore continue to be a focus of attention after the World Cup in South Africa. The projects developed in connection with the World Cup must be followed up or expanded to ensure that they remain effective in the long term. One of the priorities in this respect is to get the associations involved and encourage them to make an active long-term commitment to the projects.

Protect the game

Greater protection thanks to the web

The popularity of the game can also give rise to greed and risks in connection with those who seek to use football to achieve economic or political aims. In the year under review, for instance, the football world was shaken by betting scandals and the actions of politically-motivated groups. FIFA's early warning system, which monitors organised and legal betting markets, is an effective measure, but FIFA's work to protect football from undesirable influences and to safeguard the autonomy of sport involves much more. In particular, the electronic transfer matching system (TMS) will be used for all international transfers of professional players as of October 2010. Through TMS, FIFA aims to create greater transparency in the player transfer market, prevent non-existent transfers designed to launder money, reduce

disputes between the parties to transfers and provide even more effective protection to minors. Another cornerstone of FIFA's work in this area is an initiative to strengthen national teams and promote the training of young players. The objective is thus to ensure a sporting balance between teams and guarantee the unpredictability of the outcome of competitions – a concern that is shared by almost all team sports and therefore also being discussed by the International Olympic Committee (IOC) and other sports federations. At the beginning of the year, a legal opinion commissioned by FIFA found that this initiative (known as "6+5" in football) is compatible with European law and is broadly supported on a political level. The Vice-President of the European Parliament, Pál Schmitt, declared that he would be willing to act as an ambassador at the European Parliament for the initiative to strengthen national teams.

Looking ahead

Implementing systems

The focus in the coming months will be on implementing the systems and regulations for the protection of the game that have already been introduced, continuing to safeguard the autonomy of sport and working with the IOC and UEFA on drafting a plan of action for the strengthening of national teams.



Goal project in Wales



Illustrious visitors to the FIFA stand at the Soccerex fair



Grassroots football course in Azerbaijan



"The 11+" in action



Grassroots course in China PR



Grassroots course – Home of FIFA, Zurich

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Festival to celebrate the opening of the new Football for Hope Centre in Khayelitsha

Presentation of the Presidential Award

Spirit of Soccer in Iraq

Brazil win the FIFA Confederations Cup

Football gives hope FIFA's social work recognised

In the year under review, much of FIFA's work in the area of corporate social responsibility was focused on the further development of the Football for Hope movement. Together with streetfootballworld, FIFA supports those using football for social development. In the reporting period, 14 new organisations joined the movement and 42 programmes were supported, bringing the total number of programmes to 80 in more than 50 countries. Public figures, such as Dr Gabriele Inaara Begum Khan for example, are enthusiastic about the work carried out by Football for Hope and are now ambassadors for the movement.

In connection with the FIFA World Cup™, FIFA is also supporting two global campaigns: 1GOAL: Education for All and Together Against Malaria.

Football for Hope Forum

A highpoint for the movement was the first Football for Hope Forum held near Johannesburg in June, at which experts from around the world in the area of development through football came together and exchanged their experiences and methods for using football in social and development work. This forum, as well as FIFA's social work in general, has received significant recognition from all around the world, including praise from US President Barack Obama and an invitation to join the Clinton Global Initiative.

20 Centres for 2010

Activities took more concrete shape in December, when the first of the 20 Centres for 2010 was opened in South Africa's second-biggest township Khayelitsha, outside Cape Town. Under the leadership of the non-governmental organisation Grassroot Soccer, the centre supports the community in regenerating the area that was once known for its high crime and violence levels by using football to teach children about HIV/Aids and thus better protect them from possible infection. Young people are also taught the core values of football, such as mutual respect, fair play and tolerance, by playing the game. The first Football for Hope Centre was inaugurated in fitting style, with a regional festival of eight organisations from the movement. The festival programme included a range of workshops, intercultural meetings and, of course, a football tournament.

Social responsibility was also to the fore at the FIFA World Player Gala in December, when Queen Rania al Abdullah of Jordan spoke of football's power to make a difference and change the world for the better. Just like FIFA, Queen Rania is deeply committed to the 1GOAL campaign, which is why the FIFA Presidential Award was bestowed upon her.

Looking ahead

Football for Hope Festival

At least two more centres are due to be opened before the World Cup. Once the World Cup is well under way, 32 teams representing Football for Hope organisations will come together in Alexandra, Johannesburg to compete in a very special World Cup at the Football for Hope Festival. The matches will be played on small pitches and without referees: both teams agree on the rules beforehand, highlighting the fact that at this competition, cultural exchange and cooperation are at least as important as sporting results.

FIFA finances*

Solid equity basis achieved

A glance at FIFA's finances reveals that despite the continuing world economic crisis, the year under review was also successful from a financial point of view. Record revenue from the sale of TV and marketing rights underscores the level of trust in Africa and the FIFA World Cup™. There is also major interest in the 2014 FIFA World Cup™ in Brazil, for which the first sponsorship contracts have already been concluded with Brazilian companies. With a surplus of USD 196 million, equity was further increased and for the first time exceeded the USD one billion mark.

In terms of expenditure, 73% is invested directly in competitions and football development. Thus, FIFA, and in particular its development activities, therefore been unaffected by the economic crisis.

Looking ahead

New four-year budget

The FIFA Congress in June 2010 will decide on the budget proposed by the Finance Committee for the next four-year cycle. FIFA's objective is to maintain its financial stability in the next four years in order to guarantee that it can continue its work for the game and the world in the long term.

* The exact figures and a detailed breakdown of FIFA's business in 2009 can be found in the FIFA Financial Report.

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Member associations

Working together

FIFA's primary objective is to develop the game, but it can only do so by working together with its member associations, the bodies who represent football in each country around the world. This development work is made possible by the finances generated by the game, but other factors that are essential in driving the world game include the strength of structures, the professionalisation and independence of organisations, and the associations' management and promotion of the game.

Ever since it was founded, FIFA has been working with and for its members. As FIFA's member associations are directly involved in football development work, world football's governing body regards them as partners with which it works towards accomplishing its main objective. FIFA also believes that it exists to serve its members, developing assistance programmes for them and giving them the tools they need to develop on their own. The level of assistance provided by FIFA has grown exponentially over the last ten years and it is an ever-increasing part of the budget. In the 2003-2006 period, for example, USD 445 million was set aside for development work. In the current period (2007-2010), however, this budget jumped to USD 691 million, which includes a provisional budget for 2010 of USD 222.1 million. By way of comparison, FIFA's current annual allocation for development is seven times greater than for the entire period between 1994 and 1998.

Promoting independence

FIFA changed its organisational structure in 2008 and in doing so created the Member Associations & Development Division, which was a clear sign of FIFA's commitment to development work. This reshuffle meant that there was a division dedicated to the development of the game and football structures through the member associations. All of the activities undertaken in 2009 responded to this change.

First of all, the Member Associations Professionalisation Programme, which was first drafted in 2008, really took off in 2009. More than 120 activities for over

45 associations were held throughout the course of 2009, with FIFA's support concentrating on educating managers through seminars for general secretaries and other officials, as well as on providing advice to managers in internal structural and organisational matters. Other topics touched upon included club marketing, women's football, grassroots football, club management, the associations' IT capacity and quality assurance.

Developing management of football

These initiatives, which aim to strengthen organisational capacities, improve structures and develop the member associations' sources of revenue, will enable associations to tackle the challenges posed by football development work in an increasingly independent manner. They also, together with FIFA's programmes to develop football infrastructure and FIFA's educational and technical programmes, concentrate on the third essential area of football development work. These areas, which were put in place by FIFA in collaboration with the member associations and the governing body's development network (development officers, instructors, consultants), will help FIFA's member associations reach their objectives: the development, promotion and management of football.



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Develop
the game



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The objectives of FIFA are to improve the game of football constantly and promote it globally in the light of its unifying, educational, cultural and humanitarian values, particularly through youth and development programmes.

Article 2 of the FIFA Statutes

Develop the game

More courses – to suit more specific requirements

2009 will go down as a pivotal year in the field of football development. Having carefully considered how it might better meet the needs of its member associations, FIFA launched a number of new development, educational and technical programmes with which it aims to support its members more closely by continually tailoring its assistance to their requirements.

Underpinning the message “develop the game” – one of the three pillars of FIFA’s mission – lies a conviction that world football’s governing body has a duty to work with and for its member associations to develop all aspects of football around the globe. This conviction finds its expression on the pitch in the numerous assistance and collaboration programmes that FIFA implements with football associations and confederations. These programmes, some of which were launched more than thirty years ago, are constantly being adapted to make them more effective and complementary.

In particular, FIFA is committed to developing new programmes that provide even more targeted and meaningful assistance to its members. In 2009, two initiatives, the Member Association Professionalisation Programme and the Grassroots Programme, were launched and immediately promoted on-the-pitch activity, while the *Win in Africa with Africa* initiative was further consolidated, with the majority of the programme being put into practice and inspiring new, similar projects in Oceania, India, South and Central America.

A year of success and innovation

2009 saw FIFA scale new heights in its development work. Thanks to a steady increase in the budget allocated to development, the number of projects, courses, seminars

and other initiatives multiplied throughout the year. This led to improved infrastructure, greater training of the game’s stakeholders and more effective and professional administration of world football, resulting in a better standard across the board and higher spectator numbers.

Philosophy and strategy

FIFA embraces this development mission by relying on a wise philosophy and strategy. For world football’s governing body, developing the game is based on the principle of solidarity and a steely determination to support its member associations.

Likewise, FIFA expects its members to show a willingness to subscribe to this philosophy of ongoing and proactive development. In other words, “if you do, FIFA does”.

Collaboration between FIFA and its members continues to increase year by year as the assistance provided becomes both more extensive and more specific. This assistance, long-term in its objectives and local in its context, enables football associations to consolidate and sustain their development.

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Win in Africa with Africa

A legacy for Africa

As soon as the 2010 FIFA World Cup™ was awarded to South Africa in 2004, FIFA moved quickly to put a special initiative in place for the African continent: *Win in Africa with Africa*. The initiative's USD 70 million budget will enable FIFA to leave a lasting legacy in Africa as part of the World Cup.

When FIFA decided to hold the 2010 World Cup on African soil, it soon became clear that the competition should be used to leave a lasting legacy for the whole of Africa. It was from this idea that the *Win in Africa with Africa* initiative was born. Armed with a significant budget of USD 70 million, the initiative is made up of various projects aimed at improving the continent's footballing infrastructure and enhancing the capabilities of everyone involved in African football.

The initiative truly came of age in 2009. The vast majority of the 58 football turf pitches that were due to be laid across the entire continent have indeed been completed and are now being used. Fifteen of these pitches were used in the 2010 World Cup preliminary competition.

Focus on training

2009 also saw the organisation of 88 of the 156 scheduled courses in coaching, refereeing and club management for African associations. Furthermore, many missions to evaluate and provide advice on top-level championships were carried out, and progress was made with the implementation of a licensing system (see page 24), all of which were clear signs of FIFA's commitment to African football and its development. Training courses for media representatives and football managers in Africa, which were held in conjunction with various partners (AFP Foundation, European Union, HBS, CIES), were also a resounding success and will soon be completed, as will a medical study into preventing illness among African youngsters that is currently being conducted by the FIFA Medical Assessment and Research Centre (F-MARC). This study will be followed by a major prevention campaign across African football.

Regional programmes

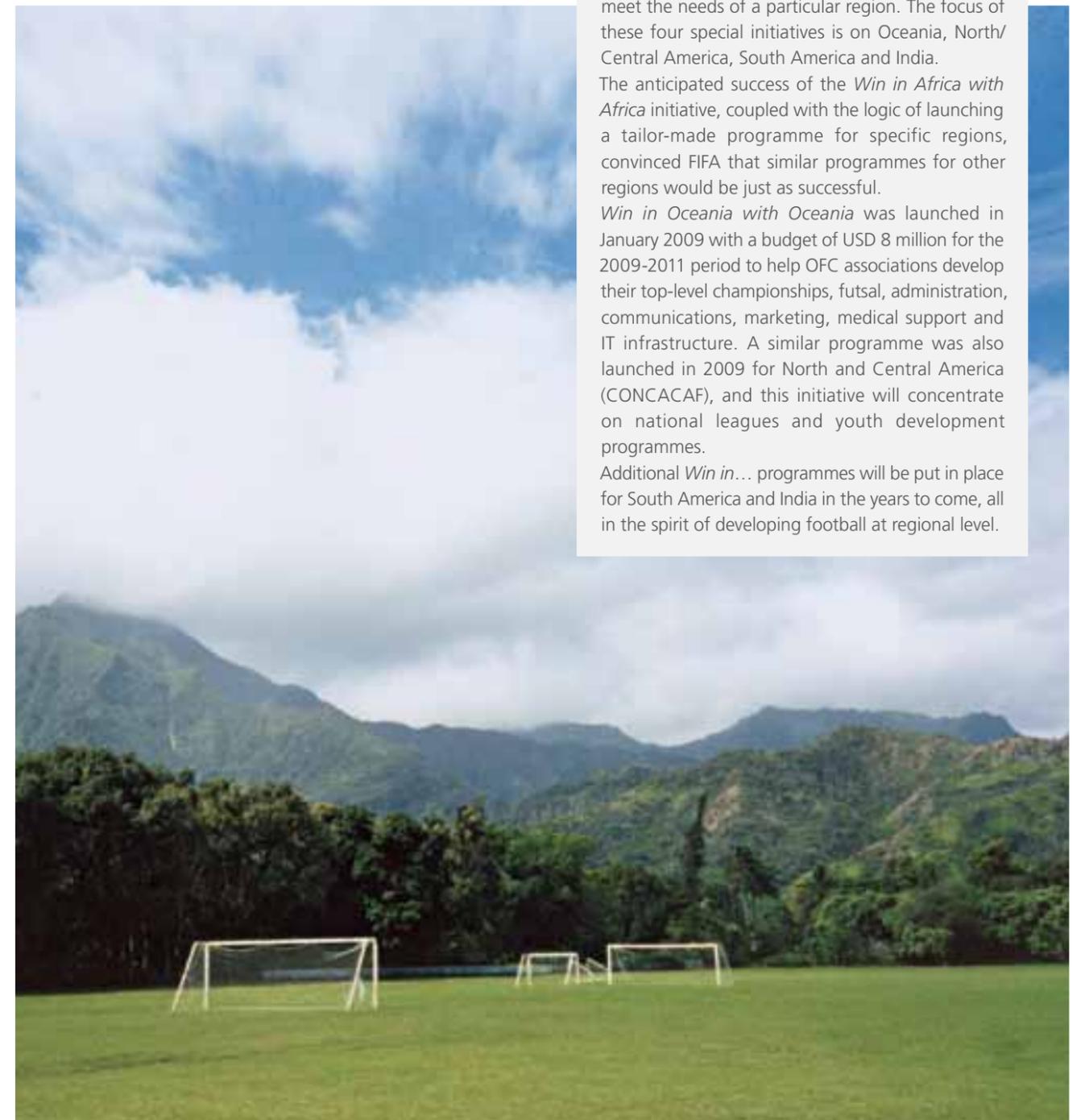
On the back of the *Win in Africa with Africa* initiative, FIFA has launched a number of similar projects that have been specifically developed to meet the needs of a particular region. The focus of these four special initiatives is on Oceania, North/Central America, South America and India.

The anticipated success of the *Win in Africa with Africa* initiative, coupled with the logic of launching a tailor-made programme for specific regions, convinced FIFA that similar programmes for other regions would be just as successful.

Win in Oceania with Oceania was launched in January 2009 with a budget of USD 8 million for the 2009-2011 period to help OFC associations develop their top-level championships, futsal, administration, communications, marketing, medical support and IT infrastructure. A similar programme was also launched in 2009 for North and Central America (CONCACAF), and this initiative will concentrate on national leagues and youth development programmes.

Additional *Win in...* programmes will be put in place for South America and India in the years to come, all in the spirit of developing football at regional level.

Win in Africa with Africa: Setsoto Stadium in Maseru, Lesotho (left); coaching course at Kamuzu Stadium in Blantyre, Malawi (right)



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Win in Africa with Africa

Crucial development

As part of the *Win in Africa with Africa* initiative, a computer system is to be installed in each of the 53 African associations to register players and help manage competitions. This is yet another step towards making footballing structures in Africa even more professional.

One of the objectives of the *Win in Africa with Africa* initiative is to strengthen football associations in a sustainable manner. This involves improving infrastructure and developing abilities and knowledge, but it is also about providing help with football management. With that in mind, FIFA worked with an African company on a system that was already in place in Tunisia to create an IT solution that can be adapted to meet the various technology requirements across the African continent. This system, which will include a database of all players in national championships and will be used to issue annual licences for each player, will be installed and implemented in all African associations during the course of 2010. Eventually, there will also be a tool for managing competitions, creating schedules, assigning referees and updating statistics, match reports and disciplinary files. The timescale for this step-by-step implementation will obviously depend upon the length of time each association invests in the project as well as the scale of the resources they can assign to it, and the project will only succeed if there is proactive collaboration between the association, the supplier and FIFA.

Many advantages

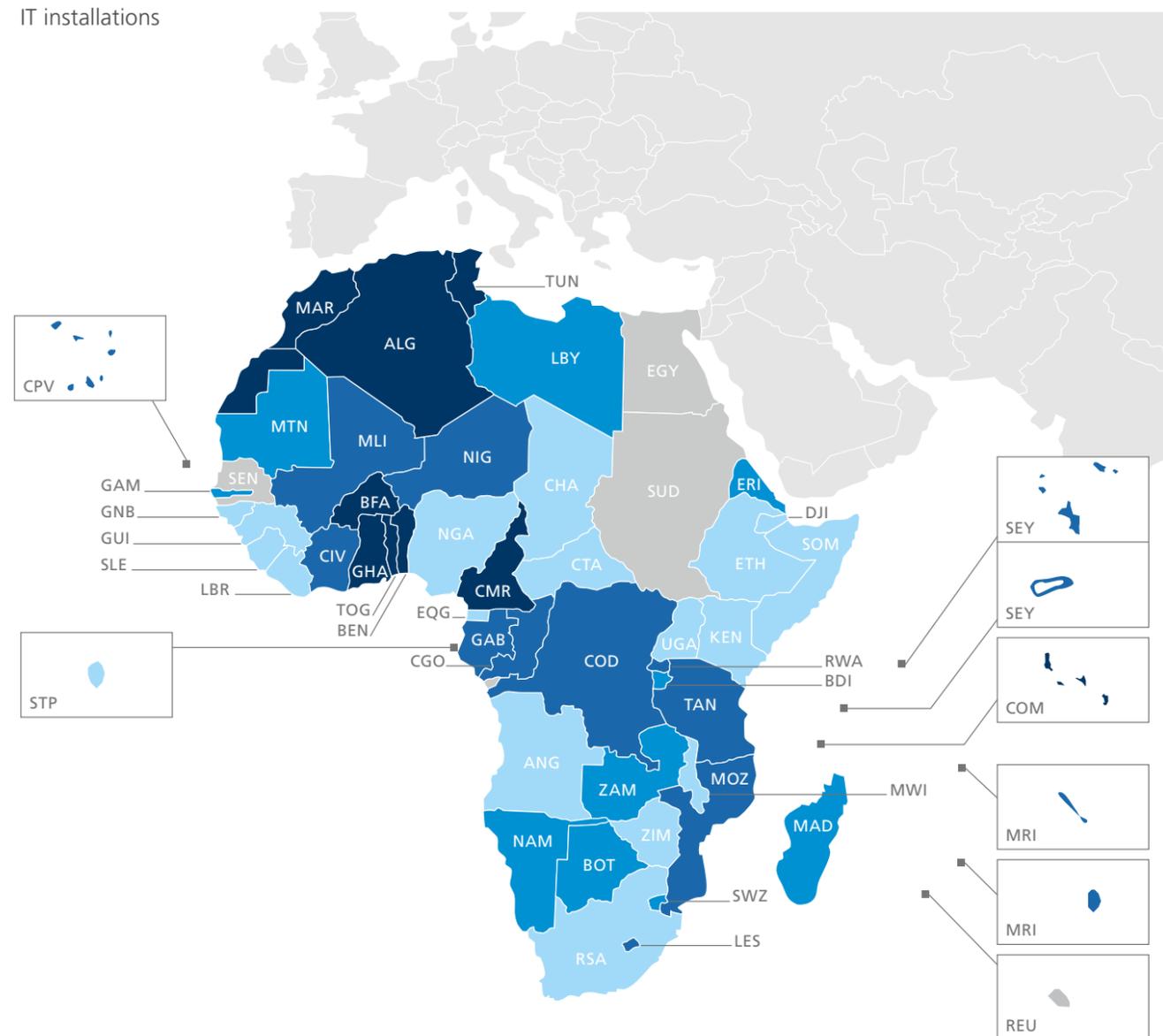
This radical development will lead to championships being managed in a more professional manner, and it will also help to eradicate the fraudulent behaviour that is still prevalent in a number of leagues, make it easier to keep track of a player's career and provide a common professional solution to the problem of registering players in Africa.

By the end of 2009, the system had been installed in nine countries and was in the process of being installed in a further 23 countries. The system will be installed in the remaining 18 associations during the course of 2010.

The database will make it easier to keep track of a player's career and implement the solidarity mechanism.

Win in Africa with Africa (as at January 2010)

IT installations



■ Installed (9) ■ Work in progress / completed by June 2010 (13) ■ Processing definition of parameters (10) ■ Pending (18)

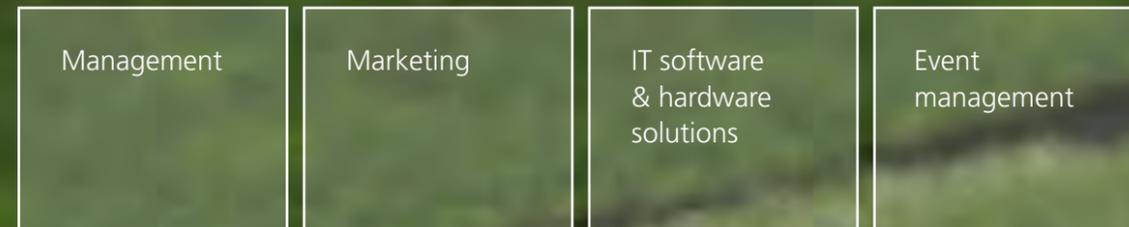
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Professionalisation Programme

New support for member associations

The main goals of the newest FIFA programme are to assist FIFA's members and its affiliated bodies to better organise, professionalise and commercialise their activities in order to become more efficient, accountable and self-sustaining.

Four key areas to improve association operations



The first phase of the FIFA Member Association Professionalisation Programme was therefore introduced with a view towards working closely with member associations (MAs) to improve their operations in four key areas: management, marketing (specialising in representative teams and leagues, women's football and grassroots), IT software and hardware solutions and event management.

The Professionalisation Programme, launched in 2009, is tailored towards meeting individual associations' long-term requirements. FIFA supports the association for a period of between 24 and 36 months in order to achieve specific strategic objectives which are defined at the outset of the programme during a retreat with the association's leadership. Once these objectives have been defined, specialists with proven expertise in football management help the general secretary to implement the appropriate structures and quality-management processes, build up the relevant networks and improve the administrative environment throughout the association.

Pilot activities were held in Zambia, Myanmar, Cambodia, Barbados, Albania, Kazakhstan and Oceania. The instant success of these activities led to the programme being rapidly expanded and by the end of 2009 a total of 47 member associations had subscribed to it. At the same time, the FIFA consultant network on which the programme relies has grown from three experts to over 30. These experts provide the member associations with the specialist advice and training they need. This support is augmented by internal expertise from FIFA on marketing, IT, legal matters, etc.

Long-term success

While the content of the Professionalisation Programme is not standardised, it is based on certain principles such as dedicated leadership, knowledge and passion, and these have to exist in the association concerned before FIFA commits to setting up a support programme. In an association, as in any organisation, it is only possible to achieve sustained and substantial increases in income or participation if sponsors' rights are fulfilled and high-quality services are delivered to the customer. To achieve this, the association needs to be properly organised and staffed with qualified and permanent personnel.

The success of the programme can be measured in terms of income, and player and spectator numbers, as well as a host of economic and social indicators. All the countries that have committed seriously to the Professionalisation Programme to date have already experienced a substantial increase in income or an improvement in their financial situation.

- > In Myanmar, the rebranding and reorganisation of the Myanmar National League resulted in a spectacular growth in spectator numbers from 100-150 people per game to a total attendance of 244,109 for 29 games.
- > In Thailand, participation in the association's grassroots programme has tripled thanks to the success of the marketing activities undertaken, the costs of which were covered by the sponsors. Moreover, the Thai government and private partners have committed to a long-term partnership which should see a rapid increase in football participation among children.
- > In Zambia, the most critical achievement in the past year has been the recognition by the Football Association of Zambia (FAZ) that its accumulated debt of nearly USD 1 million was unsustainable. Before the association could make progress and move beyond its daily cash-flow crisis management, it had to address this core problem area. In 2009 alone, the FAZ reduced its debt by 50% and its revised goal is to eliminate this debt completely by mid-2010.

Information technology

Modern technology is now key to our everyday life, and the adoption of IT solutions – be it for player registration, event management, referee administration, disciplinary matters, spectator control, etc. – is fundamental to the management of football business today. FIFA not only advises member associations by making knowledge available to them but also by co-financing IT solutions. Global standards of data management now have to exist between member associations, FIFA and the confederations so that data on players, events, etc. can be exchanged at minimal cost, and these standards need to be respected before any support is granted.



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Grassroots Programme

Promoting the philosophy of grassroots football

In 2009, FIFA's Education & Technical Development Department launched and implemented a new grassroots football programme, aptly entitled "Grassroots". Grassroots football is about children, about learning the game, about human values and, above all, about fun. With that in mind, the programme aims to bring the joy of football to children in every corner of the globe.

The idea of establishing a grassroots football programme came about as a result of FIFA's wide-ranging analysis of the game, how it is learnt and the enjoyment it offers children. Over the past few decades, FIFA has set up technical programmes aimed at developing the abilities of those who play football and reinforcing football structures around the world in order to increase the global standard of the game.

With the Grassroots Programme, FIFA is targeting those who form the bedrock of the game – children aged six to 12 – and is aiming to relay to these budding players the fundamental message that football is fun. In short, the philosophy of the programme is to introduce children to football and watch them leave with a smile on their face.

By turning its attention to the foundations of football, to children and their approach to learning the game, FIFA aims to improve the general standard of football around the world.

Underlying principles

To achieve its aim, FIFA's Grassroots Programme is based on a number of underlying principles:

- > Football is open to all, irrespective of ability, physique, social background and no matter whether they are boys or girls, future stars or simply playing for fun. The only requirement is that the participants enjoy playing the game.
- > The best way to learn is to take part, so the Grassroots Programme prioritises the playing of football, in particular by organising matches between smaller teams.
- > The programme takes into account the particularities and requirements of each country, and is therefore flexible and adaptable to the circumstances encountered.
- > In order to inspire children to take up the game, the programme will be implemented by member associations in collaboration with governments, schools, communities, clubs and NGOs.

Without development at grassroots level, there can be no elite level.

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Grassroots Programme

Pilot projects

The Grassroots Programme was only launched in 2009, but it is already a source of great pride for FIFA in the light of the results of its pilot projects, which have been extremely encouraging.

Trinidad and Tobago, Mauritius, China PR, Hungary, and the Solomon Islands. What do these countries, thousands of miles apart and with such diverse cultures, have in common? Football. And more precisely, grassroots football.

During the last two years, each of these countries has launched a Grassroots pilot project in collaboration with FIFA. These projects have gradually enabled FIFA to better understand the needs of the grassroots football programme and the measures required to support its implementation.

Trinidad and Tobago

A different approach was taken in Trinidad and Tobago. The first step consisted of selecting coaches, teachers and sports instructors from rural areas of the country. Then a festival was organised to bring together several teams to implement the technical aspects of the programme. Finally, in collaboration with the ministries

for youth, sports and education, an agreement was reached to target the Grassroots Programme at rural areas of the country, where children often do not have access to organised sporting activities.

Mauritius

In Mauritius, the focus of the Grassroots Programme was largely on gaining the support of local government, with the help of the country's ministries for youth and sports, education and health. As a result, it was possible to roll out the programme in primary schools. 276 schools, divided into five zones, took part in the two stages of the programme, playing more than 1,000 seven-a-side matches involving 3,362 children aged 10 to 11. This first pilot project demonstrated the importance of allowing children to develop their abilities in smaller teams, maximising each participant's playing time and giving them more opportunities to touch the ball and be involved in all stages of play.

China PR

From small tropical islands, the next destination for the pilot initiative was the vast territory of China PR. Two Grassroots courses for coaches were organised in May 2009, one in Kunming and the other in Wuhan, each of which was accompanied by a Grassroots festival organised in conjunction with local schools. These two courses were used to introduce the programme and train the 82 Chinese coaches, who were given a practical demonstration of how to organise matches and exercises for children in each age category (7-8, 9-10, 11-12), and also to launch a collaboration with the Chinese Football Association with a view to establishing an extensive long-term programme. This Chinese project enabled FIFA to define the initial structure of the Grassroots Programme, which includes a course, a festival and a long-term plan. More than 1,500 children participated in the exercises and matches organised as part of the festivals.

The next steps ...

Thanks to these hugely successful and enriching experiences, which also highlighted the various potential obstacles to grassroots football, FIFA was able to progress from the pilot stage to implementation of this exciting programme. Several countries are already on board: Solomon Islands, Hungary, Guatemala, Azerbaijan, Bahrain, Kuwait, Malaysia, Syria, Yemen, Thailand, St. Vincent and the Grenadines, Vietnam... and even Trinidad and Tobago, which, having previously participated in a pilot project, will now benefit from a fully-fledged programme.

Grassroots football: girls and boys from Chile and China PR



All pilot projects have been completed and the programme itself can now be launched.

Key figures:

Goal

420 projects
170.4 USD million in investment

200 technical centres

102 headquarters

82 football turf pitches

Goal in 2009

67 new projects launched

26.8 USD million in investment



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Goal Programme

Ten years on, a new start

FIFA's flagship development programme celebrated its tenth anniversary in 2009. The ten-year mark presented the perfect opportunity to take stock of all that *Goal* has accomplished and to come up with plans for the future of a programme that is far from finished.

When FIFA President Joseph S. Blatter came up with the idea of launching a development programme in 1999 that would allow associations to obtain the tools they needed for their development, he already knew that it was an undertaking of unprecedented scope. Ten years later, the programme has done so much more than he could ever have hoped for. The vision underpinning the programme consisted of giving every single FIFA member a "House of Football" as well as technical and administrative headquarters that would serve as a base from which national football could develop in a sustainable manner.

Over the last ten years, this objective has been reached and even surpassed. By the final *Goal* Bureau meeting of the last decade, on 1 December 2009, 420 *Goal* projects had been completed or were under way in 191 member associations. Several associations have received more than one project, and have built headquarters, a technical centre and other infrastructure that is necessary for football development work.

The programme has, however, been flexible with regard to the type of infrastructure for member associations that wish to improve other aspects of their development. In 2008 for example, "miscellaneous" projects (for futsal, beach soccer, updating associations' IT systems, etc.) accounted for only 5% of the 363 projects that were under way at the time. By the end of 2009, by which time 420 projects had been approved, this type of specific project represented 8% of the total number of *Goal* projects.

Promoting cooperation

Goal is also a clear symbol of the excellent cooperation between FIFA and its members. As it is an association of associations, FIFA has to work with and for its members, but world football's governing body also expects its members to show real commitment towards developing the game in their own countries. *Goal* is reliant upon the vitality of this link between FIFA and the associations, and the success of the programme is a reflection of the bond that exists between FIFA and its 208 members when it comes to development.

Over the last ten years, *Goal* has done more for football development than any other programme before it, creating modern and ideal conditions for football in associations that were often struggling before FIFA stepped in to help.

The *Goal* Programme creates more equal opportunities for associations.

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Goal Programme

Goal Football

When the *Goal* Programme was launched back in 1999, the main objective focused on tailor-made infrastructure. Although associations still have those needs, *Goal* took a new direction in 2008 with the introduction of *Goal* Football projects to breathe life into technical centres.



Opening of a *Goal* project in Thailand.

Having helped to build nearly 200 technical centres, the *Goal* Programme has played a significant role in providing infrastructure dedicated to developing football all around the world. These technical centres give associations the means to host their own national teams as well as training camps and academies for the stars of tomorrow.

These academies are an essential part of FIFA's commitment to development, as are youth development programmes. According to article 2 of the FIFA Statutes, one of FIFA's main objectives is "to improve the game of football constantly [...], particularly through youth and development programmes". Therefore, the *Goal* Bureau gave its approval to *Goal* Football projects, which will improve the usage of the technical centres constructed as part of the programme since 1999, and also help associations to devise technical programmes for youngsters.

Education and sports training

In 2008, pilot projects were launched in every confederation. These projects, which will run until 2011, take the form of academies for around 30 youngsters with a focus on traditional education and sports training. It is not just on the pitch that these youngsters are learning, however, as they receive lessons in physical, technical and tactical training, all of which will help to prepare them on a mental level as well. These projects were submitted by the associations of Rwanda, Bahrain, Nicaragua, Peru, Vanuatu and Kazakhstan, who are all now running their own pilot project. A further *Goal* Football project was approved at the *Goal* Bureau meeting on 1 December 2009 for the Oman Football Association.

In the medium term, the objective of these academies is to prepare the top youngsters to play in national teams and international competitions, which is, in effect, preparing the future of football in that particular country. Over the longer term, these projects will further enhance the associations' youth development programmes by providing significant financial, logistical and strategic support with the overall objective of training the stars of tomorrow and improving the general standard of the game.

With nearly 200 technical centres, the *Goal* Programme has made a huge contribution to international football.

Financial Assistance Programme

Technical directors

The new Financial Assistance Programme (FAP) Regulations came into force on 1 January 2009. After a year of transition in which they received information from and preparation by FIFA, the member associations are obliged to comply with these new regulations in 2010. One of the most important changes is the obligation for each member association to employ a technical director.

The development of football, young players and representative teams is a long-term undertaking. With this in mind, FIFA wants to see all of its member associations pursue an organisational model that ensures continuity in their technical development.

What is a technical director?

The first thing to point out is that a technical director is not a coach. Indeed, the respective objectives of the two roles even run contrary to one another. While the coach is working towards the next competition, the technical director is preparing for the long term. It is therefore essential that the two positions are occupied by different people, albeit two people who are expected to collaborate closely with one another.

A technical director is responsible for the national technical programme at the heart of his association, and his role is based on four pillars: to develop participation in football in his country (from grassroots to senior amateur leagues), to perfect the skills of association-recognised coaches, to improve the standard of elite players and to perform analysis.

Promotion of mass participation in football

The technical director is in charge of promoting and increasing participation in football in his country. He encourages as many people as possible to play the game, in particular children, women and girls.

Training of coaches

Football coaches are the game's ambassadors within an association. As they often represent players' first and only contact with organised football, it is essential that they have the required skills and expertise. The technical director supervises their training and ensures that clubs recruit recognised and qualified coaches.

National elite

The technical director also has an important role to play with elite footballers. He defines a national strategy and looks after the long-term interests of the national team.

Analysis

The technical director performs the function of an expert – analysing tendencies, drafting and distributing technical reports and promoting technical activities within the association.

FIFA member associations are entitled to receive the FAP money provided that they employ a technical and development director who is in charge of youth and development programmes.

Financial Assistance Programme Regulations, article 3.10

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Education and technical development

Shaping the football of the future

FIFA has an intrinsic duty towards technical development. As world football's governing body as well as a sporting institution in its own right, FIFA has the necessary expertise and also has to lead by example and help the game to move forward in terms of technical development. FIFA's programmes have to provide the football world with basic components as well as more advanced ideas for the development of the game.

The Education and Technical Development Department is at the very heart of FIFA's duty and considerations in relation to technical development. FIFA is shaping the football of the future with its programmes and activities and by working with the confederations and the associations. To reach its ambitious target and to respond to the demands of the most popular sport in the world, FIFA needs to follow a strict line of conduct. Whether in terms of its programmes, its recommendations or its relations with the key parties in the world of football, FIFA has to be a model for its member associations. There are two key messages behind all of this: be proactive and be efficient, all for the member associations. The programmes and activities developed by the Education and Technical Development Department follow these principles and try to meet the specific

technical needs of FIFA's members. Courses, seminars and other programmes are built upon a common foundation, but they are implemented with significant flexibility so that they are in line with the specific nature and reality of each individual case. All of these initiatives are coordinated with the confederations to further enhance the cooperation between FIFA and the six confederations, as well as to ensure that all programmes for member associations complement each other.

The number of projects increased significantly in 2009, which underlined FIFA's determination to continue developing its services for its members. Nevertheless, FIFA's technical and educational activities have still been revamped with new programmes aimed at youngsters, such as the Grassroots Programme for example, and with new approaches to existing programmes such as a coaching manual for beach soccer.

If 2009 was a year of consolidation and expansion, the thinking behind 2010 will be "if you do, FIFA does", which will encourage associations to be dynamic and show initiative. If the will is there and there is a real ambition to develop the game, FIFA will always be willing to help – no matter how big or how successful the association.



FIFA coaching course in Malabo, Equatorial Guinea

FIFA courses

2009 – an African year

The number of *Win in Africa with Africa* courses may well have increased in 2009, but the activities of FIFA's Education and Technical Development Department did not stop there as the department's initiatives spread out across the entire world last year together with new programmes and approaches to FIFA courses.

The legacy that will be left in Africa as part of the build-up to the 2010 FIFA World Cup™ will be largely down to FIFA's training courses. With a vast number of courses in coaching, refereeing and management for all African associations (with the exception of South Africa) as part of the *Win in Africa with Africa* initiative, the FIFA Education and Technical Development Department knew that 2009 would be a year rich in projects for Africa. As it turned out, there were no fewer than 137 courses in Africa as part of FIFA's programmes, a figure that equated to more than half of the total number of courses held all around the world in 2008.

It was also the first time that African associations had had so many dedicated courses, and FIFA now hopes that by holding these courses and having seen the positive impact that they have had on people as well as on the game itself, Africa will be even more proactive in the future.

The total number of FIFA courses around the world was also impressive – 396 courses in 159 associations for nearly 10,000 people. When that is compared to the same figure from 2008 (230 courses), this increase was indeed remarkable. This can be attributed, to a significant extent, to the *Win in Africa with Africa* initiative as well as to a new strategy based on providing member associations with tailor-made projects, and there will also be a similar number of courses in 2010 thanks to special initiatives for CONCACAF, CONMEBOL and the OFC.



Instructors and participants at a FIFA course in Guinea-Bissau

Variety of courses

2009 will be remembered for courses organised in Somalia, Iraq and Palestine in spite of the ongoing troubles in these countries, as well as for the number of courses for women in the Middle East. All of these courses once again illustrated FIFA's determination to take football to the entire world.

The year gone by also saw FIFA work even more closely with the confederations towards developing a common strategy in the area of education.

Finally, the Education and Technical Development Department came up with new approaches by launching promising new courses for FIFA member associations such as a grassroots football programme, and by organising courses tied in with FIFA competitions (women's events, beach soccer).

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Refereeing Assistance Programme (RAP)

Creating expertise around the world

Football needs referees – be it at professional or amateur level. In 2008, FIFA created the Refereeing Assistance Programme (RAP) to improve global standards of refereeing and to harmonise the levels of expertise, skills and physical fitness of referees around the world. 2009 saw further consolidation of the programme and a widening of its activities.

Refereeing has followed the same trajectory as football in terms of its evolution and is now the focus of increasing scrutiny by those on and off the pitch. Yet coaching of referees has often been neglected in favour of coaching players. As a result, there is a need to improve both the quality and quantity of refereeing instruction worldwide. The aim of the RAP is twofold: firstly, to prepare top referees for the FIFA World Cups and secondly, to develop the overall standard of refereeing in each association.

This second aspect of refereeing development aims to enhance the skills of national, regional and local match officials in the member associations and thus achieve consistent levels of refereeing within the same country. As well as including refereeing expertise and understanding of the Laws of the Game, these skills also encompass tactical knowledge of the game itself, the ability to manage a match and – an oft-overlooked but essential factor – proper physical fitness. The RAP also helps member associations to set up their own refereeing development programmes.

In 2008, the main aim of the RAP was to develop the general level of expertise of those instructors actively involved in the instruction of each member association's match officials. This aim continued to be pursued in 2009, only with a new emphasis on the education of fitness instructors.

Consequently, 198 refereeing assistance activities were organised throughout 2009, divided into FUTURO III courses, which bring together neighbouring associations; courses addressed to specific member

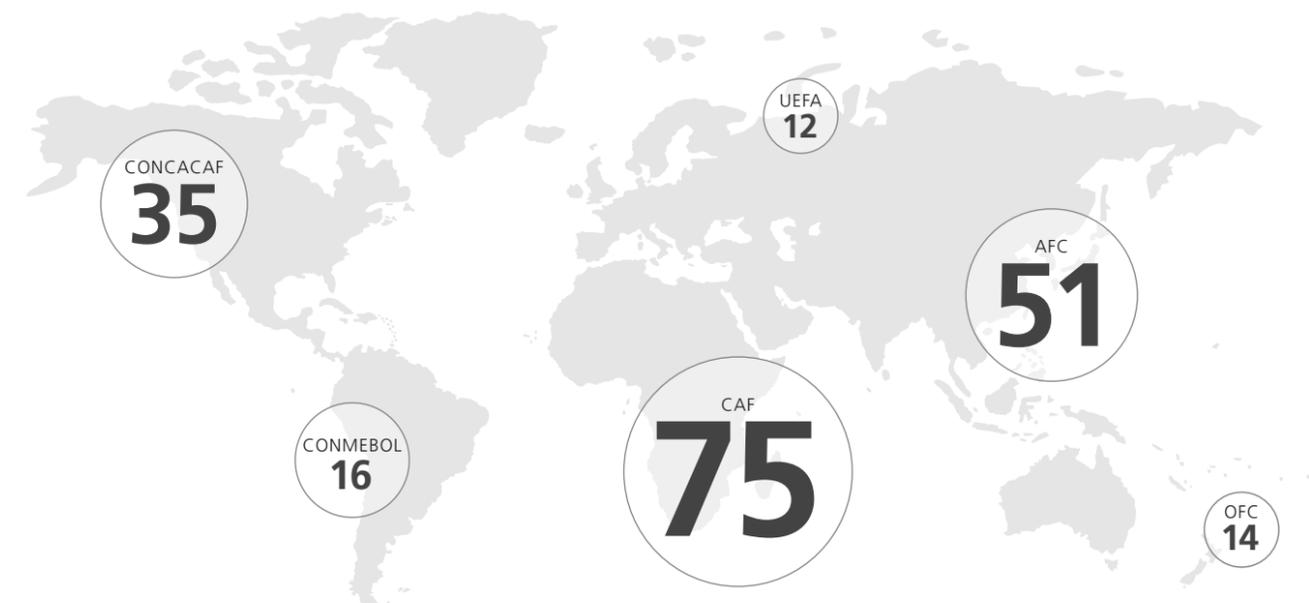
associations; courses for fitness instructors; courses for the confederations; and various other activities such as preparation for competitions.

All confederations benefited from the programme, with 75 courses for CAF, 51 for the AFC, 35 for CONCACAF, 16 for CONMEBOL, 14 for the OFC and 12 for UEFA. The assistance focused above all on the national level, with the courses addressed specifically at member associations accounting for more than 60 per cent of those held in 2009, thus enhancing the development of local referees.

The FIFA instructors, FIFA fitness instructors and FIFA refereeing development officers also attended three courses during the year, in the Algarve (Portugal) and Zurich (Switzerland) to ensure that the instructors themselves were optimally equipped for their role.

The success of the past two years provides grounds for optimism in 2010, a year which will see the RAP pursue a new aim of enhancing refereeing structures within the member associations. To increase the effectiveness of the administrative support given to referees, the member associations will be called upon to revise and occasionally restructure their organisation of refereeing and subsequently launch national development programmes. The long-term success of the RAP will depend on the realisation of this aim, as well as on continuation of the initiatives already undertaken and consolidation of the instructors' network established in 2008.

Refereeing courses (as at 31 December 2009)



FUTURO III course in Hanoi, Vietnam



Women's football

Promoting sustainable development

The revival in the development of women's football witnessed in 2008 was consolidated in 2009. Pilot projects became fully-fledged programmes, progress was made in all activities and promotion of the women's game was strengthened.

Develop the game

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In the last two years, the major focus was on training, with the FIFA Education & Technical Department's main objective being to achieve a substantial improvement in the level of expertise of those responsible for women's football within the member associations. Continuity was a central feature of 2009, and activities primarily consisted of consultancy missions to the member associations and courses for coaches. These training courses also covered the management and promotion of women's football, thus already touching on the next stage for those concerned.

The involvement of the member associations made this progress possible: between 2008 and 2009, women's football was the second biggest beneficiary in terms of the allocation of FAP funds by member associations, amounting to 18% or an average of USD 45,000 per year, a figure reached thanks to 74 member associations choosing to invest more than the mandatory 15% in women's football in their countries.

The main objective for 2010 will be the recruitment of new players. The necessary foundations are in place to integrate more players into the women's football structure in many countries. New players will be attracted through programmes launched in connection with the upcoming women's football tournaments in order to leverage the popularity of these events, and training programmes for young players and educational resources will be provided.

International exchange

The regional seminars held in Jordan and Tunisia, which were attended by many member associations and their women's football representatives, featured very productive working groups and exchanges of experience and were definite highpoints of 2009.

These regional seminars raise awareness among member associations but are also one of the rare opportunities for women's football administrators from various countries to exchange their experiences, ideas and the difficulties they encounter, and to broaden their horizons and consider new solutions.

Three seminars attended by 45 member associations were organised between 2008 and 2009.

Com-Unity

Very successful Com-Unity courses were held in Cambodia, Laos, the Solomon Islands and Trinidad and Tobago, pointing to major progress ahead for these associations as a result of special programmes and collaboration with government and local NGOs. In Trinidad and Tobago, the programme was organised with a view to optimising the promotion of the FIFA U-17 Women's World Cup to be held there in 2010.

Seven Com-Unity programmes were launched between 2008 and 2009.

FIFA also provided follow-up for projects launched in 2008, such as those in Namibia and Botswana. Two courses were organised in Botswana, one for referees and the other for women's football coaches. In Namibia, meanwhile, the association launched its own competition for girls aged between 11 and 15, which will be followed by FIFA courses and a grassroots programme in 2010.

Between 2008 and 2009, 45 women's football courses involving the participation of 111 associations were organised. Specific programmes in connection with the U-20 Women's World Cup in Germany and the U-17 World Cup in Trinidad & Tobago will be held in 2010.

Each member association spends an average of USD 45,000 on women's football each year.

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Beach soccer

The world takes to the beach

In 2009, FIFA continued its efforts to promote beach soccer in its member associations by proposing further initiatives, perfecting the skills of its beach soccer instructors and coaches and publishing a new coaching manual.



FIFA beach soccer coaching course on the sands of Dubai

FIFA's strategy to develop beach soccer took in a broad range of aspects in 2009. The seminars and regional festivals brought together several associations at different stages in their organisation of the game in their country and enabled them to exchange ideas and learn from one another. During these seminars, the member associations joined forces with FIFA to work on plans for developing beach soccer, attracting marketing partners and organising beach soccer festivals.

Two of these seminars in 2009 – in Casablanca (Morocco) and in Montevideo (Uruguay) – were held in conjunction with Beach Soccer Worldwide, a FIFA Partner for beach soccer, and attended by some twenty invited associations. In the near future, such seminars will be organised in associations that have not yet hosted this kind of event.

Of course, specific courses adapted to the level of coaching and local refereeing in each association have also been held. To improve the content of these courses, FIFA's Education & Technical Development Department

has drawn up and presented a new coaching manual for instructors, which was well received during a seminar in Dubai. New instructors were recruited during this seminar with the aim of ensuring that the different regions of the world are equally represented among the FIFA instructors.

Extension of support activities

What is more, FIFA has extended its support of beach soccer to include material aid, such as the installation of beach soccer pitches for associations that are actively involved in the game and show potential for further development. Since the start of this initiative, 22 member associations have benefited from this aid, which is combined with courses, festivals or other beach soccer development activities.

2010 will see a continuation of the beach soccer activities that have been under way since 2008, as well as courses to promote teaching skills for instructors – following technical training – and the development of activities targeted at those member associations that have already taken up the game.

More support for particularly active associations

Futsal

Futsal – a thrilling alternative

Spectacular, fast-paced and technical, futsal is a thrilling sport for players and spectators alike. Yet the sport's growth is not only down to the fact that it is exciting to watch. For certain member associations, it offers a genuine alternative to outdoor football.

In Mongolia, extreme climatic conditions prevent avid footballers from taking to the pitch for seven long months a year. With this in mind, the Mongolian Football Federation requested a *Goal* project from FIFA in 2007 and once again in 2009 to build and develop a futsal complex.

Futsal is more than just a spectacular sport. It also gives member associations like Mongolia the possibility to play football all year round and others the opportunity to organise and/or take part in FIFA international competitions, following the example of Guatemala, Hong Kong and Chinese Taipei, all of whom have hosted a FIFA Futsal World Cup in recent years.

Developing futsal is therefore of central importance to FIFA. In 2009, further courses were organised for associations and in response to demand, FIFA's Education and Technical Development Department will publish a new instructors manual in 2010.

Thirty futsal projects were implemented by FIFA in 2009, most notably in Bhutan, Korea DPR and Yemen, not to mention the first dedicated women's futsal course, which was organised in Kuwait in November 2009 and is symbolic of the widespread demand for women's futsal in the Middle East. These courses bring together coaches, players and referees with the aim of raising the standard of all who take part in the sport.

Futsal provides the opportunity to play football all year round.



FIFA Futsal World Cup Brazil 2008, Ukraine v. China PR

New plan of action for futsal development

To support the development of futsal, FIFA also organised an important seminar in May 2009. The objective of this seminar, which brought together numerous experts, FIFA development officers and representatives of the confederations and the member associations, was to evaluate the current state and the future requirements of futsal. The conclusions reached at the seminar and the lessons learned from the activities of the past year were used to draw up a plan of action for futsal in 2010 and the following years. Among other things, the plan will consider how best to structure futsal within associations and will see the introduction of a special programme entitled "Futsal Administration".

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Sports medicine

Prevention is possible

The education and training of doctors, coaches and decision-makers on effective public health in and through football will have a direct influence on the game and the players.

Preventive examination to avoid risks. In rare cases, football can lead to sudden cardiac death. With this in mind, the FIFA Medical Assessment and Research Centre (F-MARC) has developed a thorough examination to identify players who might be at risk, and in 2009, all players at the African U-17 Championship underwent the examination. In comparison with European players, differences in ECG findings were identified that could lead to misdiagnoses and will therefore be the subject of further research by F-MARC. Differing local conditions make introducing a standard examination for international football difficult, but most risks can be identified just by asking targeted questions.

Age determination – accurate and fair

Different bones fuse at different stages, thus giving an indication of physical maturity. Given that physical maturity is more important than the player's actual date of birth in ensuring equal opportunities in sporting competitions, at the FIFA U-17 World Cup Nigeria

2009 four players from each team were tested using magnetic resonance imaging (MRI) of the wrist joints, a method developed by F-MARC. On top of that, many associations had already tested their players before the tournament, a sign of their support for FIFA's efforts in this area. Since the majority of the players (74%) were already over 17 at the time of the tournament, thus reducing the applicability of the testing method, the FIFA Medical Committee suggested to the Executive Committee that a change in the rules in respect of age limits should be introduced.

Information and education

2009 also saw the publication of the new edition of the Football Medicine Handbook, which provides an overview of all of F-MARC's research projects, and a clear and simple brochure on health-related activities. In addition, FIFA launched its Medical Network – an extranet providing doctors with information on all aspects of football medicine practice and research.

Doping statistics

The FIFA Anti-Doping Department, which is devoted solely to the fight against doping, was established in May 2009. Based on the number of positive cases in 2008 (the official figures for 2009 have not yet been released by WADA), there is no evidence of systematic doping in football. With 0.3% positive test results and the highest number of tests carried out, football has one of the best doping records of all sports worldwide.

Other FIFA Medical Committee and F-MARC projects in 2009:

- > Football for Health: using football in health education, pilot study in Africa
- > Football for Health: regular recreational play
- > Prevention of illnesses
- > Analysis of injuries during FIFA tournaments
- > Introduction of "The 11+" in member associations



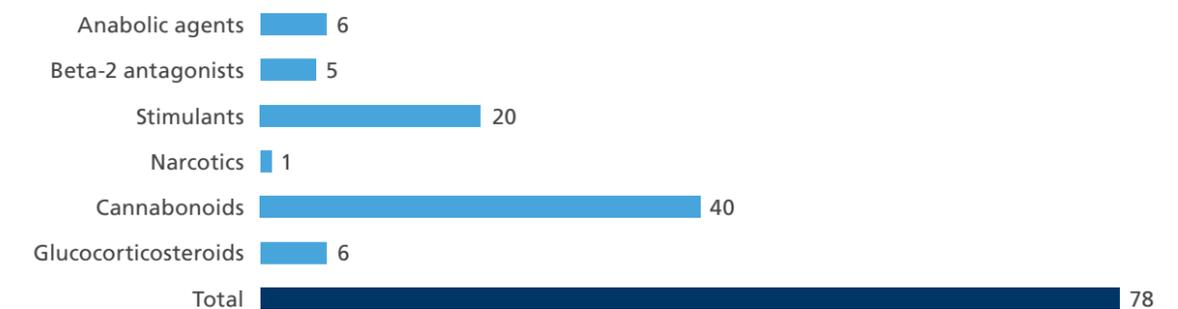
Snapshots of the FIFA Medical Conference 2009 in Zurich

FIFA Medical Conference

At the FIFA Medical Conference held in Zurich in October, the benefits of integrating football medicine in their national programmes were presented to FIFA's member associations. In total, 364 association presidents, general secretaries, doctors and guests from 177 countries were given an introduction to football medicine, ranging from the prevention of injuries, illnesses and sudden cardiac death and recommendations on playing in hot conditions, at high

altitude and during religious fasting periods to age determination and the fight against doping. The fact that playing football promotes good health and can be used as a unique educational tool convinced the associations, who expressed willingness to introduce regular pre-match medical assessments and "The 11+ – a complete warm-up for injury prevention". F-MARC's Football for Health initiative goes beyond the game itself, including messages aimed at improving public health. These universally applicable messages have met with a great response.

FIFA doping statistics: positive cases 2004-2008



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FIFA Quality Concept for Footballs

Tested, certified, played

To ensure the best possible quality for footballs and to make this quality instantly recognisable all around the world, FIFA introduced the FIFA Quality Concept for Footballs in 1996.

Only balls that comply with FIFA's high standards receive one of the quality marks: FIFA INSPECTED, or the even higher standard of FIFA APPROVED. Over 90 of the biggest sports brands share this passion for quality. Their top-level footballs have been successfully tested and now bear one of the following logos:

FIFA INSPECTED

A ball must successfully pass six tests to qualify for this mark. The tests check the ball's weight, circumference, sphericity, rebound, water absorption and loss of pressure.

FIFA APPROVED

To gain the top FIFA APPROVED quality mark, a ball must pass each of these six tests under even more demanding conditions. The shape and size retention of the ball is scrutinised in a seventh test. The ball is fired against a steel plate 2,000 times at 50km per hour. The ball passes the test only if all of its seams and air valves remain unscathed and any loss of pressure and changes in circumference and sphericity are negligible. Apart from certifying footballs (since 1996) and futsal balls (since 2001), the quality concept has also developed guidelines and special tests for beach soccer balls. Since 2006, only certified balls have been used at the FIFA Beach Soccer World Cup.

Platform for the heart of the game

Since 2009, the FIFA Quality Concept for Footballs has had a new website on FIFA.com dedicated to the ball: www.fifa.com/theball. Containing clips, videos, animation and everything you need to know about FIFA-certified balls, it is a worthy platform for the object at the heart of the game. The content on the site is aimed at everyone from grassroots footballers to association officials. The website also contains details on the "Quality for your Game" campaign, which aims to raise the profile of the quality marks and the demand for certified balls. The information on the site is brought to you by experts, VIPs and, not least, the "eccentric" professor behind the FIFA Quality Concept for Footballs. Make sure you insist on quality!



FIFA awards two different quality marks for footballs.

FIFA Quality Concept for Footballs



FIFA APPROVED

FIFA Beach Soccer World Cup Dubai 2009



FIFA APPROVED

Blue Stars/FIFA Youth Cup Zurich 2009



FIFA APPROVED

FIFA Confederations Cup South Africa 2009

FIFA U-17 World Cup Nigeria 2009

FIFA U-20 World Cup Egypt 2009



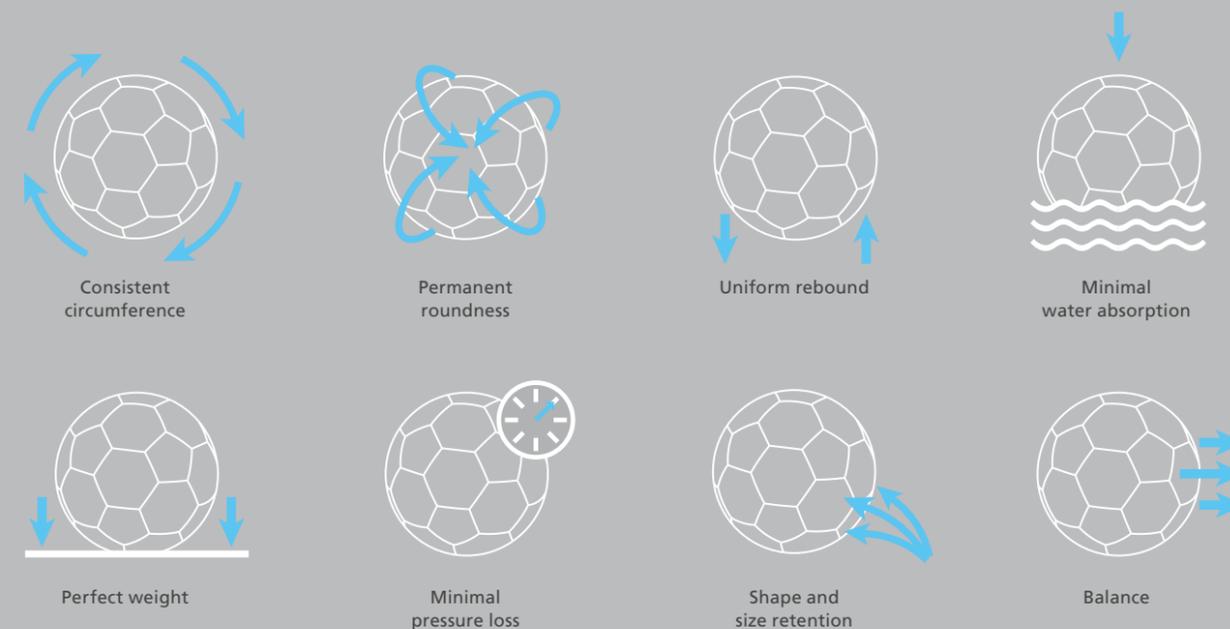
FIFA APPROVED

2010 FIFA World Cup South Africa™

FIFA Club World Cup UAE 2009

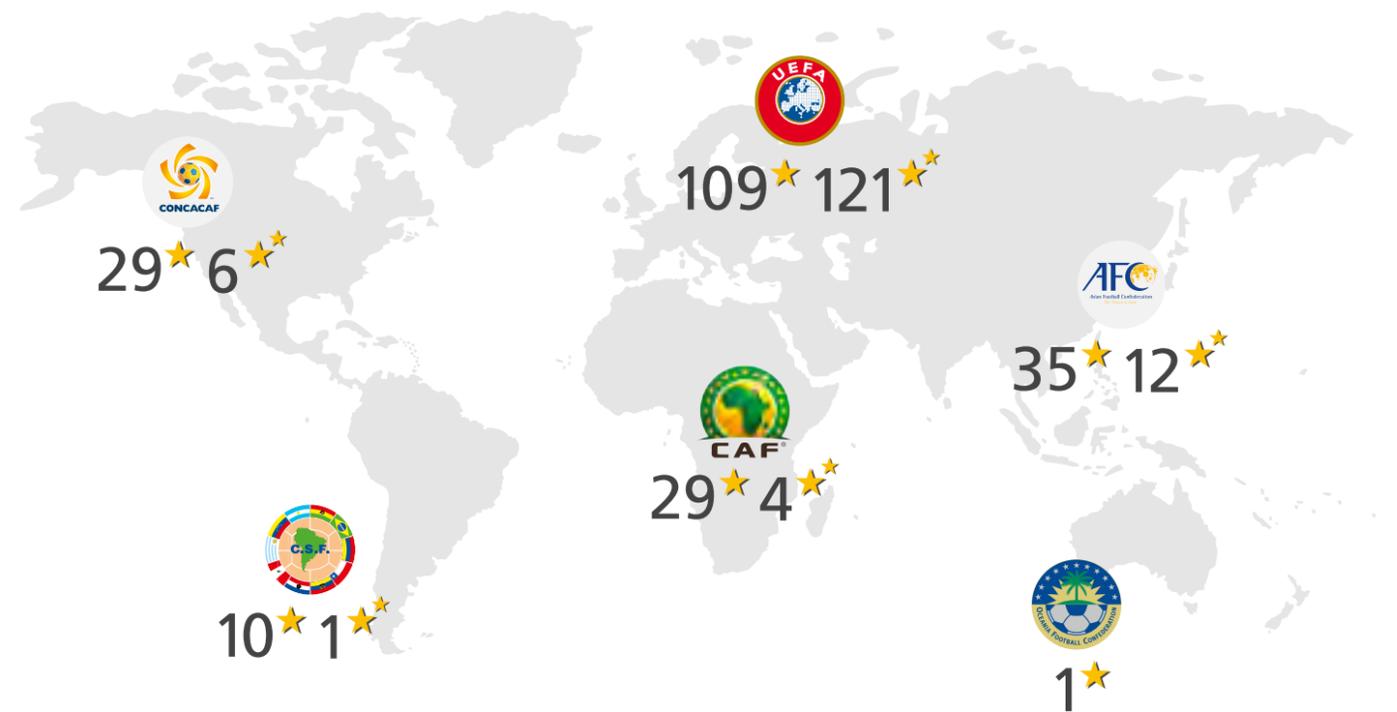
Football tests

Professional players and up-and-coming stars all need the best possible footballs to be able to perfect their skills. A football must respond in the same way every time it is struck, whether it is in the 90th minute or straight from the first kick-off. The smallest defect affects the flight of the ball, its conduct on the pitch and ultimately the entire match.



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Football turf pitches (as at 31 March 2010)



www.FIFA.com/footballturf



FIFA Quality Concept for Football Turf

Good pitches all year round

With its commitment to first-rate artificial surfaces, FIFA has responded to the growing demand for football on football turf – chiefly in regions where the climate makes it impossible to organise football matches on good condition natural turf pitches all year round. Football turf enables millions of footballers all around the world to indulge in their favourite sport throughout the year, and, more importantly, to do so in the best possible conditions.

2009 was a successful year for football turf, with a growing number of licensed manufacturers (25) and FIFA RECOMMENDED fields (ca. 400). Based on further development of this project, FIFA has taken another step forward with a customer-focused initiative, the “FIFA Preferred Producer Concept”, which was launched in the autumn. The scheme protects the interests of consumers when purchasing pitches as well as ensuring that artificial turf fields globally meet FIFA requirements in terms of quality, performance and safety standards. This new initiative and the benefits of a FIFA-certified football field have been communicated at several high-profile sports/football conferences and exhibitions worldwide. Furthermore, FIFA has stressed the importance of maintaining football turf on a regular basis in order to benefit fully, and in the long term, from the advantages of football turf surfaces. In addition, the football turf website (www.FIFA.com/footballturf) was redesigned and updated. A search tool now makes it easier to identify FIFA RECOMMENDED

fields worldwide and tailor-made information for the different end-users of football turf is available. Moreover, a world map shows the number of FIFA-certified fields within the confederations and indicates the demand for quality fields. The high number of football turf pitches in Africa is a result of the *Win in Africa with Africa* initiative, through which many of the planned 52 premium-quality football turf pitches for FIFA’s African associations were finished in 2009.



This quality seal means customers can rely on expert project management from inception to completion of a field by an experienced and quality-oriented FIFA Preferred Producer for Football Turf.

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Touch
the world



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FIFA Confederations Cup

Vibrant FIFA Confederations Cup bodes well for 2010

Brazil's exciting 3-2 triumph over the USA in the final was a fitting end to the FIFA Confederations Cup 2009, which succeeded both as a thrilling tournament in its own right and also as a tantalising curtain-raiser for South Africa's hosting of the 2010 FIFA World Cup™.

As well as providing a firm foundation for the 2010 hosts to build upon, the FIFA Confederations Cup also helped dispel many preconceptions about South Africa's ability to host a world-class event. The tournament has long been regarded as an appetiser for the following year's World Cup – an event that will be even more historic than usual in 2010 when the world is set to celebrate the first-ever FIFA World Cup to be played on African soil.

FIFA President Joseph S. Blatter gave the organisation of the FIFA Confederations Cup 2009 a scorecard of 7.5, but it was the action on the field that buoyed the football enthusiasts who braved the chill South African winter to watch some of the most decorated players in world football today in action. Epic battles were fought, upsets occurred and high-quality football was on display as the best teams from each confederation battled for supremacy.

After 16 matches, Brazil reaffirmed their status as one of the best teams in the world by claiming the FIFA Confederations Cup title for the second successive time. The *Seleção* made it look easy and even though they were cornered by the USA for 45 minutes in the final, it was their calmness and composure that saw them through a magnificent comeback from 2-0 down. While the Brazilians got the accolades for their classy performance, teams like the USA and hosts South Africa also walked out of the tournament as heroes, having

put in some truly gutsy performances. The hosts, in particular, had entered the tournament as underdogs, but exceeded all expectations to reach the semi-finals, constantly carried along by the unique blare of their supporters' now famous *vuvuzela* horns.

Record TV viewing figures

Celebrated former African Player of the Year Abedi Pelé, who was also part of the FIFA Technical Study Group (TSG), was fulsome in his praise for the eight national teams that participated in the event. "This tournament saw some surprises, with so-called smaller teams such as the USA, Egypt and South Africa showing great performances. Most teams had very good organisation in defence and when they attacked, there was a lot of tactical discipline."

A total of 1,892 media representatives covered the event, amongst them 1,211 international media, and matches were broadcast to 198 countries. South Africa's semi-final match against defending champions Brazil drew an audience of 7.3 million in South Africa alone, a new record in the country's sports coverage.

The participating teams and media were highly encouraged by the performance of the organisers and the host country, noting in particular the "incredible friendliness and enthusiasm" of staff, volunteers and fans. The eight participating teams also expressed their gratitude to the organisers for the smooth running of the tournament. With what has been shown during the FIFA Confederations Cup, an even greater football spectacle can now be expected in 2010.

1 Brazil celebrate winning the FIFA Confederations Cup.

2 The *vuvuzela* is synonymous with football in South Africa.



Touch the world

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Goal celebrations by:

- 1 Spain
- 2 Brazil
- 3 USA
- 4 Egypt
- 5 South Africa



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FIFA U-20 World Cup

Festival of goals in Egypt

History was made at the FIFA U-20 World Cup Egypt 2009, where Ghana became the first African team to win this competition after beating four-time champions Brazil on penalties in an exciting final.

The tournament showed the high quality that we have come to expect from the best young players in the world. The record number of goals (167 in total) was broken, with an average of more than 3.2 goals per match, demonstrating the exciting, attacking play that has become a trademark of this event.

There were a few surprises, and it is worth mentioning that four different confederations were represented in the semi-finals. Costa Rica reached this stage of a FIFA competition for the first time, while Hungary's third-place finish was their best-ever result in a FIFA youth tournament.

Several young players showed their talent and skills, not least Ghana's Dominic Adiyiah, who received the adidas Golden Shoe as top scorer with eight goals and was also awarded the adidas Golden Ball as best player of the tournament.

From an organisational perspective, the competition was also a success. The total attendance record for a men's youth event was broken, with close to 1.3 million spectators watching the 52 matches in the stadiums, which was testament to the enthusiasm of the Egyptian fans.

The President of Egypt Hosni Mubarak and FIFA President Joseph S. Blatter took part in the opening ceremony at a packed Egyptian Army Stadium in Alexandria, which was used for the first time for the opening match between Egypt and Trinidad & Tobago.

Thanks to the support of the Egyptian government, as well as the work of the Local Organising Committee led by FIFA Executive Committee member Hany Abou Rida, the tournament was played in facilities of the highest international standards. With three new stadiums and four completely refurbished arenas, the competition is sure to have left an important legacy for football in the host country.



- 1 Ghana celebrate their victory.
- 2 The opening ceremony of the FIFA U-20 World Cup in Egypt.

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FIFA U-17 World Cup Nigeria 2009

Switzerland claim their first-ever World Cup title

At the FIFA U-17 World Cup, Switzerland ended Nigeria's dream of a triumph on home soil with a 1-0 victory. The final was a reflection of the whole tournament, in which the established order was turned on its head on more than one occasion.

The FIFA U-17 World Cup Nigeria 2009, which was staged in eight different cities, proved that the gap between "big" and "small" footballing nations is continuing to close. In securing their first-ever FIFA World Cup title, Switzerland won all seven of their matches (including one after extra time). Defending champions Nigeria made it to the final in front of around 60,000 passionate fans, only to lose narrowly after a confident performance by the Swiss. Nevertheless, Nigeria did win the Fair Play award, while Sani Emmanuel, who up to the final had not started a single match, won the adidas Golden Ball for player of the tournament. Meanwhile, Spain's Borja was top scorer with five goals and Benjamin Siegrist of Switzerland was chosen as best goalkeeper.

This was the first time at any FIFA tournament that the fair play ranking had been used to decide which team went through.

Several notable firsts

In addition to eventual winners Switzerland, Malawi and Algeria were also making their first appearance at the U-17 World Cup. Nigeria 2009 was actually Malawi's first-ever FIFA competition at any level. The United Arab Emirates achieved another notable first – in the ranking of the best third-placed teams after the group stage, they were level with Brazil and the Netherlands on points and goals, and only qualified for the last 16 because they had received fewer yellow cards. This was the first time at any FIFA tournament that the fair play ranking had been used to decide which team went through. The FIFA U-17 World Cup Nigeria 2009 also saw the lowest goal average in recent history. The last time the average number of goals was below 2.90 was 1995. On the positive side, the average attendance of 14,977 has only been bettered on three previous occasions. With the exception of the Abuja National Stadium, which was built in 2003, all stadiums underwent comprehensive renovation work prior to the tournament. In addition to the courses for local doctors and physiotherapists organised by FIFA, at which specialist medical knowledge was imparted, the stadiums constitute a valuable legacy for the future of Nigerian football.

The Swiss U-17 team celebrate claiming the country's first FIFA title.



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FIFA Beach Soccer World Cup Dubai 2009

Brazil unbeatable

Asia played host to the FIFA Beach Soccer World Cup for the first time and Dubai lived up to its reputation as an extraordinary city by providing the teams and their legions of fans with an outstanding stadium and facilities.

The tournament, now in its fifth year, was played in Dubai amid a party atmosphere. Three of the 16 participating teams – Côte d'Ivoire, Costa Rica and Switzerland – were making their debut, highlighting the constant evolution of this form of football, which is no longer the preserve of countries with a coastline.

Switzerland had a fantastic debut at the tournament, finishing runners-up. The architect of their success, Stankovic, wowed the crowds with his bicycle kicks and 16 goals, which earned him the adidas Golden Shoe award for top goalscorer and the adidas Golden Ball for the best player of the tournament, as voted by journalists. This year's tournament had a familiar feel, given that the Brazilians lifted the trophy for the fourth consecutive year. They dominated in the final against Switzerland, and ran out 10-5 winners. Brazil's goalkeeper, Mao, was rewarded with the adidas Golden Glove.

Portugal overcame a combative Uruguayan side to secure third place. Portuguese captain Madjer once again displayed his formidable talents and went home

with two silver adidas awards. Japan and Russia were joint winners of the Fair Play Award in recognition of their exemplary conduct on the pitch and towards their opponents.

The FIFA Beach Soccer World Cup 2009 was the first to be organised under a new format, involving 32 matches played over only seven days. Despite the short timeframe, the players were up to the task, and there was no shortage of thrilling play and goals. In fact, the Dubai edition was the second-highest scoring tournament after Rio de Janeiro 2006.

Beach soccer is currently undergoing rapid development and the World Cup is an increasingly attractive tournament. From now on, the competition will take place every two years, and no fewer than 13 countries have submitted bids to host the 2011 and 2013 editions.

Snapshots from the FIFA Beach Soccer World Cup (from left to right: Spain, Switzerland and Uruguay).



Sixteen teams did battle for the beach soccer crown on Jumeirah Beach.

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The week of the Final Draw

All set for 2010

Important decisions were taken in connection with the 2010 FIFA World Cup™. The 32 participating teams were drawn into eight groups, significantly increased prize money was announced and the new match ball was presented. Last but not least, the first of around 20 Football for Hope Centres was opened.

The official turning-on of the festive season lights in downtown Cape Town on 29 November 2009 provided the perfect setting for the week of the Final Draw for the 2010 FIFA World Cup™. FIFA Secretary General Jérôme Valcke was greeted by more than 120,000 Capetonians as he took to the stage along with Cape Town mayor Dan Plato on Adderley Street.

The FIFA Executive Committee met on Robben Island, the former island prison, located 7km off the coast of Cape Town. This is a venue of particular significance to FIFA, as it was here that Nelson Mandela spent 18 years in prison during the apartheid era in South Africa and where the inmates founded the Makana Football Association, recognised by FIFA as its first honorary member association in 2007. "This is more than a historic day for the Executive Committee and myself, because Robben Island has written a crucial part of the history of humanity," said President Joseph S. Blatter.

The representatives of the 32 participating member associations welcomed the decision by the FIFA Executive Committee to increase prize money for the 2010 FIFA World Cup South Africa™ from USD 261.4 million (for the 2006 World Cup, CHF 332 million at the time) to USD 420 million.

"Jabulani" unveiled

On 4 December, the long-awaited official match ball for the 2010 FIFA World Cup™ was revealed. Its name, "Jabulani", means "to celebrate" in isiZulu, which was exactly what the 50,000 people at the FIFA Fan Fest™ on Long Street had gathered for as they waited for the

broadcast of the Final Draw. It was a long night with a great atmosphere full of dancing, singing and *vuvuzelas* and gave the people a taste of what the FIFA World Cup™ will be like in a few months' time.

Spectacular show

The Final Draw at the International Convention Centre in Cape Town was accompanied by a spectacular show, the first highlight of which was a video message by former President Nelson Mandela. Well-known figures from the world of politics and sport appeared on stage and musical entertainment came courtesy of Johnny Clegg and Angélique Kidjo before FIFA Secretary General Jérôme Valcke and Oscar-winning actress Charlize Theron successfully carried out the draw itself.

The week-long Final Draw itinerary ended on a high note with the opening of the first Football for Hope Centre in Khayelitsha on 5 December. The centre is the first of 20 community centres to be built across Africa by FIFA as part of its Official Campaign, 20 Centres for 2010.



Outcome of the Final Draw for the 2010 FIFA World Cup™

GROUP A	GROUP B	GROUP C	GROUP D
1 South Africa	1 Argentina	1 England	1 Germany
2 Mexico	2 Nigeria	2 USA	2 Australia
3 Uruguay	3 Korea Republic	3 Algeria	3 Serbia
4 France	4 Greece	4 Slovenia	4 Ghana
GROUP E	GROUP F	GROUP G	GROUP H
1 Netherlands	1 Italy	1 Brazil	1 Spain
2 Denmark	2 Paraguay	2 Korea DPR	2 Switzerland
3 Japan	3 New Zealand	3 Côte d'Ivoire	3 Honduras
4 Cameroon	4 Slovakia	4 Portugal	4 Chile

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FIFA Club World Cup UAE 2009

Trophy stays in Europe

The FIFA Club World Cup 2009 presented by TOYOTA saw a new host country and a new champion, as Barcelona overcame Estudiantes de la Plata 2-1 in an exhilarating final in Abu Dhabi's Zayed Sports City Stadium.



In the sixth edition of the competition, the final again pitted the continental champions of Europe against their South American counterparts, but neither side had it easy on their way to the final.

The tournament started off with Auckland City taking on Dubai's Al Ahli, champions of the inaugural UAE domestic championship. Under the calm leadership of head coach Paul Posa and captain Ivan Vicelich, the *Kiwis* continued what had been a great 2009 for New Zealand football. After failing to score in their two matches in 2006 and portrayed by the media as the underdogs due to their non-professional status, Posa's men ran out 2-0 victors, with goals from Adam Dickinson and Chad Coombes, to set up a quarter-final against Atlante of Mexico.

In the first quarter-final, TP Mazembe of Congo DR played Pohang Steelers, winners of the AFC Champions League just a month earlier. Mbenza Bedi's superb strike gave the African champions the advantage, but Denilson's second-half double swung the game in the Asians' favour, despite the heroics of Mazembe's goalkeeper Muteba Kidiaba. Kidiaba's goal celebration earlier in the match, as he bunny-hopped across his area after Bedi scored, will live long in the memory of those who witnessed it.

Defying the rain

Whilst Pohang set themselves up for a semi-final with Estudiantes, the winner of the match between Auckland City and Atlante knew their reward would be an encounter against Barcelona in the second semi-final. Atlante eventually cantered to a 3-0 victory, with goals from Daniel Arreola, Christian Bermudez and Lucas Silva ample reward for controlling 75% of possession during the game.

The two semi-finals provided plenty of action and drama for the supporters, almost equalled off the pitch after a torrential rain storm flooded the media centre and dressing room of the Mohammed Bin Zayed Stadium on 13 December. The LOC worked tirelessly and through

the night to ensure that the match between Estudiantes and Pohang Steelers went ahead as scheduled, efforts that were hailed by FIFA President Joseph S. Blatter and the chairman of the Organising Committee for the FIFA Club World Cup, Chuck Blazer.

Cheering on Alejandro Sabella's side were a vocal contingent of around 3,000 fans who had travelled all the way from Buenos Aires, some of whom were alleged to have sold their cars to fund their trip to Abu Dhabi. Their efforts were rewarded when Estudiantes booked their final spot with a bruising 2-1 win against Pohang Steelers, who finished with eight men and striker Denilson playing in goal. Barcelona, meanwhile, came from a goal behind against Atlante to win 3-1, Messi making an almost instant impact by giving *Barça* the lead within two minutes of entering the fray.

A total of 133,724 spectators witnessed some hugely exciting football during the eight matches in Abu Dhabi, and Lionel Messi capped a masterful performance by being crowned the adidas Golden Ball and TOYOTA Award winner by the FIFA Technical Study Group.

"If you're talking about all the trophies, then there's no other side that has achieved what we have this year."

Lionel Messi

Barcelona coach Josep Guardiola is raised aloft by his victorious team.

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FIFA/Coca-Cola World Rankings

Spain and the USA on top again

European champions Spain ended the year at the top of the FIFA/Coca-Cola World Ranking thanks to their record of 15 wins in 16 games, which also helped them to defend the Team of the Year title that they claimed last year. There was also no change at the top of the women's ranking with the USA still leading the way and Germany only slightly behind.



Once again the Teams of the Year in the FIFA/Coca-Cola World Ranking: Spain (men) and the USA (women).

With 850 men's matches and 304 women's matches, the 2009 footballing year saw a slight decrease in the number of international "A" matches played in comparison with the previous year. The decrease was little surprise, however, since fewer games are traditionally played in the last year of World Cup qualifying than at the beginning of the campaign. While 425 qualifying matches for the 2010 FIFA World Cup South Africa™ were played in 2008, there were "only" 332 in 2009. Nevertheless, the overall total of 1,154 international matches provided the perfect basis for meaningful world rankings in both the men's and women's game.

Status quo at the top

Leadership of the men's ranking changed hands six times in 2007, but in both 2008 and 2009 there was only one brief change at the top, as in 2009 Spain paid a heavy price for their semi-final defeat to the USA at the FIFA Confederations Cup in South Africa, losing top spot in the world ranking to Brazil between July and October as well as the opportunity to set a new record for the longest unbeaten run. Spain's 35 matches without defeat did, however, equal the previous high mark set by Brazil.

In the women's ranking, the end of the year saw the USA once again on top. The Americans have not relinquished first place since claiming it back in March 2008. Their record in 2009 was just as impressive: seven victories and only one defeat (to Sweden in a penalty shoot-out in the Algarve Cup final).

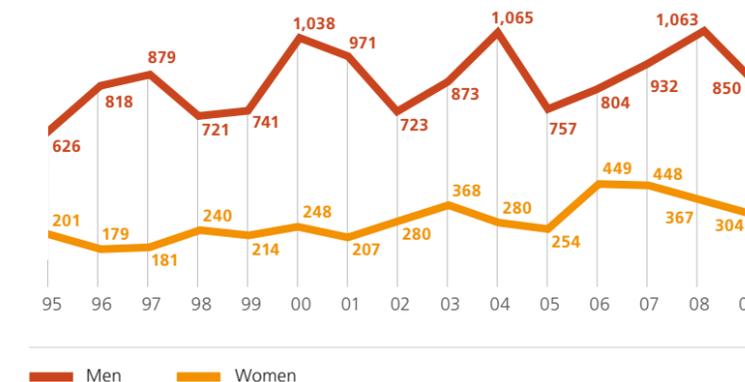
The most valuable match in terms of the FIFA/Coca-Cola World Ranking was Brazil's 3-0 victory over world champions Italy at the FIFA Confederations Cup in South Africa. In women's football, the USA's 1-0 away win in a friendly against Germany generated the most points.

Major importance

The FIFA world rankings serve as an objective indicator of a team's current performance for the international sports media and FIFA's member associations. To a certain extent, the rankings also reflect teams' progress but they also help to decide the groups for FIFA competitions. The men's world ranking, for example, was used to determine which teams were in which pots for the draws for the preliminary competition and the final competition of the 2010 FIFA World Cup™.

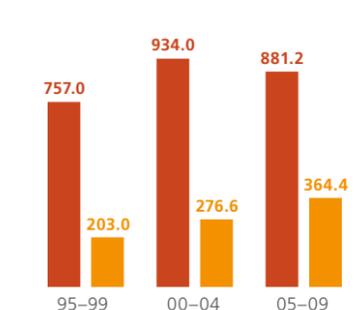
"A" matches 1995-2009

Total per year



"A" matches 1995-2009

Annual average over a five-year period



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Marta (Brazil) and Lionel Messi (Argentina) with their awards.



FIFA World Player Gala 2009

Marta and Messi reign supreme

Having moved from the Zurich Opera House to the city's *Kongresshaus*, there was a new flavour to the 19th FIFA World Player Gala. The last major date in the 2009 footballing calendar was marked by a number of firsts and innovations.

For the fourth year in a row, the magical Brazilian Marta was voted FIFA Women's World Player. She thus became the first women to have won the award four times since its introduction in 2001. Marta finished some distance ahead of Germany's Birgit Prinz and England's Kelly Smith. After a sensational season, the Brazilian was in no danger of losing her crown.

It was then the men's turn to receive their honours. After finishing runner-up to both Kaká in 2007 and Cristiano Ronaldo in 2008, 22-year-old Lionel Messi finally claimed the FIFA World Player title. The young Argentinian had been in such irresistible form for Barcelona in 2009 that there was barely any suspense. He finished ahead of Portugal's Cristiano Ronaldo and Spain's Xavi.

In the evening's most emotional moment, the FIFA Fair Play Award was posthumously awarded to Sir Bobby Robson, who passed away on 31 July 2009 at the age of 76. The world of football was quick to pay tribute to this passionate, dedicated, generous and courteous man. His award was presented to Lady Elsie Robson, the widow of the legendary English player and coach.

Two new awards

Two awards were also presented at the Gala for the first time – the FIFA/FIFPro World XI and the FIFA Puskás Award. The FIFA/FIFPro World XI pays tribute to the best player in each position as voted by more than 50,000 professional players across the globe. In 2009, the line-up consisted of Iker Casillas in goal, Daniel Alves, Nemanja Vidic, John Terry and Patrice Evra in defence, Steven Gerrard, Xavi and Andrés Iniesta in midfield and finally Lionel Messi, Cristiano Ronaldo and Fernando Torres in attack.

The FIFA Puskás Award was created in honour of the legendary member of the Hungary and Real Madrid sides of the 1950s and goes to the scorer of the most beautiful goal of the year as voted online by more than 120,000 FIFA.com users. In the end, they plumped for Cristiano Ronaldo's magnificent strike from 40 yards out against Porto in the UEFA Champions League quarter-finals.

Her Majesty Queen Rania Al Abdullah of Jordan received the FIFA Presidential Award for her exemplary commitment to providing education to children all over the world and her significant involvement as co-chair and fervent supporter of the "1GOAL – Education for All" campaign. The campaign was launched in London in August 2009 and is aimed at children who do not have the opportunity to go to school.

Finally, the Chinese Football Association won the FIFA Development Award for its investment in the FIFA Grassroots programme. The programme, which was launched in 44 cities across the country with more than a million children taking part, will enable China to broaden its focus to include not only elite football but also young players.



Her Majesty Queen Rania Al Abdullah of Jordan receives the FIFA Presidential Award.

4

Build a
better future



Corporate social responsibility	72
Football for Hope	74
Fair play and anti-discrimination	81

“Our mission as world football’s governing body is to develop the game all around the world and to use the power of football for positive social change. We are honoured to join the Clinton Global Initiative.”

Jérôme Valcke



FIFA's social responsibility

FIFA grabs the world's attention

The Football for Hope Forum in June 2009, the invitation to the Clinton Global Initiative in September and the opening of the first Football for Hope Centre in Khayelitsha in December were the highlights of a very successful year for FIFA's Corporate Social Responsibility Department.

In 2009, FIFA also supported 42 Football for Hope programmes around the world and continued its Fair Play and anti-discrimination campaigns. As part of its activities ahead of the first FIFA World Cup™ in Africa, it signed up to two global campaigns to promote education (1GOAL) and fight malaria (United Against Malaria).

Recognition of FIFA's social commitment

The projects and meetings that took place in 2009 once again underlined football's immense power to build a better future, a power which international institutions and companies are waking up to in even greater number.

As part of its Football for Hope movement, FIFA joined forces with the Inter-American Development Bank to launch a project to support social organisations and also integrated its commercial partners into its social development and support projects.

The invitation to join the Clinton Global Initiative and collaborate with the private sector, non-governmental organisations and other global leaders to solve the world's most pressing problems is undoubted recognition of FIFA's successful achievements in the area of social development.



left: (from l. to. r.)
Jessica Alba, Jérôme
Valcke, Queen Rania,
right: Bill Clinton

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Football for Hope

The movement is growing

Led by FIFA and streetfootballworld, Football for Hope supports programmes all over the world that combine football and social development, thereby addressing challenges in local communities. This support includes funding and equipment, as well as projects that offer training, capacity-building and know-how exchange on various topics.

The organisations that run programmes on the ground are the driving force behind the Football for Hope movement – and the communities where they work are the main beneficiaries.

Since its inception, Football for Hope has supported more than 80 football-based programmes in over 50 countries around the world. In 2009, the Football for Hope movement provided assistance to 42 programmes in as many organisations and 14 new organisations joined the movement (see list).

Eligibility criteria for programme support

Football for Hope supports programmes run by organisations which:

- > are legally registered entities with non-governmental status (e.g. NGO, CBO, charity);
- > are politically and religiously independent and not for profit;
- > are non-discriminatory in every way (e.g. social, ethnic, racial, religious, gender-based);
- > use football to address social issues and promote social development;
- > have ongoing programmes that target children and young people;
- > are financially sustainable and have a long-term approach.

“Through Football for Hope, FIFA supports organisations that consciously use the appeal of football to promote social development, education, health and integration.”

Joseph S. Blatter, FIFA President

FIFA President Joseph S. Blatter at the inaugural Football for Hope Forum



The 14 new organisations in the Football for Hope movement

Europe

Cross Cultures Project Association (Croatia)
Sport Against Racism (Ireland)
Dads Against Drugs (UK)

Asia/Oceania

Football United (Australia)
Krida Vikas Sanstha (India)
Spirit of Soccer (Iraq)
Tuloy Foundation (Philippines)

Africa

Kick4Life (Lesotho)
Right to Play (Mali)

North America

America Scores (USA)
Starfinder Foundation (USA)

South America

Fundación Estudio para un Hermano „Educere” (Chile)
Fundación de las Américas para el Desarrollo (Ecuador)
Gurises Unidos (Uruguay)

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Football for Hope Ambassador Lucas Radebe visits the Play Soccer organisation in Finetown, South Africa

Football for Hope Forum 2009

Experts gather to discuss “development through football”

The two main goals of the first Football for Hope Forum in Vanderbijlpark near Johannesburg were to enable experts in the field of social development through football to share their experiences and discuss the future of the Football for Hope movement.

Over 140 global experts gathered at the three-day forum, which took place in South Africa during the FIFA Confederations Cup 2009, to share their experiences and methods of using football in the field of social development.

This first Football for Hope Forum not only represented a milestone for the Football for Hope movement and its founders FIFA and streetfootballworld but was also one of the first forums to specifically address the topic of football and development collaboration. In addition to the presentations and lively discussions in the 20 workshops and panel discussions, participants were also given the opportunity to learn more about fundraising, communications and web platforms.

One of the highlights of the Forum was the opportunity to see the theory in action, with a field visit to the Play Soccer site at Finetown. Play Soccer is an organisation that uses football to teach children valuable life skills, from healthy eating and how to cope with peer pressure up to issues such as HIV and Aids. As a member of the Football for Hope movement, Play Soccer is an example of the kind of organisations the Forum sought to support. Delegates from the Forum had the opportunity to travel to Finetown, a township on the outskirts of Johannesburg, to see the programme first hand. They were joined on the visit by former South African national team captain Lucas Radebe who got involved with the exercises.



“I am proud to have joined such a distinguished group of international experts at the Football for Hope Forum. Football is much more than just a game here in Africa; when it is combined with health and education it can make the difference to a child’s future. The forum will help organisations that work every day to improve social issues here in Africa and around the world.”

Lucas Radebe, former South African International



“This forum is fantastic. I met so many interesting people who gave me confidence that I am not alone with the issues my organisation faces every day. Where else would I get the chance to meet the United Nations and the FIFA President from my small corner of Kenya? We have all been brought together by the Football for Hope Forum.”

Margaret Balawa from “Moving the Goalposts”



From left to right: Federico Addiechi (FIFA Head of Corporate Social Responsibility), Lucas Radebe (Football for Hope Ambassador), Willi Lemke (UN Special Adviser on Sport), Joseph S. Blatter (FIFA President), Dr Irvin Khoza (LOC chairman), Senes Erzik (FIFA Executive Committee member), Jürgen Griesbeck (founder and CEO of streetfootballworld).



The Official Campaign of the 2010 FIFA World Cup South Africa™

The first Football for Hope Centre was opened in Khayelitsha, South Africa on 5 December 2009. The aim of this Official Campaign is to develop education, public health and football community centres across Africa which enable sustained social development.



Build a better future

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The centre in Khayelitsha was built in an area once known for its high levels of crime and violence and is part of an initiative to enhance and breathe new life into the community. It is led by the South African NGO Grassroot Soccer, which teaches young people about HIV/Aids through football and thus protects them against the risk of infection.

When choosing the location and constructing the centres, the Football for Hope movement places particular focus on ensuring that they are welcomed and accepted by all stakeholders and will remain operational in the long term.

Further progress was made on the implementation of Football for Hope Centres in Kenya, Mali, Namibia, Ghana and Rwanda, also in collaboration with local organisations. The following are just some of the milestones that were reached:

- > Ground-breaking ceremony for the Baguineda Football for Hope Centre in Mali (24 September 2009)
- > Two multi-day planning workshops in South Africa attended by those responsible for all of the centres under development (June and December)
- > Several site visits to inspect the plans in Ghana, Kenya, Mali, Namibia, Rwanda and South Africa
- > Studies analysing and evaluating the challenges and requirements in the relevant communities in Kenya, Mali and Namibia
- > Decisions on location of Football for Hope Centres 7 to 10 in South Africa, Zambia and Lesotho

"20 Centres for 2010"

20 Centres for 2010, the Official Campaign of the 2010 FIFA World Cup South Africa™, aims to bring about social change by building 20 Football for Hope Centres. These centres consist of 200m² buildings equipped with offices, classrooms, common areas for community gatherings and a 40x20m football turf pitch. The centres will be managed by local organisations which focus on education and health-care programmes for young people.

"Our Official Campaign is not about delivering emergency aid but about ensuring long-term development work in which sustainability plays a key role."

Jérôme Valcke, FIFA Secretary General



Dr Gabriele Inaara Begum Aga Khan (left), FIFA President Joseph S. Blatter and Helen Zille at the opening of the first Football for Hope Centre in Khayelitsha.

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Regional Football for Hope Festival

More than just a youth football tournament

A regional Football for Hope Festival took place after the Final Draw for the 2010 FIFA World Cup™, in Cape Town, South Africa on 5 and 6 December 2009. The event was held to celebrate the inauguration of the first Football for Hope Centre, which had been constructed in the community of Khayelitsha.

A regional Football for Hope Festival took place after the Final Draw for the 2010 FIFA World Cup™, in Cape Town, South Africa on 5 and 6 December 2009. The event was held to celebrate the inauguration of the first Football for Hope Centre, which had been constructed in the community of Khayelitsha.

The celebrations included a football tournament, held at the centre, where the young participants negotiated their own rules – without referees – to promote communication, understanding and respect. The mixed-gender teams from Namibia, Lesotho, Zambia, Brazil and South Africa represented organisations from the Football for Hope movement that are using football to address

Organisations that participated in the Centre Kick Off:

- > Local host: Grassroot Soccer
- > Brazil: EPROCAD / Formacao
- > Lesotho: Kick 4 Life
- > Namibia: Special Olympics / NawaLife Trust
- > South Africa: Play Soccer
- > South Africa: Altus Sport Vuma
- > South Africa: WhizzKids United
- > Zambia: Kalusha Bwalya Foundation / Zambia Street Football Network

social challenges in their communities. During breaks between matches, various artists and musicians from the community of Khayelitsha entertained the crowds.

In the lead-up to the tournament, a variety of workshops, excursions and inter-cultural activities took place. In the framework of the FIFA Partners' CSR programme, the young participants had the opportunity to learn some basic photography skills using Sony cameras while the trainers studied and practised coaching techniques during Coerver Coaching sessions organised in collaboration with adidas. Furthermore, the participants participated in "Skillz", an HIV/Aids awareness and prevention programme offered by Grassroot Soccer, which is also the organisation that manages the Football for Hope Centre in Khayelitsha.

Highlights for the youngsters included singing on the bus en route to Cape Point and competing for the Centre Kick Off trophy on a newly laid football turf pitch in front of a crowd of lively supporters. But for many, the most memorable event was a forum held one evening during which the youngsters shared personal stories about overcoming challenges. Despite coming from different countries and backgrounds, they were visibly moved by each others words and found many similarities and parallels to their own lives. They left feeling emboldened by their common hopes for the future.

The Centre Kick Off was organised by FIFA and streetfootballworld, along with the 2010 FIFA World Cup Organising Committee South Africa, the Province of the Western Cape, the City of Cape Town, the South African Football Association, the Khayelitsha Development Forum and Grassroot Soccer.

Fair play and anti-discrimination

Football's core values

In 2009, as in every year since the introduction of the FIFA Fair Play Days in 1997, the member associations were asked to organise fair play activities at their national team and league matches between 5 and 9 September.

Around 70 member associations responded to this call and raised awareness among players, coaches, referees, officials and spectators of topics such as equality, fairness and solidarity through activities held before the matches.

FIFA also used its own tournaments as a platform to raise awareness of fair play and anti-discrimination. The semi-final and quarter-final matches during the FIFA Confederations Cup in South African and the FIFA U-20 World Cup in Egypt were used to promote this topic. Immediately before the match, the captains

read out a declaration pledging their and their team's commitment to fair play, equality and solidarity, and called on spectators to support them in this cause.

"Fair play should come before anything else in football."

Joseph S. Blatter, FIFA President



Korea Republic and Ghana line up before their quarter-final encounter in the FIFA U-20 World Cup.

5

Marketing,
TV and law



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New sponsors

Successful marketing

Despite the worldwide economic downturn, the FIFA World Cup™ remains a highly attractive communication platform for commercial brands. 2009 was another successful year in terms of sponsorship sales, with a number of deals concluded.

The latest addition to the group of FIFA World Cup Sponsors is Yingli Solar. This represents a significant step for FIFA's sponsorship sales as Yingli are not only the first sponsor from the renewable energy category, but also the first-ever Chinese sponsor of the FIFA World Cup. The FIFA World Cup Sponsor tier was also boosted by Continental's commitment to remain on board for another FIFA World Cup cycle until at least 2014. Shortly before this report went to press, the sixth and final National Supporter contract was awarded to Shanduka Aggreko (power generation and temperature control). In the year covered by this report, three other South African companies, Neo Africa (lifestyle services), BP South Africa (fuel) and PRASA (rail transportation), have also signed up as National Supporters, thus filling all of the slots in this category.

2014 FIFA World Cup Brazil™

The sales of sponsorship agreements for the 2014 FIFA World Cup™ in Brazil kicked off early in 2009 in the shape of an agreement with Itaú. The Brazilian bank signed as the first National Supporter in the retail banking product category in April 2009. A second National Supporter agreement for this tournament was being finalised at the time of going to press.

FIFA Women's World Cup Germany 2011™

"THE BEAUTIFUL SIDE OF 20EVEN!" has been extremely successful in attracting National Supporters for the FIFA Women's World Cup 2011. Five of the six National Supporters were announced more than two years prior to the kick-off of the tournament, with Allianz, REWE, Deutsche Post, Deutsche Telekom and Commerzbank having already signed deals.



Yingli Solar are the first-ever Chinese sponsor of the FIFA World Cup.

LED boards

A first for FIFA

Experts have been predicting for many years that LED advertising boards would be a success. FIFA first made this cutting-edge technology available to its Commercial Affiliates at the FIFA Confederations Cup in South Africa in 2009.



Many are predicting a bright future for this innovative form of advertising.

LED advertising boards were used by FIFA for the very first time at the FIFA Confederations Cup 2009 in South Africa. This is a clear indication of FIFA moving with the times and offering our Commercial Affiliates the most cutting-edge platforms for association with FIFA events. After months of trying and testing various LED systems, FIFA chose to team up with AIM Marketing AG, a market leader in LED advertising. In order to protect the integrity of the game and the commercial environment surrounding FIFA events, FIFA only allows static messages on the LED system. This is to avoid any potential intrusion on the viewing experience for both television viewers and fans in the stadium.

State-of-the-art boards

The LEDs were used at every match at the FIFA Confederations Cup and were widely seen as a huge success. Not only did the boards look great on television, but they were seen favourably by fans attending matches in the stadiums, 87% of whom stated that they looked "stylish and modern".

Another advantage that the LED boards offer to the Commercial Affiliates is the flexibility in messaging. There are great opportunities for brands to focus on multiple messages during the tournament.

Finally, FIFA was able to integrate several crucial messages as well as gaining some exposure for its various initiatives and even giving Zakumi some airtime. LED boards will once more be in use at every venue during the 2010 FIFA World Cup™.

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Marketing

Launch of FIFA Marketing Highlights

Since the FIFA U-20 World Cup in Egypt, marketing highlights have been captured in the newly launched FIFA Marketing Highlights report, and for the first time football fans are able to buy a range of products from FIFA's e-shop.

These new reports aim to encapsulate the experience and emotion associated with football in a new, fresh and dynamic way. The reader receives a vivid insight into the tournament as a whole, reflecting on the whole lifespan of the event – from the development of the official marks to the Final Draw, right up until the final whistle of the final game. FIFA Commercial Affiliate activation is a key focus of the report, with documentation of all sponsor activity accompanied by striking visual portrayals as captured at the event by FIFA Marketing's designated photographer. Three Marketing Highlights reports have now been completed, for the FIFA U-20 World Cup Egypt 2009, the FIFA U-17 World Cup Nigeria 2009 and the FIFA Beach Soccer World Cup Dubai 2009.

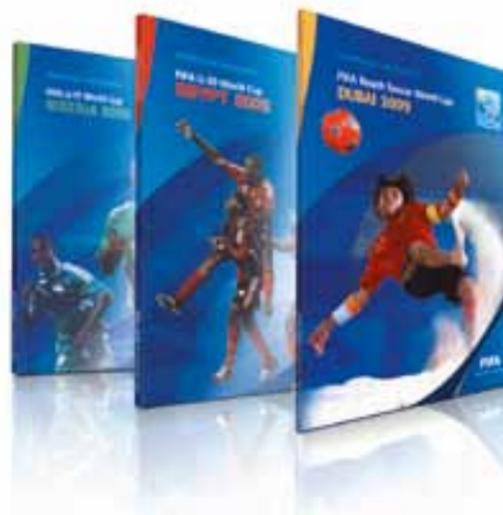
FIFA clinches an online double

The online FIFA Activity Report enjoyed a quick rise to prominence. In only its second year, the multimedia presentation of FIFA's work on the ground won two platinum awards at the 2009 Spotlight Awards of the League of American Communications Professionals – taking the plaudits in the "Most Inspirational communications material" and "Web / Multimedia / Interactive" categories. (www.fifa-e-activityreport.com)

The new reports detail the marketing activities for FIFA's events.

FIFA e-shop launched

In December FIFA launched a brand new e-commerce platform on FIFA.com where football fans worldwide have the opportunity to buy items from FIFA's official website for the first time ever. The site offers FIFA's new sports lifestyle clothing ranges, FIFA Collections, as well as event merchandise for several FIFA tournaments, including the upcoming FIFA World Cup in South Africa. Team-related products are also available, offering football fans the chance to show their devotion to their favourite teams.



Fan programme

Celebrate and savour

Exclusive hospitality packages turn the FIFA World Cup™ into an unforgettable experience for guests. FIFA's official public viewing events meanwhile are another major attraction, not only in host nations but also in countries all around the world.

Hospitality programmes are an important part of FIFA's events, with many high-profile individuals, celebrities and VIPs attending matches. Hospitality is a key component of Commercial Affiliates' on-site rights and helps them to strengthen customer relationships, or to reward key employees.

During the FIFA Confederations Cup 2009 more than 32,700 guests enjoyed the different aspects of the hospitality programme. Commercial Affiliates hosted their guests in four venues in private skyboxes and lounges, while FIFA and the LOC invited their guests to the FIFA/LOC VIP Lounge. Over two-thirds of all hospitality guests enjoyed the services of FIFA's Commercial Hospitality programme, which supplied more than 20,000 people with a once-in-a-lifetime experience. The hospitality programme proved once more to be a great success, giving FIFA's Commercial Affiliates and their guests the chance to enjoy a host of unforgettable experiences.

FIFA Fan Fest™ on five continents

All nine South African Host Cities as well as Berlin, Mexico City, Paris, Rio de Janeiro, Rome and Sydney were unveiled at the end of 2009 as locations for the FIFA Fan Fest, the official public viewing event for football's flagship tournament. Millions of fans are expected to watch the matches live at these events and experience the unique FIFA World Cup atmosphere in these outdoor areas. Entrance to the FIFA Fan Fest is free, with all 64 matches to be broadcast on giant screens in a safe and secure environment.



FIFA Fan Fest™ on Long Street during the Final Draw for the 2010 FIFA World Cup™

Building on the success of the FIFA Fan Fest in 2006 in Germany, "the first international FIFA Fan Fest is another milestone in bringing the excitement of the FIFA World Cup to an even greater audience," said FIFA President Joseph S. Blatter. Without the support of key stakeholders, a project of this scale could not be staged. The international FIFA Fan Fest will be supported by Coca-Cola, Emirates, Hyundai/Kia and Sony as well as by the Media Rights Licensees appointed by FIFA in each of the individual territories. The South African Fan Fest is supported by MTN and Neo Africa, SABC and Coca-Cola as presenting sponsor.

Facts about the FIFA World Cup™ Trophy Tour through Africa:

76 days

72,000 km

50 countries

37 heads of state

12,300 VIPs

199,000 fans

5,500 Coca-Cola employees

3,000 media representatives

5 hours of live coverage on average per country



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The FIFA World Cup™ Trophy

Around the world in 225 days

FIFA and Coca-Cola sent the official FIFA World Cup Trophy on its longest journey to date. As a tribute to Africa and the countless fans on the continent, the FIFA World Cup Trophy Tour kicked off with an extraordinary journey through Africa. In less than 80 days, the trophy stopped off in almost every country in Africa before continuing on its journey in early 2010 to another 34 countries around the world.

On 21 September 2009, world football's greatest prize embarked on its biggest-ever global journey as part of the 225-day FIFA World Cup™ Trophy Tour by Coca-Cola. By the end of the tour the trophy will have travelled 134,017 kilometres (83,274 miles) around the globe and stopped off in 86 countries. On the first leg of the tour the trophy visited almost every nation in Africa and gave African fans the once-in-a-lifetime experience of having their picture taken with the original FIFA World Cup Trophy.

The African leg of the tour was a huge success. In 76 days the trophy travelled over 72,000 km through 50 countries. It greeted 37 heads of state, 199,000 fans and 12,300 VIPs who were also keen to have the rare opportunity to see the FIFA World Cup Trophy up close. 3,000 media representatives attended these events which resulted in five hours of live coverage on average per country.

15 January 2010 signalled the start of the global leg of the tour, with the trophy arriving in Calcutta, India ahead of 34 further scheduled stops around the world over a period of four months before arriving back in South Africa on time for the FIFA World Cup.

More than 200,000 people turned up to catch a glimpse of the World Cup Trophy.



From left to right: Ernest Bai Koroma, President of Sierra Leone, in Freetown; Yahya Jammeh, President of Gambia, in Banjul; fans in Mali

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Television

Africa on screen

In 2009, the FIFA TV Subdivision continued its work in overseeing the production, sale and distribution of valuable FIFA content around the globe, but particularly in Africa, where several key FIFA events were held.

The TV Subdivision also continued FIFA's efforts to leave a positive legacy through its activities in Africa. Together with the African Union of Broadcasters and as part of the *Win in Africa with Africa* initiative, the AUB-FIFA Broadcast Academy was established to prepare African talent on both sides of the camera and for use in the broadcasting of the events that took place in 2009 as well as, of course, the 2010 FIFA World Cup™.

FIFA events in 2009

FIFA TV was ultimately responsible for the production of over 200 hours of live football action at the FIFA Confederations Cup South Africa 2009, the FIFA U-20 World Cup Egypt 2009, the FIFA U-17 World Cup Nigeria 2009 and the FIFA Beach Soccer World Cup Dubai 2009. The FIFA Confederations Cup truly was a joint effort

between local and international workforces as some 190 local staff joined the experienced HBS (FIFA's appointed host broadcaster for the event) team to put together the international broadcast, which served as a valuable testing ground for equipment and ideas to be used at the 2010 FIFA World Cup.

Both the FIFA U-20 World Cup in Egypt and the FIFA U-17 World Cup in Nigeria made extensive use of local talent to produce the matches for television, and the international signal that was distributed to well over 100 countries for each event was of the highest quality. For the first time, the final of the FIFA U-20 World Cup was transmitted on a world feed in high definition (HD). Later in the year, the FIFA Beach Soccer World Cup and the FIFA Club World Cup took place in the United Arab Emirates, and once again the international broadcast set new standards in coverage and distribution.

Action from the World Cup play-off between Egypt and Algeria in Sudana



There were 2,000 guests at the Final Draw in Cape Town.

Final Draw

The jewel in the crown of the FIFA broadcasts in 2009 was undoubtedly the Final Draw for the 2010 FIFA World Cup™ in South Africa, held in Cape Town on 4 December. The live broadcast was successfully beamed around the world to an eager global audience.

Concert launch

The Final Draw weekend also saw the launch of an exciting new project – the Kick-Off Celebration Concert for the 2010 FIFA World Cup South Africa. To be held in Orlando Stadium in Soweto on 10 June, the day before the opening match, the concert will feature top-drawer international acts alongside local superstars, and add yet another massive global television audience to match those watching the World Cup matches themselves. Net profits from the concert will go to "20 Centres for 2010", FIFA's Official Campaign for the 2010 World Cup.

Play-off match in Africa

On 18 November 2009, a special play-off was held to decide whether Egypt or Algeria would qualify for the 2010 FIFA World Cup™ from African Group C. The match was held in Khartoum, Sudan, and as FIFA was the rights holder for this match, FIFA TV produced the match together with Sudan TV and distributed the signal to broadcasters covering approximately 80 countries, mainly in the Middle East and Europe.

Rights sales – 2010 FIFA World Cup

By December 2009, with the opening match still half a year away, the sale and placement of rights were as advanced as they had ever been for a FIFA World Cup™. The vast majority of TV rights have been placed, with rights for 200 territories already signed and sealed. Radio rights sales in key territories are well advanced too, as are broadband internet rights. The final significant body of rights left to exploit are mobile rights.

A huge live concert will mark the opening of the 2010 FIFA World Cup™.

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Fans will also be able to watch the FIFA World Cup™ on mobile phones.



Broadband and mobile project

Beyond the sale of broadband and mobile rights, FIFA TV has made a significant investment in a mobile and broadband delivery platform that will deliver best-in-class content for these two platforms. In cooperation with mobile infrastructure giant Ericsson, FIFA TV has developed a compelling offer of rich content with an optional turnkey delivery service, which will take the small-screen experience of the FIFA World Cup™ to new heights. Mobile Media Rights Agreements signed this autumn include deals with MTN (South Africa), Al Jazeera (Middle East) and Televisa (Latin America).

FIFA Films

The FIFA Films Department, which is responsible for the FIFA Films archive and new content production, has spent 2009 getting ready to deliver some major content offerings around the 2010 FIFA World Cup™. Key amongst these is the FIFA World Cup™ preview series, the 2010 Magazine Programme (a monthly update on the 2010 FIFA World Cup) and preparation for film projects during the event next year.

FIFA TV also launched, together with Sony, the 3D project for the 2010 FIFA World Cup™. The project will be managed by FIFA Films.

AUB-FIFA Broadcast Academy

In conjunction with its strategic partner, the African Broadcasting Union (AUB), FIFA TV has been active in many countries in the sub-Saharan Africa region, delivering sessions of the AUB-FIFA Broadcast Academy. The FIFA-AUB Broadcast Academy's goal is to raise standards of football coverage at the various broadcasters in the region by offering detailed tuition and transfer of knowledge from experienced football directors, commentators, cameramen and journalists. The ultimate goal is to improve the viewing experience for the African football fan while building capacity and self-sufficiency in the African broadcast community, thereby raising the commercial value of the product on offer. In 2009, six academy sessions were held, with more to come in 2010.



The 2010 FIFA World Cup will play a key role in developing fresh talent behind the cameras as well as on the pitch.

- 1 A live broadcast of a FIFA competition
- 2 Ghana line up ahead of their semi-final in the FIFA U-20 World Cup in Egypt.

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78%

of people in South Africa state an interest in football.

93%

of South Africans are proud to be hosting the FIFA World Cup™.

66%

of South Africans show a huge interest in attending the FIFA Fan Fest™.

FIFA marketing research

The numbers behind the game

In 2009, FIFA's global marketing research programme gained momentum with a wide variety of projects taking place on a global level, investigating the fundamentals of the sports and sports sponsorship scene, as well as delving further into awareness and perceptions of the FIFA brand and FIFA events.

The research highlighted once more the power of football and the FIFA World Cup™ in all corners of the world, with interest in the world's largest single-sport event growing as 2010's main event approaches. One key finding is that following the FIFA World Cup goes above and beyond traditional interest in football and sport. 46% of the global sample state an interest in football, whilst 64% declare an interest in FIFA's flagship tournament. This reinforces the notion that the FIFA World Cup appeals to a much wider demographic than typical football fans, with a large proportion of the global population being caught up in "World Cup fever". Research was also used extensively in the planning stages of several high-profile marketing initiatives in 2009, with ticketing habits in the South African market and the global phenomenon that is public viewing being put under the spotlight.

Inevitably, South Africa has been the focus for a number of additional studies, commissioned in order to provide further insights into the FIFA World Cup's host country.

Positive atmosphere

Extensive research was conducted amongst visitors to the first FIFA event of 2009 to take place on African soil, the FIFA Confederations Cup, with the aim of gaining insights into the experience of fans one year ahead of the main event. The research highlighted the positive experiences of visitors to the event, with 92% stating that the event was "a great success" and 93% commenting on the positive atmosphere created by the event.

Further to this, a public opinion tracking study has also been running at three-month intervals in South Africa, aimed at probing the feelings of the nation's people in the run-up to the kick-off of the 2010 FIFA World Cup™. Results have been fascinating, with pride, confidence and passion for the event at consistently high levels.

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Legal matters

FIFA in an increasingly litigious world

The trend towards litigiousness has continued over the past year. FIFA is faced with ever more complex legal issues relating to association law and other areas of legal practice.

In addition to the different national laws, the globalisation of football has meant that European law and international sports law have grown in importance. It is also notable that decisions by sports governing bodies that ten years ago would have been accepted without protest by the affected parties are increasingly challenged before the Court of Arbitration for Sport (CAS) in Lausanne.

This trend is a clear illustration of the importance of review by arbitration and the key role played by CAS. At the same time, awards by CAS are no longer simply accepted but are increasingly taken to the Swiss Federal Supreme Court.

Measures against betting irregularities

In order for sport to preserve its value, it is imperative that its integrity is protected and transparent basic rules are laid down so that sport cannot be exploited to serve other people's ulterior motives.

FIFA subsidiary Early Warning System GmbH has not only monitored the preliminary competition for the FIFA World Cup™, but also other FIFA competitions relevant to betting. Recent events in Europe, particularly in national and international club football, have strongly underlined the importance of early warning systems. However, associations can only protect the integrity of sport in the organised, legal markets, while activities on the black market must be addressed through national criminal law measures. A task force including representatives of INTERPOL will tackle these issues.

TMS becomes mandatory

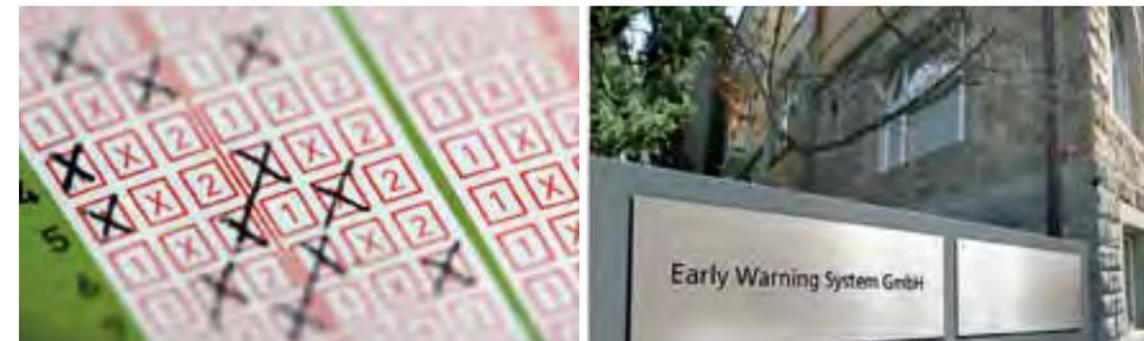
On 5 October 2009, the transfer matching system (TMS) entered into a one-year transitional phase and over the course of 2010, all member associations and around 4,000 clubs will be integrated into the system. In the period running up to October 2010, which includes two transfer windows, associations will have the chance to familiarise themselves with the new procedure. Whenever the transfer of a professional footballer takes place between associations who have both joined the system, its details will be processed electronically on the system, which will be mandatory from October 2010. With regard to the protection of minors, a sub-committee appointed by the Players' Status Committee must now approve every international transfer of a minor as well as every first registration of a minor who is not a citizen of the country where he wishes to be registered for the first time. This procedure will be implemented electronically using the transfer matching system.

Protection of contractual stability between professional players and clubs

In May CAS ordered the Brazilian midfielder Matuzalém Francelino da Silva and his Spanish Club Real Zaragoza to pay EUR 11.9 million in compensation, thus increasing the amount set in the verdict by the Dispute Resolution Chamber and clearly supporting FIFA's efforts to uphold contractual stability in football. Both bodies based their decisions on the view that art. 17 of the Regulations of the Status and Transfer of Players should strengthen contractual stability and not provide an easy way out of a contract without paying any compensation or subject to payment of a fixed price.

New contractual basis

The entire contractual basis for staging the 2018 and 2022 FIFA World Cups was revised in order to ensure a fair bid procedure and provide support in the bidding country at an early stage. Furthermore, the revised host country contracts provide FIFA with more security and more clearly define the parties' responsibilities and costs.



FIFA subsidiary Early Warning System GmbH monitors betting activities from its headquarters in Zurich.

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Creative media work in preparation for the World Cup

A media day on Robben Island, a close view of the bidders for the FIFA World Cups™ in 2018 and 2022 and media tours across South Africa provided the creative answer to the huge international media interest in the African continent.



With a view to the first-ever FIFA World Cup™ on African soil in 2010, the focus of the world's media was clearly on the African continent. Hundreds of journalists were on site to cover the FIFA U-17 and U-20 World Cups in Nigeria and Egypt, as well as the FIFA Confederations Cup in South Africa in June.

International media wanted to see how the preparations were going for the 2010 FIFA World Cup™ with one year to go and FIFA, the organising committee and South Africa Tourism organised several media awareness tours across the host country. For four days, foreign media correspondents toured South Africa in small groups of up to 15 people. In addition to visiting two stadiums, watching a Premier Soccer League match and dropping in on the first Football for Hope Centre

in Khayelitsha near Cape Town, the journalists also learned the correct way to play a *vuvuzela* and sampled official World Cup wines in Stellenbosch. The over 200 media representatives from all over the world were delighted with this pleasant and highly effective change of surroundings, which enabled them to form their own impression of the preparations for the World Cup and the host country, which is so varied and has so much to offer that many would have liked to stay a couple of days longer.

In December, close to 3,000 media representatives came to Cape Town to follow the Final Draw, of which some were invited to a media day on Robben Island coinciding with the FIFA Executive Committee meeting as well as to a special presentation event in which the bidding associations for the 2018 and 2022 FIFA World Cups™ set out the merits of their bids. The media interest continues to increase and over 12,000 media representatives have registered for the online FIFA Media Channel which will serve as the main portal of information for accredited media covering the FIFA World Cup in South Africa.

“It is hard to imagine a better appetiser for the tournament.”

Massimo Franchi (Tuttosport)

Public Relations & Internal Communications

Building solid foundations

The objective of this newly created department is to use targeted activities to generate more exposure for the variety of work carried out by FIFA, thus contributing to a better understanding of FIFA as well as improving its image.

It was firstly necessary to build foundations, select some interesting topics and represent them in an appealing and clearly understandable manner. Brochures and short films on FIFA's football development and social responsibility work were thus produced. Furthermore, the comprehensive measures and projects that FIFA has undertaken on the African continent in connection with the World Cup in order to leave a positive legacy in the long term were summarised in a well-presented brochure. The systematic listing of the advantages and possibilities that the organising of one of FIFA's many “regular” competitions brings proved to be of particular interest to member associations.

FIFA's official monthly magazine was redesigned and is now published under the title *FIFA World. Football's Untold Stories*, the series of short films with moving stories from the world of football, is also set to continue.

The content of the FIFA Congress and World Player Gala was also revised, visitor-specific presentations were held at the Home of FIFA and themed stands were erected at fairs such as the Soccerex fair in Johannesburg at the end of 2009.

Regular surveys of the South African population also reveal that the vast majority believe that the World Cup will have a positive effect on their country, both directly and indirectly, and therefore welcome the staging of the tournament in South Africa.



FIFA's stand at Soccerex focused on the legacy of the 2010 FIFA World Cup™.

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Content Management Services

Collecting, evaluating and communicating data

One of the main tasks of Content Management Services is to keep on top of the steadily increasing flow of information. The department is responsible for procuring, entering, maintaining and evaluating data, documents and images.

Content Management Services provides content for a wide range of communication channels and also gives interested parties access to its databases and physical archives.

The data management area contains a wealth of valuable information on matches, tournaments and events past and present and has managed to compile a full list of all international "A" matches played since 1872. The list, which includes almost 30,000 matches and more than 5,000 women's matches, is a real boon for fans, football historians and statisticians. As for document management, it is worth mentioning the acquisition of a detailed archive on African football. The private

collection, which features countless magazines, books, match reports and photographs, documents the unique history of football on the continent and represents a valuable addition to the existing archive. The picture database FIDOMPix has also grown and now contains some 15,000 images from around the world.

FIFA's archive contains details of the approximately 35,000 international "A" matches played since 1872.



Opening up FIFA's world

New magazine takes a fresh approach

FIFA's new monthly magazine, *FIFA World*, was launched in May 2009 with the purpose of better informing the football family, FIFA Partners and sponsors, the media, opinion leaders and the general public about FIFA's numerous activities, both on and off the football pitch.

While still retaining an interest in the top competitions and "big name" players who took centre stage in the previous *FIFA Magazine*, FIFA's new publication is primarily focused on the other work carried out by FIFA – particularly in areas that receive less attention than they generally should in mainstream media publications.

In keeping with FIFA's three-pillar mission to "develop the game, touch the world and build a better future", *FIFA World* looks behind the scenes at the efforts being undertaken on a daily basis by world football's governing body in such key areas as football development, social development through football and football medicine. Readers are kept regularly updated on news from

FIFA's various divisions and committees, and there is also coverage of a wide range of issues including developments in sports law, sponsorship, television and marketing, football administration and sports politics. In addition, FIFA's broad spectrum of competitions, from the level of youth tournaments up to the elite level of FIFA's men's and women's World Cups are of course followed closely. The magazine also offers a platform for FIFA's 208 member associations to inform readers about their own campaigns, news and activities via the monthly member associations news round-up.

FIFA World

FIFA World is published ten times a year in English, German, French and Spanish, and can be ordered in print form or by electronic download via FIFA.com (www.FIFA.com/magazine).

Member associations wishing to send contributions to the magazine can do so via email to feedback-fifaworld@fifa.org

<http://en.fifa.com/magazine>



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FIFA.com

A record-breaking year

2009 proved to be another momentous year for FIFA's official website, FIFA.com, as it continues to bring FIFA's mission to the online world. Record traffic, new sections and an increase in the number of languages from four to six with the addition of Arabic and Portuguese (Brazilian) has helped to reach even more football fans across the globe.

During the past year, the FIFA.com team completed their task of ensuring that every one of the 853 qualifiers for the 2010 FIFA World Cup South Africa™ was covered live, with the new, personalised EMIRATES MatchCast, which allowed users to follow simultaneous games, providing the biggest attraction. The website was also the place to go for everyone's FIFA World Cup™ needs in areas such as ticketing, hospitality and accommodation.

Extensive coverage and live action

The FIFA Confederations Cup in South Africa, the FIFA U-20 World Cup in Egypt, the FIFA U-17 World Cup in Nigeria and the FIFA Beach Soccer World Cup in Dubai

were all featured extensively in 2009, with live video feeds of the matches, two-minute highlight packages and exclusive editorial content all available for free. Friday, 4 December, the day of the Final Draw for South Africa 2010, proved to be the most successful day in the history of the website, as visitors flocked to FIFA.com for unparalleled coverage, which included eye-witness accounts, video interviews and exclusive photographic content.

The day's events were published in the site's newly revamped FIFA World Cup™ section, which will be focusing in depth on the 32 qualified teams, the key match-ups and the fortunes of the star players, teams and coaches before the world's biggest single-sport event kicks off on 11 June.

Members reach the million mark

With an emphasis placed on the fans since the site's re-launch in 2007, the year also saw registrations for the FIFA.com Club surpass the one-million mark. The Club allows users to personalise their FIFA.com experience, comment and make friends with fans across the globe. Club members also had the unique opportunity to vote for the inaugural winner of the Puskás Award, which was bestowed upon Cristiano Ronaldo at the FIFA World Player Gala in Zurich. FIFA.com has also been giving its users a voice, with over 300,000 comments on its stories published during the course of the year.

There have also been important innovations made in various sections of the website, such as the universally popular Classic Football and World Leagues sections, which provide the latest fixtures, results and league tables from 190 top divisions from the English Premier League to Papua New Guinea's National Soccer League.

However, the most significant developments came in About FIFA. A new homepage for the section focuses on the social, political, cultural and organisational elements of FIFA, which has resulted in a remarkable increase in visitors reading about the organisation's daily activities.

Accent on Africa

With three major tournaments and the Final Draw taking place in Africa in 2009, an extra emphasis has inevitably been placed upon the mother continent, which has seen new sections created for 20 Centres for 2010 and the FIFA World Cup™ Trophy Tour with Coca-Cola. Multimedia and editorial content for the Destination section for South Africa 2010 has also been expanded by dedicated editors working directly from the host country.

Future plans

The New Media Department has been working closely with FIFA TV to create m.FIFA.com, a mobile version of FIFA.com which will be available as of early 2010, as will a new video platform. Users will also have the opportunity to create a slogan for their team bus for the FIFA World Cup™ in the "Be There With Hyundai" promotion and the Panini Virtual Sticker Album, presented by Coca-Cola, will also be launched in early 2010.



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Facts and figures

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2022

Executive Committee



Joseph S. Blatter
President



Julio H. Grondona
Senior Vice-President

Issa Hayatou
Vice-President

Chung Mong Joon
Vice-President

Jack A. Warner
Vice-President



Ángel María Villar Llona
Vice-President

Michel Platini
Vice-President

Reynald Temarii
Vice-President

Geoff Thompson
Vice-President



Michel D'Hooghe
Member

Ricardo Terra Teixeira
Member

Mohamed bin Hammam
Member

Senes Erzik
Member

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Chuck Blazer
Member

Worawi Makudi
Member

Nicolás Leoz
Member

Junji Ogura
Member



Amos Adamu
Member

Marios Lefkaritis
Member

Jacques Anouma
Member

Franz Beckenbauer
Member



Rafael Salguero
Member

Hany Abo Rida
Member

Vitaliy Mutko
Member

Jérôme Valcke
Secretary General

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Committee meetings*

2009	Place	Committee
13 January	Zurich	Football Committee and Technical and Development Committee
3 February	Zurich	Associations Committee
4 February	Zurich	Bureau Organising Committee for the FIFA Beach Soccer World Cup
5 February	Zurich	Organising Committee for the FIFA U-17 World Cup
	Zurich	Organising Committee for the FIFA U-20 World Cup
	Zurich	Legal Committee
20 February	Zurich	Ethics Committee
9 March	Zurich	Medical Committee
16 March	Zurich	Committee for Women's Football and the FIFA Women's World Cup™
	Zurich	Organising Committee for the FIFA U-20 and U-17 Women's World Cups
	Zurich	Organising Committee for the FIFA Club World Cup
17 March	Zurich	Organising Committee for the FIFA Confederations Cup
	Zurich	Referees Committee
	Zurich	Internal Audit Committee
	Zurich	Organising Committee for the FIFA World Cup™
18 March	Zurich	Committee for Club Football
	Zurich	Players' Status Committee
19 March	Zurich	Finance Committee
19-20 March	Zurich	Executive Committee
17 April	Zurich	Committee for Fair Play and Social Responsibility
21 April	Zurich	Stadium and Security Committee

2009	Place	Committee
29 May	Nassau, Bahamas	Internal Audit Committee
30 May	Nassau, Bahamas	Finance Committee
	Nassau, Bahamas	Executive Committee
31 May	Nassau, Bahamas	Executive Committee
2 June	Nassau, Bahamas	Goal Bureau
29 September	Rio de Janeiro	Executive Committee
19 October	Zurich	Medical Committee
20 October	Zurich	Legal Committee
20-21 October	Zurich	Referees Committee
26 October	Zurich	Football Committee
	Zurich	Technical and Development Committee
27 October	Zurich	Associations Committee
	Zurich	Goal Bureau
28 October	Zurich	Players' Status Committee
	Zurich	Committee for Fair Play and Social Responsibility
29 October	Zurich	Committee for Women's Football and the FIFA Women's World Cup™
	Zurich	Organising Committee for the FIFA Club World Cup
2 December	Cape Town	Organising Committee for the FIFA World Cup™
	Cape Town	Finance Committee
	Cape Town	Extraordinary meeting of the Executive Committee
3 December	Cape Town (Robben Island)	Executive Committee
17 December	Abu Dhabi	Committee for Club Football

2010	Place	Committee
4 February	Zurich	Finance Committee
5 February	Zurich	Referees Committee
8 February	Zurich	Football Committee and Technical and Development Committee
9 February	Zurich	Associations Committee
10 February	Zurich	Players' Status Committee
11 February	Zurich	Organising Committee for the FIFA U-20 and U-17 Women's World Cups
17 February	Zurich	Legal Committee
22 February	Sun City, South Africa	Medical Committee
15 March	Zurich	Organising Committee for the FIFA U-17 World Cup
	Zurich	Organising Committee for the FIFA U-20 World Cup
	Zurich	Internal Audit Committee
	Zurich	Ethics Committee
	Zurich	Goal Bureau
16 March	Zurich	Organising Committee for the FIFA Club World Cup
17 March	Zurich	Finance Committee
18-19 March	Zurich	Executive Committee
12 April	Zurich	Stadium and Security Committee
4 June	Johannesburg	Organising Committee for the Olympic Football Tournaments

2010	Place	Committee
5 June	Johannesburg	Organising Committee for the FIFA World Cup™
	Johannesburg	Internal Audit Committee
6 June	Johannesburg	Finance Committee
6-7 June	Johannesburg	Executive Committee
5 July	Johannesburg	Organising Committee for the FIFA World Cup™
25 October	Zurich	Committee for Women's Football and the FIFA Women's World Cup™
	Zurich	Legal Committee
	Zurich	Referees Committee
26 October	Zurich	Referees Committee
	Zurich	Goal Bureau
	Zurich	Futsal and Beach Soccer Committee
	Zurich	Players' Status Committee
27 October	Zurich	Associations Committee
	Zurich	Organising Committee for the FIFA Club World Cup
28 October	Zurich	Finance Committee
	Zurich	Executive Committee
29 October	Zurich	Executive Committee
30 November	Zurich	Finance Committee
2 December	Zurich	Executive Committee
3 December	Zurich	Executive Committee
16 December	Abu Dhabi	Committee for Club Football

* As many changes and new appointments are expected in the various FIFA committees, we have decided not to include the list of members in this report.

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Results

FIFA Confederations Cup South Africa 2009

GROUP A South Africa, Iraq, New Zealand, Spain				GROUP B Brazil, Egypt, USA, Italy			
DATE	CITY	MATCH	RESULT	DATE	CITY	MATCH	RESULT
14.06.	Johannesburg	South Africa v. Iraq	0-0	15.06.	Mangaung/B.	Brazil v. Egypt	4-3 (3-1)
14.06.	Rustenburg	New Zealand v. Spain	0-5 (0-4)	15.06.	Tshwane/Pre.	USA v. Italy	1-3 (1-0)
17.06.	Mangaung/B.	Spain v. Iraq	1-0 (0-0)	18.06.	Tshwane/Pre.	USA v. Brazil	0-3 (0-2)
17.06.	Rustenburg	South Africa v. New Zealand	2-0 (1-0)	18.06.	Johannesburg	Egypt v. Italy	1-0 (1-0)
20.06.	Johannesburg	Iraq v. New Zealand	0-0	21.06.	Tshwane/Pre.	Italy v. Brazil	0-3 (0-3)
20.06.	Mangaung/B.	Spain v. South Africa	2-0 (0-0)	21.06.	Rustenburg	Egypt v. USA	0-3 (0-1)

RANKING								
	TEAM	D	W	D	L	F-A	GD	POINTS
1	Spain	3	3	0	0	8-0	8	9
2	South Africa	3	1	1	1	2-2	0	4
3	Iraq	3	0	2	1	0-1	-1	2
4	New Zealand	3	0	1	2	0-7	-7	1

RANKING								
	TEAM	D	W	D	L	F-A	GD	POINTS
1	Brazil	3	3	0	0	10-3	7	9
2	USA	3	1	0	2	4-6	-2	3
3	Italy	3	1	0	2	3-5	-2	3
4	Egypt	3	1	0	2	4-7	-3	3

SEMI-FINALS			
DATE	CITY	MATCH	RESULT
24.06.	Mangaung/B.	Spain v. USA	0-2 (0-1)
25.06.	Johannesburg	Brazil v. South Africa	1-0 (0-0)

MATCH FOR THIRD PLACE			
DATE	CITY	MATCH	RESULT
28.06.	Rustenburg	Spain v. South Africa	3-2 a.e.t. (2-2, 0-0)

FINAL			
DATE	CITY	MATCH	RESULT
28.06.	Johannesburg	USA v. Brazil	2-3 (2-0)

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FIFA U-20 World Cup Egypt 2009

GROUP A Egypt, Trinidad & Tobago, Paraguay, Italy				GROUP C USA, Germany, Cameroon, Korea Republic			
DATE	CITY	MATCH	RESULT	DATE	CITY	MATCH	RESULT
24.09.	Alexandria	Egypt v. Trinidad & Tobago	4-1 (1-1)	26.09.	Suez	USA v. Germany	0-3 (0-2)
25.09.	Cairo	Paraguay v. Italy	0-0	26.09.	Suez	Cameroon v. Korea Republic	2-0 (1-0)
28.09.	Cairo	Italy v. Trinidad & Tobago	2-1 (1-0)	29.09.	Suez	Korea Republic v. Germany	1-1 (0-1)
28.09.	Cairo	Egypt v. Paraguay	1-2 (1-1)	29.09.	Suez	USA v. Cameroon	4-1 (1-0)
01.10.	Cairo	Trinidad & Tobago v. Paraguay	0-0	02.10.	Ismailia	Germany v. Cameroon	3-0 (1-0)
01.10.	Cairo	Italy v. Egypt	2-4 (1-2)	02.10.	Suez	Korea Republic v. USA	3-0 (2-0)

RANKING

	TEAM	D	W	D	L	F-A	GD	POINTS
1	Egypt	3	2	0	1	9-5	4	6
2	Paraguay	3	1	2	0	2-1	1	5
3	Italy	3	1	1	1	4-5	-1	4
4	Trinidad u. Tobago	3	0	1	2	2-6	-4	1

RANKING

	TEAM	D	W	D	L	F-A	GD	POINTS
1	Germany	3	2	1	0	7-1	6	7
2	Korea Republic	3	1	1	1	4-3	1	4
3	USA	3	1	0	2	4-7	-3	3
4	Cameroon	3	1	0	2	3-7	-4	3

GROUP B Nigeria, Venezuela, Spain, Tahiti				GROUP D Ghana, Uzbekistan, England, Uruguay			
DATE	CITY	MATCH	RESULT	DATE	CITY	MATCH	RESULT
25.09.	Cairo	Nigeria v. Venezuela	0-1 (0-1)	26.09.	Ismailia	Ghana v. Uzbekistan	1-0 (1-0)
25.09.	Cairo	Spain v. Tahiti	8-0 (4-0)	26.09.	Ismailia	England v. Uruguay	1-1 (1-1)
28.09.	Cairo	Nigeria v. Spain	0-2 (0-1)	29.09.	Ismailia	Uruguay v. Uzbekistan	1-1 (0-1)
28.09.	Cairo	Tahiti v. Venezuela	0-8 (0-3)	29.09.	Ismailia	Ghana v. England	4-1 (3-1)
01.10.	Cairo	Venezuela v. Spain	0-3 (0-2)	02.10.	Ismailia	Uruguay v. Ghana	4-1 (2-0)
01.10.	Cairo	Tahiti v. Nigeria	0-5 (0-4)	02.10.	Suez	Uzbekistan v. England	1-1 (0-1)

RANKING

	TEAM	D	W	D	L	F-A	GD	POINTS
1	Spain	3	3	0	0	13-0	13	9
2	Venezuela	3	2	0	1	9-3	6	6
3	Nigeria	3	1	0	2	5-3	2	3
4	Tahiti	3	0	0	3	0-21	-21	0

RANKING

	TEAM	D	W	D	L	F-A	GD	POINTS
1	Ghana	3	2	1	0	8-1	7	7
2	Uruguay	3	2	1	0	5-3	2	7
3	Uzbekistan	3	1	0	2	5-8	-3	3
4	England	3	0	0	3	2-8	-6	0

GROUP E Brazil, Costa Rica, Czech Republic, Australia				ROUND OF 16			
DATE	CITY	MATCH	RESULT	DATE	CITY	MATCH	RESULT
26.10.	Port Said	Brazil v. Costa Rica	2-0 (0-0)	05.10.	Cairo	Spain v. Italy	1-3 (0-0)
26.10.	Port Said	Czech Republic v. Australia	2-1 (2-1)	05.10.	Cairo	Paraguay v. Korea Republic	0-3 (0-0)
29.10.	Port Said	Australia v. Costa Rica	1-0 (0-0)	06.10.	Ismailia	Ghana v. South Africa	2-1 a.e.t. (1-1, 0-0)
29.10.	Port Said	Brazil v. Czech Republic	1-3 (0-2)	06.10.	Cairo	Egypt v. Costa Rica	0-2 (0-1)
01.11.	Alexandria	Costa Rica v. Czech Republic	1-4 (0-1)	06.10.	Alexandria	Hungary v. Czech Republic	2-2 a.e.t. (1-1, 1-1), 4-3 PSO
01.11.	Port Said	Australia v. Brazil	1-0 (1-0)	07.10.	Port Said	Brazil v. Uruguay	3-1 (3-1)

RANKING

	TEAM	D	W	D	L	F-A	GD	POINTS
1	Brazil	3	3	1	0	8-1	7	7
2	Czech Republic	3	2	1	0	5-3	2	7
3	Costa Rica	3	1	0	2	5-8	-3	3
4	Australia	3	0	0	3	2-8	-6	0

GROUP F UAE, South Africa, Honduras, Hungary			
DATE	CITY	MATCH	RESULT
27.09.	Alexandria	UAE v. South Africa	1-3 (0-1)
27.09.	Alexandria	Honduras v. Hungary	0-1 (0-0)
30.09.	Alexandria	Hungary v. South Africa	2-1 (0-1)
30.09.	Alexandria	UAE v. Honduras	2-0 (0-0)
03.10.	Alexandria	Hungary v. UAE	2-0 (2-0)
03.10.	Port Said	South Africa v. Honduras	0-0

RANKING

	TEAM	D	W	D	L	F-A	GD	POINTS
1	Hungary	3	2	0	1	6-3	3	6
2	UAE	3	1	1	1	3-4	-1	4
3	South Africa	3	1	1	1	4-6	-2	4
4	Honduras	3	1	0	2	3-3	0	3

QUARTER-FINALS

DATE	CITY	MATCH	RESULT
09.10.	Suez	Korea Republic v. Ghana	2-3 (1-2)
09.10.	Suez	Italy v. Hungary	2-3 a.e.t. (1-1, 0-1)
10.10.	Cairo	Brazil v. Germany	2-1 a.e.t. (1-1, 0-0)
10.10.	Cairo	UAE v. Costa Rica	1-2 a.e.t. (1-1, 1-1)

SEMI-FINALS

DATE	CITY	MATCH	RESULT
13.10.	Cairo	Ghana v. Hungary	3-2 (2-0)
13.10.	Cairo	Brazil v. Costa Rica	1-0 (0-0)

MATCH FOR THIRD PLACE

DATE	CITY	MATCH	RESULT
16.10.	Cairo	Hungary v. Costa Rica	1-1 (0-0), 2-0 PSO

FINAL

DATE	CITY	MATCH	RESULT
16.10.	Cairo	Ghana v. Brazil	0-0 a.e.t., 4-3 PSO

P = Played W = Wins D = Draws L = Losses F-A = Goals for-Goals against GD = Goal difference a.e.t. = after extra time PSO = on penalties

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FIFA U-17 World Cup Nigeria 2009

GROUP A Nigeria, Germany, Honduras, Argentina				GROUP C Iran, Gambia, Colombia, Netherlands			
DATE	CITY	MATCH	RESULT	DATE	CITY	MATCH	RESULT
24.10.	Abuja	Nigeria v. Germany	3-3 (0-2)	25.10.	Calabar	Iran v. Gambia	2-0 (1-0)
24.10.	Abuja	Honduras v. Argentina	0-1 (0-0)	25.10.	Calabar	Colombia v. Netherlands	2-1 (0-0)
27.10.	Abuja	Argentina v. Germany	2-1 (0-1)	28.10.	Calabar	Netherlands v. Gambia	2-1 (1-1)
27.10.	Abuja	Nigeria v. Honduras	1-0 (0-0)	28.10.	Calabar	Iran v. Colombia	0-0
30.10.	Abuja	Germany v. Honduras	3-1 (0-0)	31.10.	Calabar	Gambia v. Colombia	2-2 (2-0)
30.10.	Abuja	Argentina v. Nigeria	1-2 (1-1)	31.10.	Enugu	Netherlands v. Iran	0:1 (0-1)

RANKING

	TEAM	P	W	D	L	F-A	GD	POINTS
1	Nigeria	3	2	1	0	6-4	2	7
2	Argentina	3	2	0	1	4-3	2	6
3	Germany	3	1	1	1	7-6	1	4
4	Honduras	3	0	0	3	1-5	-4	0

RANKING

	TEAM	P	W	D	L	F-A	GD	POINTS
1	Iran	3	2	1	0	3-0	3	7
2	Colombia	3	1	2	0	4-3	1	5
3	Netherlands	3	1	0	2	3-4	-1	3
4	Gambia	3	0	1	2	3-6	-3	1

GROUP B Brazil, Japan, Mexico, Switzerland				GROUP D Turkey, Burkina Faso, Costa Rica, New Zealand			
DATE	CITY	MATCH	RESULT	DATE	CITY	MATCH	RESULT
24.10.	Lagos	Brazil v. Japan	3-2 (1-1)	25.10.	Enugu	Turkey v. Burkina Faso	1-0 (1-0)
24.10.	Lagos	Mexico v. Switzerland	0-2 (0-2)	25.10.	Enugu	Costa Rica v. New Zealand	1-1 (1-1)
27.10.	Lagos	Switzerland v. Japan	4-3 (1-2)	28.10.	Enugu	New Zealand v. Burkina Faso	1-1 (0-1)
27.10.	Lagos	Brazil v. Mexico	0-1 (0-0)	29.10.	Enugu	Turkey v. Costa Rica	4-1 (3-1)
30.10.	Lagos	Japan v. Mexico	0-2 (0-0)	31.10.	Enugu	Burkina Faso v. Costa Rica	4-1 (2-0)
30.10.	Abuja	Switzerland v. Brazil	1-0 (1-0)	31.10.	Calabar	New Zealand v. Turkey	1-1 (0-1)

RANKING

	TEAM	P	W	D	L	F-A	GD	POINTS
1	Switzerland	3	3	0	0	7-3	4	9
2	Mexico	3	2	0	1	3-2	1	6
3	Brazil	3	1	0	2	3-4	-1	3
4	Japan	3	0	0	3	5-9	-4	0

RANKING

	TEAM	P	W	D	L	F-A	GD	POINTS
1	Turkey	3	2	0	0	6-2	4	7
2	Burkina Faso	3	1	1	1	5-3	2	4
3	New Zealand	3	0	0	0	3-3	0	3
4	Costa Rica	3	0	2	2	3-9	-6	1

P = Played W = Wins D = Draws L = Losses F-A = Goals for-Goals against GD = Goal difference a.e.t. = after extra time PSO = on penalties

GROUP E UAE, Malawi, Spain, USA				ROUND OF 16			
DATE	CITY	MATCH	RESULT	DATE	CITY	MATCH	RESULT
26.10.	Kano	UAE v. Malawi	2-0 (0-0)	04.11.	Ijebu-Ode	Argentina v. Colombia	2-3 (1-0)
26.10.	Kano	Spain v. USA	2-1 (2-1)	04.11.	Enugu	Turkey v. UAE	2-1 (2-1)
29.10.	Kano	USA v. Malawi	1-0 (0-0)	04.11.	Lagos	Switzerland v. Germany	4-3 a.e.t. (2-2, 1-1)
29.10.	Kano	UAE v. Spain	1-3 (0-2)	04.11.	Kaduna	Italy v. USA	2-1 (1-0)
01.11.	Kano	Malawi v. Spain	1-4 (0-1)	05.11.	Kano	Spain v. Burkina Faso	4-1 (1-1)
01.11.	Ijebu-Ode	USA v. UAE	1-0 (1-0)	05.11.	Calabar	Iran v. Uruguay	1-2 a.e.t.

RANKING

	TEAM	P	W	D	L	F-A	GD	POINTS
1	Spain	3	3	0	0	9-3	6	9
2	USA	3	2	0	1	3-2	1	6
3	UAE	3	1	0	2	3-4	-1	3
4	Malawi	3	0	0	3	1-7	-6	0

RANKING

	TEAM	P	W	D	L	F-A	GD	POINTS
1	Spain	3	3	0	0	9-3	6	9
2	USA	3	2	0	1	3-2	1	6
3	UAE	3	1	0	2	3-4	-1	3
4	Malawi	3	0	0	3	1-7	-6	0

QUARTER-FINALS

DATE	CITY	MATCH	RESULT
08.11.	Bauchi	Colombia v. Turkey	1-1 a.e.t. (1-1, 0-1), 5-3 PSO
08.11.	Ijebu-Ode	Switzerland v. Italy	2-1 (1-1)
09.11.	Kaduna	Spain v. Uruguay	3-3 a.e.t. (3-3, 1-1), 4-2 PSO
09.11.	Calabar	Korea Republic v. Nigeria	1-3 (1-1)

SEMI-FINALS

DATE	CITY	MATCH	RESULT
12.11.	Lagos	Colombia v. Switzerland	0-4 (0-2)
12.11.	Lagos	Spain v. Nigeria	1-3 (0-1)

MATCH FOR THIRD PLACE

DATE	CITY	MATCH	RESULT
15.11.	Abuja	Colombia v. Spain	0-1 (0-0)

FINAL

DATE	CITY	MATCH	RESULT
15.11.	Abuja	Switzerland v. Nigeria	1-0 (0-0)

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FIFA Beach Soccer World Cup Dubai 2009

GROUP A Uruguay, Solomon Islands, UAE, Portugal				GROUP C Argentina, Italy, Russia, Costa Rica			
DATE	CITY	MATCH	RESULT	DATE	CITY	MATCH	RESULT
16.11.	Dubai	Uruguay v. Solomon Islands	6-7 (2-4, 0-3, 4-0)	16.11.	Dubai	Argentina v. Italy	2-3 a.e.t (0-0, 2-1, 0-1, 0-1)
16.11.	Dubai	UAE v. Portugal	5-7 (3-0, 0-2, 2-5)	16.11.	Dubai	Russia v. Costa Rica	5-1 (2-0, 3-0, 0-1)
17.11.	Dubai	Portugal v. Uruguay	1-2 (0-1, 1-0, 0-1)	17.11.	Dubai	Costa Rica v. Argentina	0-6 (0-0, 0-3, 0-3)
17.11.	Dubai	Solomon Islands v. UAE	1-7 (1-2, 0-3, 0-2)	17.11.	Dubai	Italy v. Russia	1-3 (1-0, 0-0, 0-3)
18.11.	Dubai	Portugal v. Solomon Islands	6-1 (3-1, 0-0, 3-0)	18.11.	Dubai	Costa Rica v. Italy	1-3 (1-2, 0-0, 0-1)
18.11.	Dubai	UAE v. Uruguay	0-4 (0-2, 0-0, 0-2)	18.11.	Dubai	Russia v. Argentina	3-3 a.e.t., 3-4 PSO (2-1, 1-0, 0-2, 0-0)

RANKING

	TEAM	D	W	D	L	F-A	GD	POINTS
1	Uruguay	3	2	0	1	12-8	4	6
2	Portugal	3	2	0	1	14-8	6	6
3	UAE	3	1	0	2	12-12	0	3
4	Solomon Islands	3	1	0	2	9-19	-10	3

RANKING

	TEAM	D	W	D	L	F-A	GD	POINTS
1	Russia	3	2	0	1	11-5	6	6
2	Italy	3	1	1	1	7-6	1	5
3	Argentina	3	1	1	1	11-6	5	5
4	Costa Rica	3	0	0	3	2-14	-12	0

GROUP B Côte d'Ivoire, El Salvador, Spain, Japan				GROUP D Switzerland, Bahrain, Brazil, Nigeria			
DATE	CITY	MATCH	RESULT	DATE	CITY	MATCH	RESULT
16.11.	Dubai	Côte d'Ivoire v. El Salvador	7-6 (2-5, 2.0, 3-1)	16.11.	Dubai	Switzerland v. Bahrain	6-5 (3-1, 0-2, 3-2)
16.11.	Dubai	Spain v. Japan	5-5 a.e.t., 2-3 PSO (1-0, 3-3, 0-1, 1-1)	16.11.	Dubai	Brazil v. Nigeria	11-5 (5-2, 2-0, 4-3)
17.11.	Dubai	Japan v. Côte d'Ivoire	3-2 (1-1, 0-1, 2-0)	17.11.	Dubai	Nigeria v. Switzerland	2-7 (0-5, 2-2, 0-0)
17.11.	Dubai	El Salvador v. Spain	3-7 (1-1, 2-3, 0-3)	17.11.	Dubai	Bahrain v. Brazil	1-8 (0-4, 0-1, 1-3)
18.11.	Dubai	Spain v. Côte d'Ivoire	9-6 (2-3, 4-1, 3-2)	18.11.	Dubai	Nigeria v. Bahrain	9-3 (5-1, 2-1, 2-1)
18.11.	Dubai	Japan v. El Salvador	7-2 (4-0, 2-1, 1-1)	18.11.	Dubai	Brazil v. Switzerland	4-2 (1-1, 0-0, 3-1)

RANKING

	TEAM	D	W	D	L	F-A	GD	POINTS
1	Japan	3	2	1	0	15-9	6	8
2	Spain	3	2	0	1	21-14	7	6
3	Côte d'Ivoire	3	1	0	2	15-18	-3	3
4	El Salvador	3	0	0	3	11-21	-10	0

RANKING

	TEAM	D	W	D	L	F-A	GD	POINTS
1	Brazil	3	3	0	0	23-8	15	9
2	Switzerland	3	2	0	1	15-11	4	6
3	Nigeria	3	1	0	2	16-21	-5	3
4	Bahrain	3	0	0	3	9-23	-14	0

P = Played W = Wins D = Draws L = Losses F-A = Goals for-Goals against GD = Goal difference a.e.t. = after extra time PSO = on penalties

QUARTER-FINALS			
DATE	CITY	MATCH	RESULT
20.11.	Dubai	Japan v. Portugal	1-2 (0-0, 0-1, 1-1)
20.11.	Dubai	Russia v. Switzerland	2-4 (0-1, 2-2, 0-1)
20.11.	Dubai	Brazil v. Italy	6-4 (2-0, 1-1, 3-3)
20.11.	Dubai	Uruguay v. Spain	3-2 a.e.t. (0-0, 1-0, 1-2, 1-0)

SEMI-FINALS

DATE	CITY	MATCH	RESULT
21.11.	Dubai	Portugal v. Brazil	2-8 (0-4, 1-2, 1-2)
21.11.	Dubai	Switzerland v. Uruguay	7-4 (2-0, 1-1, 4-3)

MATCH FOR THIRD PLACE

DATE	CITY	MATCH	RESULT
22.11.	Dubai	Portugal v. Uruguay	14-7 (4-1, 6-4, 4-2)

FINAL

DATE	CITY	MATCH	RESULT
22.11.	Dubai	Brazil v. Switzerland	10-5 (4-1, 4-0, 2-4)

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FIFA Club World Cup UAE 2009

PLAY-OFF FOR QUARTER-FINALS

DATE	CITY	MATCH	RESULT
09.12.	Abu Dhabi	Al Ahli FC v. Auckland City FC	0-2 (0-1)

MATCH FOR FIFTH PLACE

DATE	CITY	MATCH	RESULT
16.12.	Abu Dhabi	TP Mazembe v. Auckland City FC	2-3 (0-1)

QUARTER-FINALS

DATE	CITY	MATCH	RESULT
11.12.	Abu Dhabi	TP Mazembe v. Pohang Steelers FC	1-2 (1-0)
12.12.	Abu Dhabi	Auckland City FC v. Atlante FC	0-3 (0-1)

MATCH FOR THIRD PLACE

DATE	CITY	MATCH	RESULT
19.12.	Abu Dhabi	Pohang Steelers FC v. Atlante FC	1-1 (1-0), 4-3 PSO

SEMI-FINALS

DATE	CITY	MATCH	RESULT
15.12.	Abu Dhabi	Pohang Steelers FC v. Estudiantes de La Plata	1-2 (0-1)
15.12.	Abu Dhabi	Atlante FC v. FC Barcelona	1-3 (1-1)

FINAL

DATE	CITY	MATCH	RESULT
19.12.	Abu Dhabi	Estudiantes de La Plata v. FC Barcelona	1-2 a.e.t. (1-1, 1-0)

Barcelona's Lionel Messi scores his first goal in the FIFA Club World Cup against Atlante.



Facts and figures

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Calendar 2009

DATE	PLACE	EVENT
12 January	Zurich	FIFA World Player Gala 2008
11 February		Fixed date for friendly matches
27 February – 1 March	Northern Ireland	123 rd Annual General Meeting of the International Football Association Board
28 March – 1 April		Fixed dates for official competition matches
20-21 May	Zurich	71 st Blue Stars/FIFA Youth Cup
3 June	Nassau, Bahamas	59 th FIFA Congress
6-10 June		Fixed dates for official competition matches
14-28 June	South Africa	FIFA Confederations Cup South Africa 2009
12 August		Fixed date for friendly matches
5-9 September		Fixed dates for official competition matches
5-11 September	worldwide	FIFA Fair Play Day (on a competition match day)
24 September – 16 October	Egypt	FIFA U-20 World Cup Egypt 2009
10-14 October		Fixed dates for official competition matches
17-18 October	Zurich	FIFA Medical Conference
24 October – 15 November	Nigeria	FIFA U-17 World Cup Nigeria 2009
14-18 November		Fixed date for official competition matches
16-22 November	Dubai, UAE	FIFA Beach Soccer World Cup UAE 2009
4 December	Cape Town	Final Draw for the 2010 FIFA World Cup South Africa™
9-19 December	Abu Dhabi, UAE	FIFA Club World Cup 2009
21 December	Zurich	FIFA World Player Gala 2009

2010

DATE	PLACE	EVENT
3 March		Fixed date for friendly matches
5-7 March	Zurich	124 th Annual General Meeting of the International Football Association Board
22 April	Dresden	Official Draw for the FIFA U-20 Women's World Cup Germany 2010
12-13 May	Zurich	72 nd Blue Stars/FIFA Youth Cup
9-10 June	Johannesburg	60 th FIFA Congress
11 June – 11 July	South Africa	2010 FIFA World Cup South Africa™
13 July – 1 August	Germany	FIFA U-20 Women's World Cup Germany 2010
11 August		Fixed date for friendly matches
14-26 August	Singapore	Youth Olympic Games Singapore 2010
3-7 September		Fixed dates for official competition matches
5-25 September	Trinidad & Tobago	FIFA U-17 Women's World Cup Trinidad & Tobago 2010
8-12 October		Fixed dates for official competition matches
17 November		Fixed date for friendly matches
29 November	Frankfurt	Official Draw for the FIFA Women's World Cup Germany 2011™
8-18 December	Abu Dhabi, UAE	FIFA Club World Cup 2010

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Obituaries

Gone, but not forgotten

The football family has suffered a number of painful losses in the year covered by this report. Former players, coaches, officials and leading figures from the sport have been lost for ever. The same is true of young players who left us before their time at the dawn of promising careers. Every loss is painful, but unfortunately we can only mention just a few names on behalf of the wider football family.

FIFA Honorary Vice-President David Will (Scotland) served football tirelessly right up until the time of his death and had a considerable influence at all levels of the game. The global football family was equally saddened to learn of the passing of former FIFA Executive Committee members Pablo Porta Bussoms and Sandor Barcs, as well as that of former President of the Confederation of African Football Dr Abdel Halim Mohammed.

The world of football was also shaken by the sudden departure of two talented young players at the peak of their careers: Hannover's German international goalkeeper, Robert Enke (32), and Espanyol's captain, Dani Jarque (26).

Also greatly mourned were the deaths of Sir Bobby Robson (England), who gave so much to the sport as both a player and a coach and whose devotion to

football was unsurpassed, and Robert Louis-Dreyfus, who was a lifelong sports fan and CEO of adidas for many years.

We were also shocked to learn of the attack on the Togolese national team at the Africa Cup of Nations in Angola in January 2010, in which the assistant coach and head of communications were killed. These persons were the innocent victims of a politically motivated attack in which football's popularity was abused.

January 2010 also saw a massive earthquake strike Haiti, claiming tens of thousands of victims in this impoverished country. At least 30 members of the Haitian football family lost their lives, including some players.

The football family is mourning these and many other recently departed friends.

David Will, Sir Bobby Robson, Robert Enke (from left to right)



In memoriam

Ian Greaves
England
Former manager

Jimmy Mohlala
South Africa
LOC member (South Africa 2010)

Machai Campell
Bermuda
Player

Pablo Porta Bussoms
Spain
Former FIFA Executive Committee member and RFEF President

Peter Persidis
Austria
Former international player

Friaca
Brasil
Former international player

Jean Brizoua-Bi
Côte d'Ivoire
Former FIF President

Fernando Cornejo
Chile
Former international player

Karl Koller
Austria
Former international player

Mohd Nazri Abdullah
Malaysia
FIFA referee

Joe Haverty
Republic of Ireland
Former international player

Giacomo Bulgarelli
Italy
Former international player

Candido Cannavó
Italy
Former director of *Gazzetta dello Sport*

Alex Kateete
Uganda
Player

Anton Shokh
Kazakhstan
U-21 coach

Donnie O'Halloran
Republic of Ireland
Former FAI President

Bob Harms
Netherlands
Ajax Amsterdam

Abel Tador
Nigeria
Player

Gordon Lennon
Northern Ireland
Player

Shacky Tauro
Zimbabwe
Former player

Francio 'Chamaco' Valdés
Chile
Former player

Sir Bobby Robson
England
Former international player and national team coach

Dani Jarque
Spain
Player

Paul McGrillen
Scotland
Former player

Yuri Kurnenin
Belarus
Former player

Zequinha
Brazil
Former player

Brian McLaughlin
Scotland
Former player

Genadijs Sitiks
Latvia
U-21 coach and former player

David Will
Scotland
FIFA Honorary Vice-President

Rolf Rüssmann
Germany
Former international player

Maurizio Laudì
Italy
Judge who worked for the FIGC and the CONI

Mircea Angelescu
Romania
Former player and coach

Horst Szymaniak
Germany
Former international player

Achim Stocker
Germany
SC Freiburg President

Robert Enke
Germany
International player

Antonio de Nigris
Mexico
Player

Collins Mbulo
Zambia
Former international player

Léon Glovacki
France
Former international player

Karol Galba
Slovakia
Former referee

Salem Saad
UAE
Player

Tadao Murata
Japan
Former AFC Vice-President

Sandor Barcs
Hungary
Former FIFA Executive Committee member

José Carlos Ortiz Cardoza
El Salvador
CONCACAF committee member

Miguel Mori
Argentina
Former international player

Abdel Halim Mohammed
Sudan
Former CAF President

Emmanuel Baba Dawud
Iraq
Former international player and national team coach

Robert Louis-Dreyfus
France
Former President of adidas

Zé Carlos
Brazil
Former international player

Amelete Abalo
Togo
Assistant coach

Stanislas Ocloo
Togo
Media officer

Jean-Yves Labaze
Haiti
Haiti U-17 coach

Kamel Aouis
Algeria
Former international player



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