

WOMEN'S FOOTBALL ADMINISTRATOR HANDBOOK



FIFA[®]

**WOMEN'S
FOOTBALL
ADMINISTRATOR
HANDBOOK**

FIFA[®]

PRESIDENT'S FOREWORD

Football is the most popular sport for women and girls all around the world, transcending boundaries of society, religion, ethnicity and socio-economic aspects.

At FIFA, we have made women's football a priority with targeted initiatives to grow the game, to get more girls involved at an earlier age, to keep more women in the game as they enter adulthood, and to further the empowerment of women and the social benefits of football.

By establishing a dedicated division, we have been able to launch specific projects to grow participation among girls and develop young players. By 2026, we want to boost the number of female footballers worldwide to 60 million and we will invest USD 1 billion over the current four-year cycle to ensure that we, and our member associations, can reach these goals.

In a crucial year for the women's game, the FIFA Women's World Cup France 2019™ was the proudest success for everyone involved in the sport. Over one billion people around the world tuned in to watch 24 national teams playing at the top of their game, raising the bar for female athletes and inspiring the next generation. Whether male or female, everyone who watched the tournament saw that this is football, and the passion of players and fans alike clearly showed that there is still a big potential for women's football to grow even further.

For this reason, in 2019 the FIFA Council unanimously agreed to expand the number of teams taking part in the FIFA Women's World Cup from 24 to 32, as of the next edition in 2023. This means that dozens more member associations around the world can organise their women's football programmes knowing they have a real chance of achieving their dreams of qualifying for the world's biggest women's sport event.

We strongly believe in the power of women's football, but we know that we cannot do everything on our own. We all have a duty to do the groundwork and strengthen women's football development wherever we are. It is incumbent on all of us to further professionalise the women's game.

I hope that you will find practical guidance and inspiration in this handbook as you work to enhance your support for women's football, both on and off the pitch.

Yours in football,



Gianni Infantino
FIFA President





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INTRODUCTION

As the world's most popular sport, football offers unique opportunities for women to realise their potential, to foster confidence and to provide a platform for positive societal change. Women's football has grown exponentially at all levels in recent times, and the degree of passion for the sport shows that there is still vast potential for further growth.

Compared with other professional environments, football has a lot of room for improvement in terms of female participation at the decision-making level and, despite cautious efforts to rectify this in recent years, there are still relatively few women in positions of responsibility. We want this to change.

Women's football has grown exponentially at all levels in recent times, and the degree of passion for the sport shows that there is still vast potential for further growth.



As part of FIFA 2.0, our overarching vision for the future of the game, we set a ten-year goal of growing participation in women's football to 60 million women and girls worldwide by 2026. In addition, with the Women's Football Strategy that we unveiled in 2018, we established a broad plan for the development and professionalisation of the women's game in five key ways:

- **Develop and grow:** on and off the pitch
- **Showcase:** improve women's football competitions
- **Communicate and commercialise:** broaden the exposure and commercial value
- **Govern and lead:** institutionalise women's football and strive for gender balance
- **Educate and empower:** nurture football's positive impact on women and girls

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INTRODUCTION



PLAN FOR THE DEVELOPMENT AND PROFESSIONALISATION OF THE WOMEN'S GAME





FIFA IS INVESTING

USD
1 BILLION
IN WOMEN'S
FOOTBALL
FROM 2019 TO 2022



Of course, great things cannot be achieved through passion and dedication alone, which is why FIFA is investing an unprecedented USD 1 billion in women's football over the course of the 2019-2022 cycle, providing the necessary financial backing to cover the practical side of growing the game everywhere.

Ultimately, developing the women's game requires the concerted collaboration of everyone involved, not least the member associations – and specifically you, the dedicated professionals entrusted with developing women's football and governing the way it is run in your territories. You are the ones who will lead change in the organisation of and access to girls' and women's football at local and national levels.

In order to lead change effectively, it is essential to know how the governance system works and what tools are available.

This handbook is a guide, offering a better understanding of how strategies, practices and procedures can reinforce the objectives of growing women's football and foster gender equality. It can be read from start to finish, but it also can be used as a reference book in which every chapter is an independent unit.

While it is a tool for learning and development, it is not designed to answer every specific question or issue that might arise. Rather, it proposes good practices learned from experience and points the reader in the right direction for further and specific support.



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INTRODUCTION



It is divided into four sections. The first emphasises the importance of having women in leadership positions and offers new and innovative ways to evolve and establish women's participation at all levels; the second deals with the need for a women's football strategy and how it can be implemented in your organisation; the third covers the financial support and programmes that are available to help you grow women's football professionally; and the fourth presents the benefits of hosting a FIFA tournament and how to approach the bidding process.

In addition to covering gender matters in general, this handbook also brings together all gender-specific areas in FIFA's regulatory framework, ranging from the FIFA Statutes and their female quotas to player registration and the women's international match calendar.

We are on a journey – one that requires patience and perseverance, but above all commitment. Only by working together can we take concerted steps to empower girls and women, make football a sport for all and advocate against gender discrimination.

We hope that this handbook will give you inspiration to embark on this journey with us.

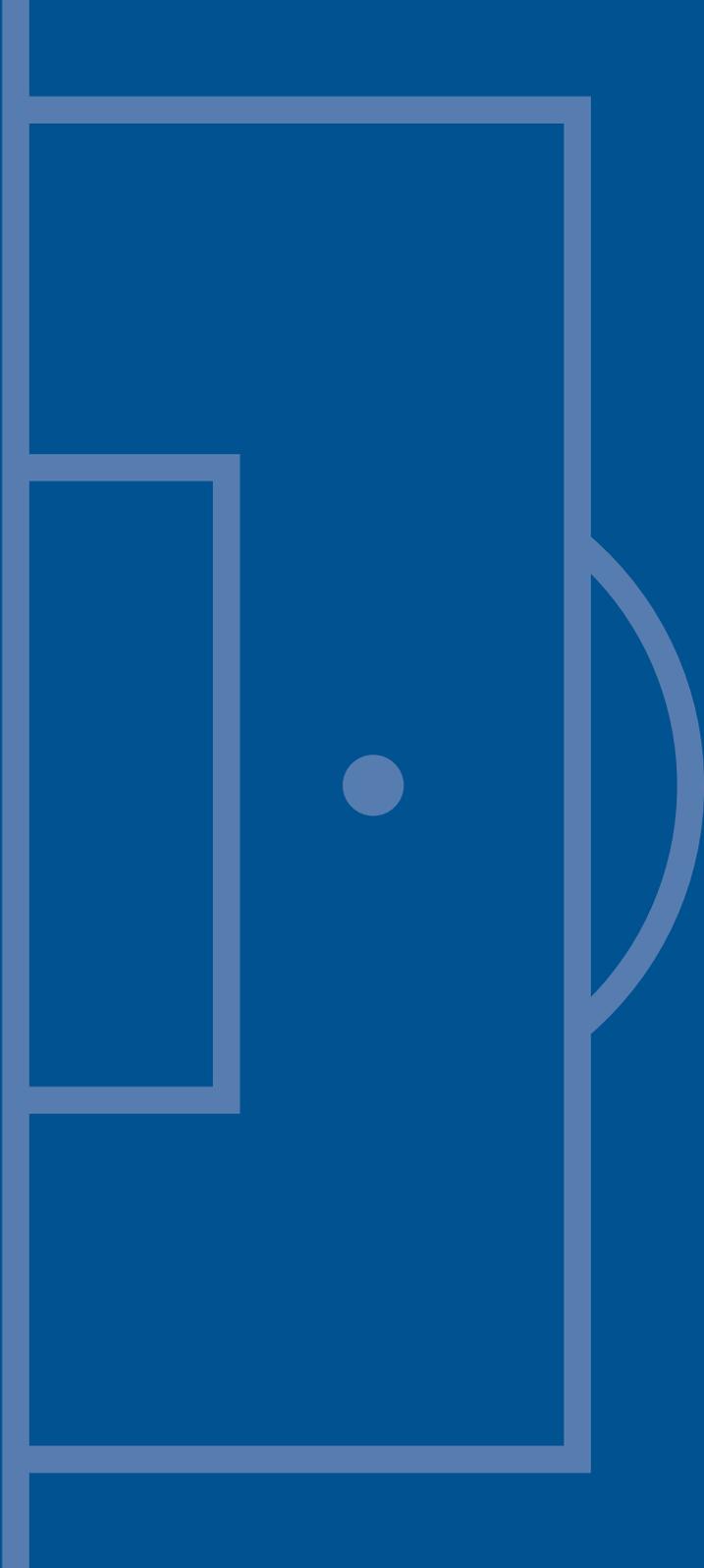
**We hope that
this handbook
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inspiration to
embark on this
journey with us.**





WOMEN IN FOOTBALL





Women play a vital role in making organisations successful, which is why we need to empower and provide them with opportunities worldwide at all levels of football. Only by broadening female representation in the game's decision-making bodies can we truly grow the sport for all.

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WOMEN IN LEADERSHIP POSITIONS



INCREASE THE NUMBER OF WOMEN IN MANAGEMENT POSITIONS TO MAKE YOUR ORGANISATION MORE SUCCESSFUL

Historically, there has been a major lack of women in positions of responsibility within football, resulting in far too few voices in favour of changing the situation.

In 2016, the FIFA Congress took the first crucial steps to address this problem by adopting a series of landmark decisions on women's football and the representation of women in the sport. These changes have been far-reaching, yet the challenges remain great.

Building on the momentum of this cultural change, now is the time to address the need for greater resources and representation for women in football at all levels of the game.

Building on the momentum of this cultural change, now is the time to address the need for greater resources and representation for women in football at all levels of the game.

COMPANIES WHERE
WOMEN HOLD
25%
OF DECISION-MAKING
POSITIONS GENERATE

HIGHER RETURNS

OBJECTIVELY BENEFICIAL

Having women in positions of responsibility makes companies and organisations more successful. This is a proven fact and has been shown by various studies on diversity and gender justice.

When Credit Suisse surveyed 27,000 senior managers in over 3,000 companies around the world in 2016, it found that companies where women hold 25 per cent of the decision-making positions generate cash-flow returns on investment that are four per cent higher than the MSCI All Country World Index (ACWI).¹

In a meta-analysis of studies, researchers discovered a positive correlation between women in leadership positions and the successful financial performance of companies. In particular, they found that committees with female members focused more on non-financial performance indicators such as customer satisfaction and social responsibility and were better able to monitor the accountability and authority of committees, in turn leading to improved leadership.²

1 Julia Dawson, Richard Kersley, and Stefano Natella, *The CS Gender 3000: The Reward for Change* (Credit Suisse Research Institute, 2016).

2 "The behaviour of a security or asset in the marketplace, reflecting external perceptions and expectations of a firm's future or long-term value." Corinne Post and Kris Byron, "Women on Boards and Firm Financial Performance: A Meta-Analysis", *Academy of Management Journal*, vol. 58, no. 5 (2015): p. 1546-1571.)

STRENGTH IN DIVERSITY

What do these examples show us? That women and men complement each other in their strengths and qualities. Even if only from a purely performance-focused perspective, it makes sense to have women play an important role in decision-making.

In a member association, involving women not only pushes the development of the women's game, it also brings much-needed balance to the management, resulting in better decision-making processes, which in turn benefits the organisation as a whole.

For every door that's been opened to me, I've tried to open my door to others. Let's invite one another in. Maybe then we can begin to fear less, to make fewer wrong assumptions, to let go of the biases and stereotypes that unnecessarily divide us.

- Michelle Obama
*First Lady of the
United States
from 2009 to 2017*



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FEMALE ROLE MODELS

CREATE FEMALE ROLE MODELS OFF THE PITCH TO INSPIRE GIRLS AND WOMEN

Role models are people we can learn from, who motivate us and show us how much more we can achieve.

In the women's game, there are plenty of role models on the pitch, such as Megan Rapinoe, Ada Hegerberg or Marta to name but three, who set the bar higher and higher, and inspire young footballers all over the world. They give a face and a voice to the dreams of young women everywhere.

We also need role models off the pitch, especially in leadership positions. The truth is that there aren't enough female leaders in football yet, meaning we don't have enough female role models in leadership.

We rightly celebrate the first female manager, the first female general secretary, the first female president or the first female council member. This is important. But it is only the first step towards something bigger and more sustainable.

The truth is that there aren't enough female leaders in football yet, meaning we don't have enough female role models in leadership.

CREATING NEW NORMS

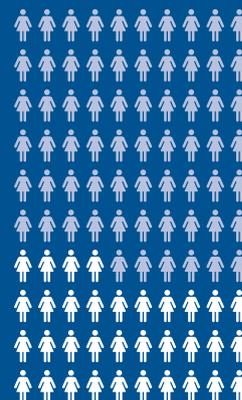
Female leaders should not be the exception; they must become the norm. And female role models in particular can serve as important social actors and catalysts. They can act as a source of inspiration – for women and men – and help us break dominant gender norms.

During its reform process, FIFA set the following objectives:

- All FIFA member associations to elect at least one woman to their executive committee by 2026
- By 2022, at least one third of FIFA committee members to be women
- Each member association to establish at least one seat on its council to represent the interests of women in football and women’s football

In addition to these concrete targets, the general empowerment and professional development of women already working in football will also be important in promoting female executives.

FIFA has launched three programmes to increase female representation in football and develop the leaders of tomorrow.



AT LEAST
1/3
OF FIFA
COMMITTEE
MEMBERS

are to be
women by

2022







WOMEN IN FOOTBALL
leadership

WOMEN IN FOOTBALL LEADERSHIP

Launched with the aim of identifying, supporting and developing female leaders and role models in football, the programme aims to:

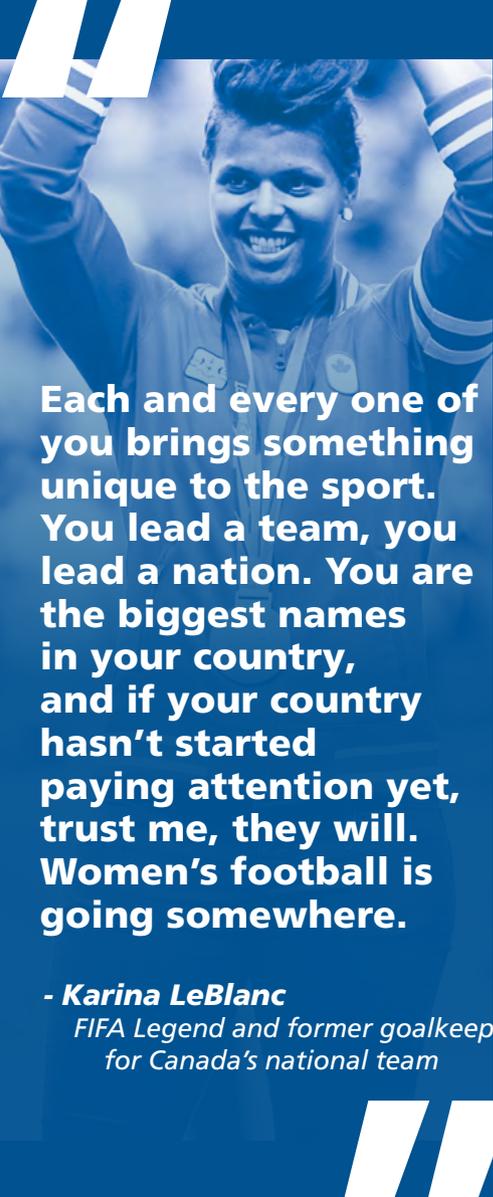
- increase women's participation in football both on and off the pitch
- empower high-level female executives as leaders within football
- upskill, empower and create stronger networks for women who work in football
- provide women with continuous support in their roles

The Women in Football Leadership Programme has been an ongoing journey of knowledge and embracing my true self as a leader. It has reconfirmed my confidence about who I am and what steps I want to take to keep moving forward on this pathway of football and life. I treasure the gift of sharing and learning from amazing women in business. It doesn't matter what language, colour or religion we are, we all share the aim of making a difference in society through football.

- Lucia Mijares Martinez

*Sports Development Director at the Mexican Football Association
and FIFA Women in Football Leadership graduate*





Each and every one of you brings something unique to the sport. You lead a team, you lead a nation. You are the biggest names in your country, and if your country hasn't started paying attention yet, trust me, they will. Women's football is going somewhere.

- Karina LeBlanc

*FIFA Legend and former goalkeeper
for Canada's national team*

CAPTAINS OF TODAY, LEADERS OF TOMORROW

This female youth leadership programme brings captains of national youth teams and young referees together to help develop their leadership skills both on and off the pitch. The objectives of the programme are to:

- build a safe, positive learning environment with group cohesion
- take a modern, “non-positional” approach to leadership
- understand yourself as a leader, including your own talents, strengths, values and interests
- develop authentic leaders who take actions that are consistent with their values
- collaborate and make the most of multiple talents by working with shared visions and values



FIFA COACH MENTORSHIP

Part of FIFA's commitment to increase opportunities for female coaches, the inaugural FIFA Coach Mentorship Programme involved experienced coaches from the women's game mentor and support a group of up-and-coming coaches from across the globe. Through the programme, young coaches can acquire new knowledge, skills and experience that they can harness in their careers.

If you are interested in any of the programmes or think they could benefit others within your association, contact developmentprogrammes@fifa.org for more information about participation and application requirements.

DID YOU KNOW?

Three of the programme participants achieved success at the FIFA U-17 Women's World Cup 2018 in Uruguay. Mexico head coach Mónica Vergara, Canada head coach Rhian Wilkinson and New Zealand assistant coach Gemma Lewis each led their countries on historic journeys, reaching the semi-finals.



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INSTITUTIONALISING GENDER EQUALITY

ANCHOR WOMEN'S FOOTBALL IN GOVERNANCE TO BRING ABOUT GENDER BALANCE

FIFA clearly sets out its commitment to human rights in article 3 of its Statutes:

"FIFA is committed to respecting all internationally recognised human rights and shall strive to promote the protection of these rights."

In the same Statutes, FIFA lists its requirements for the way in which member associations are governed, including that:

"legislative bodies must be constituted in accordance with the principles of representative democracy and taking into account the importance of gender equality in football." (art. 15 j)

Gender equality is at the very heart of human rights, and a fundamental principle of the United Nations Charter, which emphasises the "equal rights of men and women". Protecting and promoting women's human rights is the responsibility of everyone. But far from being an obligation, it is an opportunity.



The statutes form the basis of every association's constitutional rules. They set out the association's internal structure, describe the rights and obligations of its members, and outline its principles, purpose and objectives.

As more and more women and girls become involved in football, they need to be represented in its governing bodies.

ALIGNMENT FOR GENDER EQUALITY THROUGHOUT FOOTBALL

As members of FIFA, member associations must ensure that their statutes are in line with the statutes, regulations, directives and resolutions of FIFA and their respective confederations. This means adopting the necessary regulations on equal opportunities for men and women.

As more and more women and girls become involved in football, they need to be represented in its governing bodies. FIFA requires its member associations to convene their legislative bodies in line with the principles of representative democracy and to ensure that gender equality plays its rightful part.

Spotlight on... GOVERNANCE

The way an association is managed determines how it measures performance, sets and achieves objectives, and makes decisions. The governance structure has a significant impact on the way an association performs and how it is perceived.

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WOMEN IN FOOTBALL

FOLLOW YOUR DREAM!

DARE TO

SHINE

Bienvenue

GOAL!

Victory
The
STAR
IS SET

#DARETOSHINE
Champions

HOSPITALITY
GRAND OBIE
HAVRE
ON
tpellie
ICE
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NCIEN

MOST
GOALS
WENDIE RENARD
15



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POSITIONING WITHIN THE ORGANISATIONAL STRUCTURE

ANALYSE YOUR ORGANISATIONAL STRUCTURE TO SEE WHERE YOUR EXPERTISE IS BEST SUITED

4.1 THIS IS HOW A MEMBER ASSOCIATION IS STRUCTURED

A member association's two most important decision-making bodies are its congress and council.

Congress: as an association's supreme and legislative organ, the congress is responsible for its most important decisions, such as adopting or amending the statutes or electing the chairperson and other members of the council. Each association assigns a certain number of votes to each stakeholder based on the way football is structured in the territory.

The congress should be composed according to the principles of representative democracy and take into account the importance of gender equality in football.

The congress should be composed according to the principles of representative democracy and take into account the importance of gender equality in football.

4.2 THIS IS HOW THE ELECTION PROCESS WORKS

CONGRESS

Depending on the size of the association, the congress should comprise a certain number of delegates, who represent the interests of all legitimate football stakeholders in the territory – including women's football (such as leagues, clubs and players).

COUNCIL

Members can be elected to the council in one of two ways: by list or by position. In addition, an association may also decide to hold a mixed election, whereby some members are elected by list and some elected by position.

ELECTION BY LIST

Each presidential candidate runs with a list of people who are eventually appointed to the council, should she/he be voted in. Voters do not select individual candidates, but vote for the group as a whole.

ELECTION BY POSITION

Election on an individual basis for each type of position available on the council.

MIXED ELECTION

Some candidates are elected by list, some by position.



4.3 HOW TO PLAY AN ACTIVE ROLE

Increasing female participation in the football governance structure is central to an association's ability to realise the goals and objectives outlined in FIFA 2.0:

Grow the game, protect its integrity and bring it to all

The congress and council represent and act in the interests of all of the stakeholders involved in football. At the same time, they make sure that the main objectives and values of the association are embedded and upheld.

These decision-making bodies must, therefore, be diverse. Not including women in them could constitute a failure in terms of representing all stakeholders, and it could also mean missing out on the valuable contribution made by people with different perspectives, experience and backgrounds.

Football is a global game that must be made accessible to all. The only way we can realise this is by strengthening our institutions and working practices to be as inclusive and diverse as possible.

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There are many ways to achieve this goal. In particular, we recommend the following:



The management must lead by example, highlighting the importance of female participation in the decision-making processes and actively supporting women to consider roles within football's decision-making bodies.



The number of proposals or nominations required for election can be reduced for female candidates to encourage participation in decision-making bodies.



Every member association should have female members on its council.



In an election by list, it can be mandated that each list must include at least one woman.



In an election by position, at least one position should be reserved for a female candidate.



In a mixed election, a female candidate must be included on the list.



If no woman is elected to the council, the council must appoint one, with the decision to be ratified at the next congress.



The participation of women on standing and independent committees must be ensured, as per the FIFA Statutes “bodies must be constituted in accordance with the principles of representative democracy and taking into account the importance of gender equality in football”.

The phrase “at least” is purely a lower limit. If we are truly going to break down barriers, we should include as many women as possible in our decision-making bodies.

Ultimately, it is not just about quotas and percentages. Making football more inclusive is about creating a balance that allows us to share a maximum of ideas and skills, constantly improve and grow together.

DID YOU KNOW?

At present, each confederation has one woman on the FIFA Council. This is enshrined in the FIFA Statutes:

“The members of each confederation must ensure that they elect at least one female member to the Council” (art. 33 par. 5).

DID YOU KNOW?

58

associations have **less than 10% women on their council**

8

associations have **more than 30% women on their council**

3

associations have a **female president**

16

associations have a **female general secretary**



4.4 WHAT DOES SUCCESS LOOK LIKE?

Even today, women still have to fight prejudice and stereotyping – especially in sport. It is often claimed that women are either not interested in or not qualified for positions in football administration, but the truth is that they are both very interested and highly qualified.

Two things that are needed to end this myth:

On the one hand, women should be confident in their abilities when applying for a position in an association. Whether the position is in women's football or men's football, women are no less qualified than men and can add value in all areas.

On the other hand, member associations also have a duty to actively seek out qualified women and create an appealing working environment to ensure that they can attract the very best candidates.

How?

- Ensure that gender-equality objectives can be followed through effectively and are reflected in the statutes
- Ensure that gender-equality priorities and plans are adopted by all departments and at all levels of the association
- Raise awareness and involve the whole organisation through a strategic plan together with a clear communication plan
- Introduce measures that uphold equal access to opportunities, such as disclosure requirements, target-setting or quotas, open competition, clear recruitment standards, and advertising vacancies to the widest public possible



**Even today,
women still
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prejudice and
stereotyping
– especially in
sport.**

There are many examples that show the effectiveness of these measures:

ASIAN FOOTBALL CONFEDERATION (AFC)

In its Statutes, the AFC stipulates that at least five of its 30 Executive Committee members should be female, one of whom should also have a seat on the FIFA Council. Each female Executive Committee member represents one Asian regional zone and stands for its interests.

NORWAY

Clubs from the men’s and women’s premier, first and second national divisions can have two representatives with voting rights at the Norwegian FA’s Congress. Clubs with two representatives must have one representative of each gender. It is a good gender-equality practice that encourages female participation in order to break the male hegemony in the main decision-making body.

Meanwhile, the Norwegian FA’s Disciplinary Committee comprises eight members (chair, vice chair and six members). At least two members must be women, ensuring more than 30 per cent female participation.

FOOTBALL FEDERATION AUSTRALIA



TURKS AND CAICOS ISLANDS

6 OUT OF 10

COUNCIL MEMBERS



ARE WOMEN

SWEDEN

No more than two thirds of the Swedish FA’s Council members may consist of the same gender (whether male or female).

TURKS AND CAICOS ISLANDS

The Council has ten members, six of whom are women. Interestingly, the association has no specific requirements for female participation on its decision-making bodies, but nevertheless, there are more elected women than men.

AMERICAN SAMOA

The association’s Statutes do not stipulate a quota for female participation on the Council, yet three of the six elected members are women.

AUSTRALIA

Football Federation Australia (FFA) implemented governance reforms in 2018 that committed it to 40:40:20 representation, meaning a minimum of 40% women, 40% men and the remaining 20% being discretionary. It is also a constitutional requirement for the FFA Chair and Deputy Chair to be gender-balanced.



4.5 HOW TO AVOID SETBACKS

Gender equality and the involvement of women in leadership roles must never be seen as an addition or an obligation but as an integral part of an association's entire activities and initiatives.

It is important that women are encouraged to raise their voices and express their determination to go their own way. But to avoid setbacks and disappointments, it is also important that women formulate realistic and achievable goals. The establishment of women on governing bodies is a process that is being carried out step by step and requires as much patience as ambition.



It's a question of not so much pushing the boys out of the picture, but making the whole frame bigger for both men and women.

- Christine Lagarde
*President of the European
Central Bank*

AT A GLANCE

WOMEN IN FOOTBALL – THE RECAP



Women in leadership positions are not only crucial for the development of women's football: **diversity in the organisational structure benefits governance as a whole.**



Female role models give a face to **change and empower the leaders of tomorrow** to dream big.



Equal opportunities for men and women are **fundamental principles of human rights.**



Football is a global game that must be made accessible to all. The only way to realise this and create success stories is by **overcoming stereotypes** and being as **supportive and inclusive as possible.**



GOOD GOVERNANCE





To develop a thriving culture of women's football, every association needs to know clearly what it wants to achieve and have the right people in place to achieve this. When dedicated staff pursue well-defined goals within a supportive organisational structure, it is a win-win for the association and women's football.

FIFA

**WOMEN'S
FOOTBALL WITHIN
THE ASSOCIATION**



ANALYSE THE STATUS OF WOMEN'S FOOTBALL IN YOUR ASSOCIATION

Whether in stadiums or on village squares, football is a global game played by girls and women that has the ability to transcend social, racial, religious, ethnic and cultural differences.

At the same time, the passion for the women's game and its steady growth illustrate the many untapped opportunities still available to the entire football community. We need to expand the game, involve more girls earlier, keep more women in the game longer, continue to push for the empowerment of women, and underline the social benefits of football.

FIFA now has a Women's Football Division that has the necessary competence to drive the development of the women's game. While every member association has engaged in this process to some extent, FIFA would like to encourage all of its member associations to intensify their commitment to women's football and truly promote the game for all.

On a practical level, it is important to start by defining what has already been achieved by your association and where there is still room for improvement. One of the best indicators is the degree of integration of women's football within the association's organisational structure.

Every member association has a unique environment, so what works in one country may not be the best solution in another. It is therefore important to identify the best formula for your association that enables the women's game to thrive at every level.

FIFA would like to encourage all of its member associations to intensify their commitment to women's football and truly promote the game for all.

EXAMPLE 1

Our women's football specialist is part of the Technical Development Department or the Competitions Department.



EXAMPLE 2

One women's football specialist is based in the Technical Development Department or the Competitions Department, and another women's football specialist is responsible for the coordination of the women's national team.



EXAMPLE 3

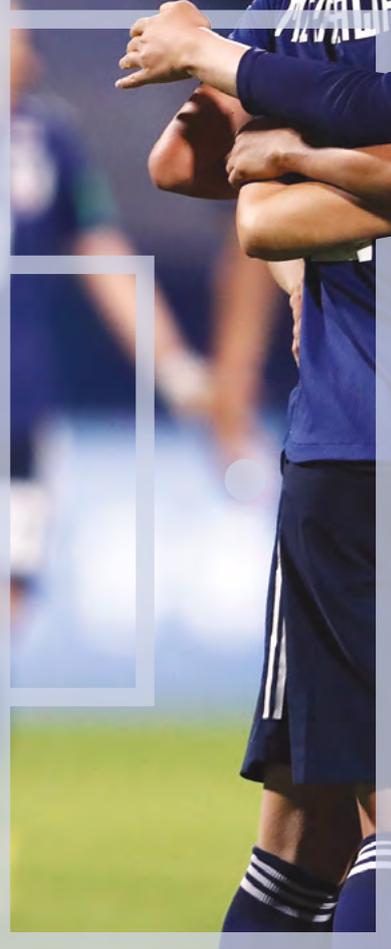
We have a dedicated Women's Football Department.



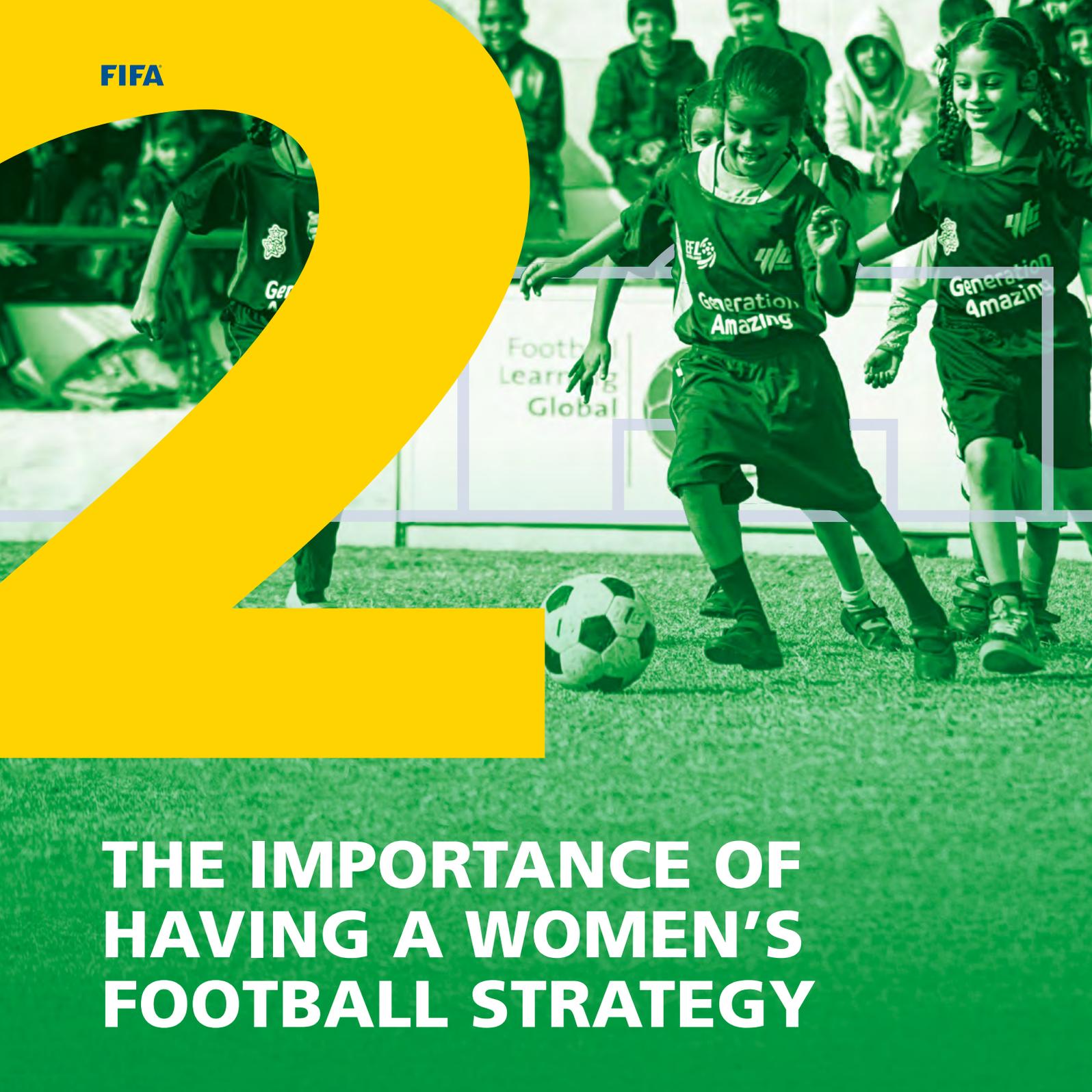
EXAMPLE 4

We have dedicated team members, who are responsible for women's football, across multiple departments in our association.





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THE IMPORTANCE OF HAVING A WOMEN'S FOOTBALL STRATEGY

DEFINE A WOMEN'S FOOTBALL STRATEGY TO GET EVERYONE ALIGNED AND TO REACH YOUR GOALS

In order to grow women's football, it is important to define goals and pave the way to achieve them. A strategy helps to visualise tasks and make processes more effective. This in turn helps people to focus on common objectives, since all participants know what is expected of them and can move together towards those goals. Cooperation is therefore of central importance for the implementation of the strategy.



But what are the benefits of a strategy?

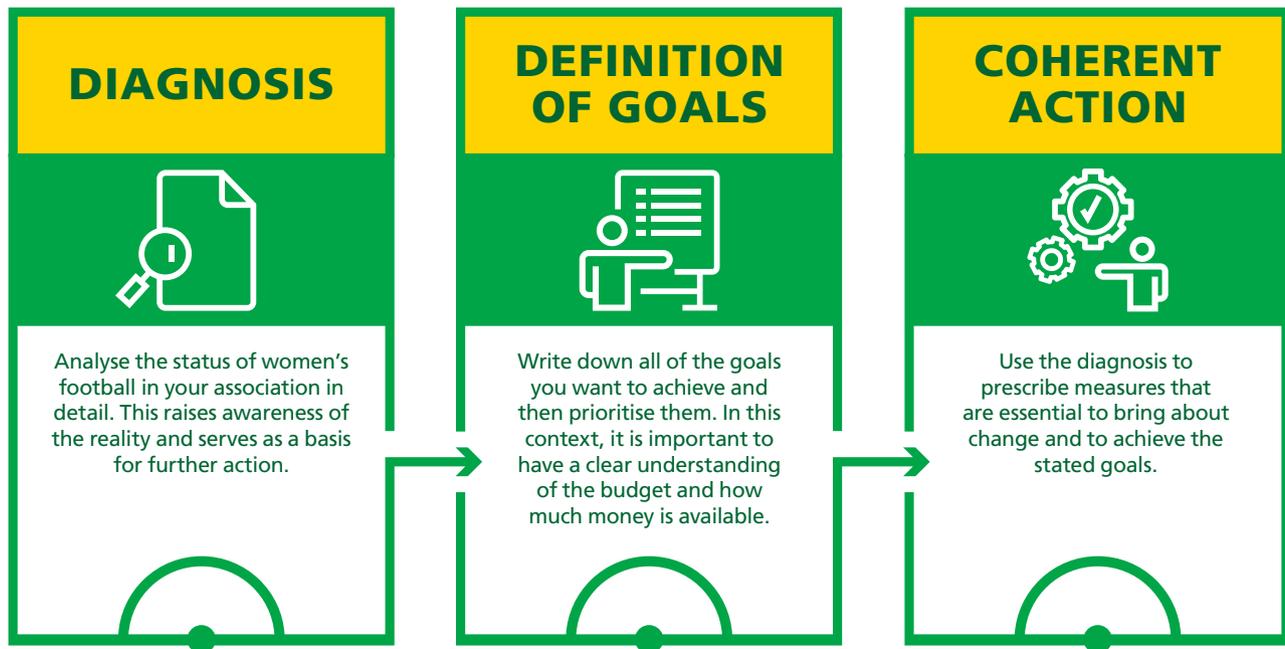
A STRATEGY HELPS YOU:

- to plan as it gives a clear picture of where the association wants to take women's football and enables a proactive approach to reach these goals;
- to define clear objectives for women's football that can be continually monitored and used as a tool for budgeting, resource allocation and prioritisation of tasks;
- to identify strengths and weaknesses because once an idea has been developed, it is easier to create awareness of which components are already present in the association and which need to be developed;
- to assess which resources and knowledge are needed to achieve the goals;
- to maintain continuity and not lose sight of the goals, regardless of changes in the environment and structure.

Defining a strategy leads to orientation and coordination, and optimises the chances of success.



**WE SUGGEST THAT THE STRATEGY
CONSIST OF THREE PARTS:**



Spotlight on... THE FIFA WOMEN'S FOOTBALL STRATEGY

The FIFA Women's Football Strategy is based on a simple framework that can be adopted by all FIFA member associations to support them in creating their own tailor-made strategies. The key components are:

A "top-down" and "bottom-up" approach

Ask yourself, "How can we drive development of the women's game from the top down?" (e.g. through competitions and a regulatory framework), and "How do we support our members (clubs, associations, etc.) to drive development from the bottom up?" (e.g. development programmes and capacity-building)

Five strategic pillars

To make sustainable changes for women's football, the entire ecosystem of the game needs to be considered. Breaking down the strategic objectives into five key areas that cover all aspects of the sport helps to prioritise objectives and have a clearer overview of the women's football landscape in your country.

These are the five pillars that FIFA has used for this exercise that you can also adopt for your strategy:



**Develop
and Grow**



Showcase



**Govern
and Lead**



**Communicate
and Commercialise**



**Educate
and Empower**



Spotlight on... THE SMART PRINCIPLE

When defining objectives, it is helpful to use SMART logic to facilitate implementation and evaluation.

- *Specific: each goal should be described in "what" and "how" activities.*
- *Measurable: each objective should be measurable using quantifiable methods that identify measurable benchmarks.*
- *Assignable: it should be clear who is responsible for achieving the goal.*
- *Realistic: each objective should be realistic and achievable within the proposed time frame.*
- *Time-related: it should be specified when the objectives can be achieved.*



FIFA



THE WOMEN'S FOOTBALL OFFICER

INSTALL A WOMEN'S FOOTBALL OFFICER WHO IS RESPONSIBLE FOR THE IMPLEMENTATION OF THE STRATEGY

The Women's Football Officer, who may also be called a Women's Football Manager or the Head of Women's Football, is in charge of leading all activities related to women's football at the association and defines the steps to grow the women's game so that it reaches its full potential. The Women's Football Officer develops a women's football strategy together with the other team members and departments within the association to improve the level of play within the country and identifies targets on and off the pitch.



The Women's Football Officer:

3.1 WHAT ARE THE KEY RESPONSIBILITIES?



Encourages the expansion of women's football and promotes the practice of football by as many girls and women as possible (from grassroots to elite);



Designs necessary women's football youth and grassroots development programmes that are sustainable and scalable;



Oversees a women's football development strategy and manages the budget effectively to ensure maximum resource utilisation;



Develops opportunities for women across grassroots education, performance and administration;



Is responsible for leading the Women's Football Department (if installed in the association) in a manner that supports and guides the organisation's mission of developing, promoting and managing women's football;



Collects and builds a database of relevant statistics about women's football to keep track of the progress in the country;



Works with the Technical Director to identify areas of priority to improve the elite youth pathways system;



Works together with the Marketing/Communications Department(s) to build an effective communication campaign that raises awareness of and promotes women's football;



Establishes a women's football network and ensures communication flows across the organisation, if applicable for the Women's Football Committee;



Works with local NGOs to identify common goals for girls' and women's empowerment within society.





3.2 WHAT PROFILE DOES THE WOMEN'S FOOTBALL OFFICER NEED TO HAVE?

First of all, it is essential that the Women's Football Officer believes in the great possibilities of women's football, recognises its growth potential, and has an inner motivation to develop the women's game.

In addition, the Women's Football Officer should combine three related skills and experiences.

FOOTBALL KNOW-HOW:

- Extensive technical knowledge about the game. Experience as a player or a coach is a plus
- Good understanding of the football landscape
- Relevant football and sport qualifications (e.g. Bachelor's degree from university or equivalent, coach licence, referee licence)
- Experience in women's football development

LEADERSHIP/ANALYSIS:

- Leadership, strategic and networking skills
- Strong ability to influence others and communication skills to convince key football stakeholders of the quality and importance of the project
- Ability to interface and engage with external stakeholders, governments and NGOs
- High level of resilience with an ability to manage multiple projects at once
- Strong presentation and public-speaking skills

ORGANISATIONAL SKILLS:

- Organisational capacities that enable the implementation of a complex set of programmes nationwide
- Production of reports on activities and financial accountability
- Creation of education curriculums
- Creation of administrative development curriculums
- Managerial skills and experience to coordinate, motivate and supervise the Women's Football Department staff (if installed in the member association)

DID YOU KNOW?

The job of a Women's Football Officer is complex but also highly rewarding. However, you are not expected to have all of the necessary qualifications from the very start. It is all about recognising your strengths and weaknesses and constantly improving to meet challenges. It is also important to build a network and surround yourself with employees and advisors who complement your own skills and help you progress.

3.3 WHAT COULD THE JOB DESCRIPTION OF A WOMEN'S FOOTBALL OFFICER LOOK LIKE?

Unique opportunity to work in football and drive the women's game forward at the *INSERT MA NAME*

JOB DESCRIPTION

Job title:

Women's Football Manager OR Head of Women's Football

Reports to:

*General Secretary of the *INSERT NAME OF MA**

Job overview:

*The Women's Football Manager will be responsible for driving the growth and development of the women's game in *INSERT COUNTRY NAME*. This exciting new position comes with various responsibilities, cutting across all areas of football. Delivering and implementing a long-term women's football strategy will lead to the successful growth of women's football in our country. Ensuring that the whole population has access to this sport, for any level, age or background, is part of our mission. This role is therefore of great importance to the *INSERT NAME OF MA*.*

KEY RESPONSIBILITIES AND DUTIES

- *Work in collaboration with relevant internal and external stakeholders for the development of women's football, namely to create and implement an overarching women's football strategy*
- *Oversee, manage and develop women's football activities linked to the strategic objectives, such as grassroots programmes or local and national competitions*
- *Build a database of relevant statistics on girls' and women's football to continuously track and monitor the progress of women's football in the country*
- *Work with the Technical Director to identify areas of priority to improve the elite youth pathways system*
- *Work together with the Marketing/Communications Department(s) to create an effective communication campaign that raises awareness of and promotes women's football and its benefits*
- *Establish a women's football network and ensure communication flows across the organisation, including with the Women's Football Committee and if applicable Executive Committee/Council*
- *Work with local NGOs to identify common goals for girls' and women's empowerment within society with the aim of using football as a tool to achieve these goals*

QUALIFICATIONS

- *Bachelor's degree from university or equivalent educational institute*
- *Minimum of five years' experience as a project manager*
- *Excellent organisational and interpersonal skills*
- *High level of resilience, with an ability to manage multiple projects at once*
- *Has a "can-do attitude", is open minded and has an intrinsic motivation to develop the women's game*
- *Able to adapt to different working environments, with an ability to manage upwards, but also able to lead discussions and individuals*
- *Has a good understanding of the women's football landscape. Experience as a player or a coach is a plus*



3.4 RELATIONS WITHIN THE ORGANISATIONAL STRUCTURE

In order to effectively perform the role and achieve the goals, it is important that the Women's Football Officer knows the statutes of the association and who is responsible for the different areas within the association.





3.4.1 THE GENERAL SECRETARY

The general secretariat is the operational and administrative body that carries out the work under the direction of the General Secretary. The General Secretary is the association's Chief Executive Officer and has many responsibilities, including:

- to implement the decisions passed by the Congress and Council in compliance with the President's directives
- to manage and to keep the accounts of the association
- to maintain relations with the members, the committees, the Council and FIFA
- to appoint and dismiss staff working in the general secretariat/administration

The General Secretary will be responsible for the allocation of staff and resources in order to achieve a smooth and efficient implementation of the women's football strategy. In addition, the General Secretary will have the role of a supervisor.

A good relationship between the Women's Football Officer and the General Secretary is key to the success of the strategy and the growth of women's football. The relationship should be based on trust, integration of roles and close cooperation.

3.4.2 OTHER DEPARTMENTS

Cooperation and coordination within the association is key to the success of the women's game. Defined goals cannot be achieved alone; the implementation of the strategy relies on the commitment of many departments, including:

- Competitions
- Technical
- Marketing
- Communications
- Licensing
- Integrity & Legal
- Youth Football
- Human Resources

In order to be successful, it is important to strengthen the bond and to stay in constant contact with your colleagues. Only by working together is it possible to have an increased impact across multiple areas.



3.4.3 THE PRESIDENT

The President is elected by the Congress on the basis of a political programme, which should include policies related to women's football. The President will therefore rely on the General Secretary and the Women's Football Officer to implement his/her visions and goals that are dedicated to women's football.

In some associations, the role of the President is to give an overall vision of the way the association is handled and what the association stands for. In other associations, the President is more involved in the daily administrative work. In this case, the Women's Football Officer needs to work more closely with the President.

3.4.4 THE COUNCIL

The Council is the elected strategic and oversight body led by the President that discusses and determines all of the association's strategic activities to be implemented by the general secretariat/administration. There should always be a member representing the interests of women's football in the Council. This member relies on input from the Women's Football Officer. If there is no women's football representative in the Council, it is important for the Women's Football Officer to know when relevant topics will be discussed in order to be prepared to assist and make relevant contributions.





3.4.5 THE STANDING COMMITTEES

The role of the standing committees is to advise and assist the Council in taking strategic decisions on specific topics. Examples of standing committees in an association are:



Depending on the size and the level of activity of each member association, the number of standing committees vary. The members of the standing committees may be members of the Council; generally, the chairperson of a standing committee is a member of the Council. All of the members of each standing committee, including the chairperson, should be appointed for a limited term of office.

If your member association has a Women's Football Committee, the responsibilities of the Women's Football Officer in this standing committee include:

- **discussing the agenda of the meeting with the chairperson;**
- **organising the content to be presented (reports, statistics, future plans);**
- **participating in committee meetings, providing input for discussions, and making proposals for changes or new activities;**
- **executing the decisions that are taken or validated by the committee after the final approval of the Council.**

In general, the Women's Football Officer needs to have a good understanding of the political dynamics within the association and have a good relationship with all committee members. The Women's Football Officer should provide support and justification for the women's football decisions to be taken and should be in a position to suggest changes and adaptations based on an understanding of the day-to-day work in this area.

3.4.6 CONTRACTED EMPLOYEES

A contracted employee is hired for a specific job. The Women's Football Officer has a responsibility to work with as many people as may be needed to achieve the goals outlined in the strategy. The skills and profile of these employees depend on the specific tasks they have.



DID YOU KNOW?

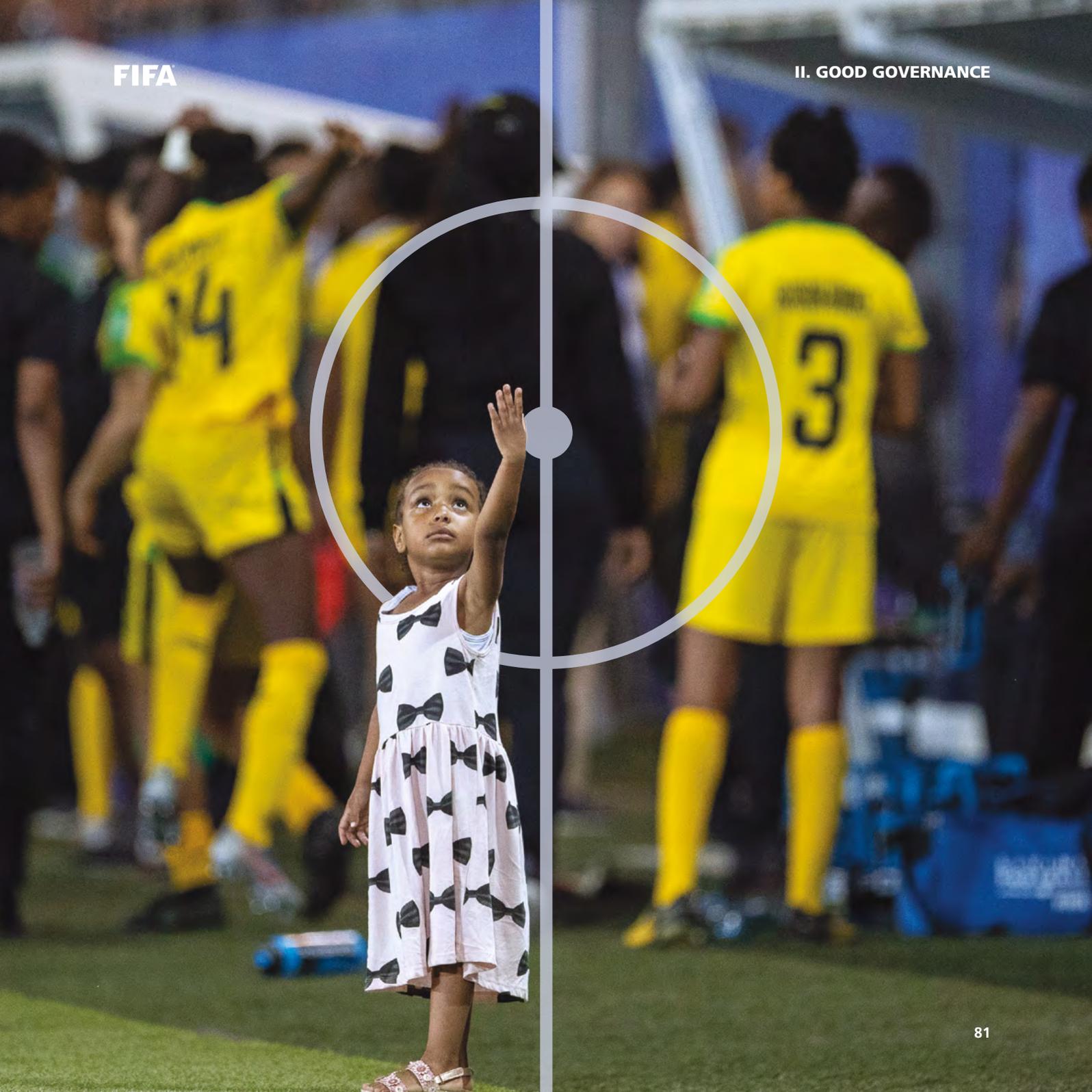
The government is usually a key stakeholder in the development of football in many countries. It is important that the association involves the government in the analytical process, which will enable the identification of existing opportunities and possibly facilitate the allocation of funds and infrastructure from the government.

Most governments are also members of the United Nations (UN), who have developed the Sustainable Development Goals (SDGs). The SDGs are a universal call to action agreed upon by world leaders in 2015 to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere.

Goal 5 of the SDGs is gender equality.

Football associations can use the SDGs as a platform to cooperate and collaborate with governments to support them in achieving their objectives for gender equality through football activities for women and girls.





FIFA



CHALLENGES

DO NOT IGNORE THE CHALLENGES THAT MAY ARISE ON YOUR JOURNEY

The task of growing women's football includes being aware of potential challenges and identifying and solving any problems that may arise. Discrimination and harassment are factors that can occur not only at your workplace, but also in your wider environment and in the sport in general. It is therefore important to be aware of the support offered by FIFA.

Discrimination and harassment are factors that can occur not only at your workplace, but also in your wider environment and in the sport in general.



“Discrimination of any kind against a country, private person or group of people on account of race, skin colour, ethnic, national or social origin, gender, disability, language, religion, political opinion or any other opinion, wealth, birth or any other status, sexual orientation or any other reason is strictly prohibited and punishable by suspension or expulsion.”

*FIFA Statutes, art. 4 par. 1:
Non-discrimination, equality
and neutrality*

4.1 DISCRIMINATION

The basis for non-discrimination, equality and neutrality laid down in article 4 of the FIFA Statutes is provided by the United Nations’ Universal Declaration of Human Rights, which unequivocally states that every single person is “entitled to equal protection against any discrimination [...] and against any incitement to such discrimination” (article 7). Discrimination leads to inequality and social exclusion. The term “discrimination” covers the degradation and discrimination of groups and people on the basis of attributes, whether they be perceived or genuine. Such degradation and discrimination includes verbal and physical abuse as well as a lack of equal rights in terms of access to social life and its institutions.

If diversity and anti-discrimination are to be promoted in the long term, it is not always helpful to have a detailed set of measures issued from one central source. Every association is subject to its own national laws and religions and has its own particular history and traditions. Discrimination can take many different forms and vary widely from region to region. These aspects must be considered if measures are to be effective and to reach the people at whom they are aimed.

The FIFA Good Practice Guide on Diversity and Anti-Discrimination for member associations (see circular 1632) provides a variety of recommendations that associations can tailor to their own requirements in order to meet the challenges which differ from region to region. To guide its members, FIFA has developed a viable model that offers recommendations based on five basic pillars to clearly structure the promotion of diversity and anti-discrimination in football:

- **Regulations provide the basis for all pillars.**
- **Controls and sanctions cover discriminatory incidents, related disciplinary procedures and sanctions.**
- **Education for FIFA officials and FIFA staff and an advisory framework for member associations is key.**
- **Networking and cooperation with member associations & confederations, governmental & non-governmental organisations and experts strengthen the overall approach.**
- **Communications covers media information, awareness-raising, campaigning, etc.**

For further information on how to work effectively and foster diversity and anti-discrimination at member association level, please study the following:

- **FIFA Good Practice Guide on Diversity and Anti-Discrimination**
- **FIFA circular no. 1682 on the three-step procedure for discriminatory incidents in member associations' competitions**
- **Global Guide to Discriminatory Practices by the Fare network**

Please do not hesitate to contact the FIFA Sustainability & Diversity Department for further information: sustainability@fifa.org





We will continue to work with our members and partners to ensure the message is heard loud and clear: no form of abuse is justifiable in sports and we each have an obligation to install robust safeguarding measures to prevent it.

- Fatma Samoura
FIFA Secretary General

4.2 SEXUAL HARASSMENT AND ABUSE

According to the World Health Organization¹ (WHO), it is estimated that one billion children globally – over half of all boys and girls aged between two and 17 years – experience some form of emotional, physical or sexual abuse each year. The majority of harassment and abuse occurs through the abuse of power or positions of trust.

FIFA bears a special responsibility to safeguard the integrity and reputation of football worldwide². It has a zero-tolerance policy on human rights violations and recognises that all forms of harassment and abuse breach human rights and, in many cases, may constitute a criminal offence.

This commitment is enshrined in the FIFA Statutes and the FIFA Code of Ethics³.

¹ INSPIRE: seven strategies to end violence against children. WHO, 2016

² Circular no. 1683: Amendments to the FIFA Code of Ethics, 2019 edition

³ Reference to article 3 of the FIFA Statutes and the FIFA Code of Ethics (in particular article 23)

FIFA STATUTES

Article 3:

"FIFA is committed to respecting all internationally recognised human rights and shall strive to promote the protection of these rights."

FIFA CODE OF ETHICS (2019 EDITION)

Article 23:

Protection of physical and mental integrity:

- Persons bound by this Code shall protect, respect and safeguard the integrity and personal dignity of others.
- Persons bound by this Code shall not use offensive gestures and language in order to insult someone in any way or to incite others to hatred or violence.
- Persons bound by this Code must refrain from all forms of physical or mental abuse, all forms of harassment, and all other hostile acts intended to isolate, ostracise or harm the dignity of a person.
- Threats, the promise of advantages, coercion and all forms of sexual abuse, harassment and exploitation are particularly prohibited.
- Violation of this article shall be sanctioned with an appropriate fine of at least CHF 10,000 as well as a ban on taking part in any football-related activity for a minimum of two years. In cases of sexual exploitation or abuse, or in serious cases and/or in the case of repetition, a ban on taking part in any football-related activity may be pronounced for a minimum of ten years.



Furthermore, FIFA recently launched its child safeguarding programme for member associations: FIFA Guardians™.

The launch of this programme is part of an initiative aimed at providing practical guidance to help all 211 member associations review their existing safeguarding measures, to help prevent any risk of harm to children in football and to appropriately respond at national/local level if concerns arise. The programme requires all member associations to put in place robust safeguarding measures and will be supported by a series of training modules and workshops around the world.

FIFA believes that proactive efforts by member associations to implement FIFA Guardians™ will form a basis to safeguard everyone across the game and create a culture of respect and zero tolerance for any form of abuse or harassment within football.

FIFA also has a platform that offers everyone the opportunity to alert us to any issues. We provide a **confidential FIFA whistle-blowing mechanism** with all cases reported directly to FIFA Ethics for review and investigation. If you have a concern or want to make an official complaint in relation to harassment or abuse, you can report it to FIFA Ethics under the category “Protection of physical and mental integrity”.

AT A GLANCE

WOMEN'S FOOTBALL AND GOOD GOVERNANCE – THE RECAP



A women's football strategy is essential to **grow the sport and help it reach its full potential**. The strategy outlines the goals and the measures to reach them. It combines forces and makes sure that the whole association works together effectively.



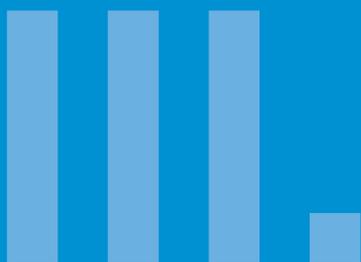
The Women's Football Officer is responsible for the implementation of the women's football strategy. The Women's Football Officer should have **football know-how, leadership skills and organisational skills**.



The role of the Women's Football Officer consists of **analysing the status of women's football, planning steps to take it forward and creating a network to support this** within the organisational structure of the association.

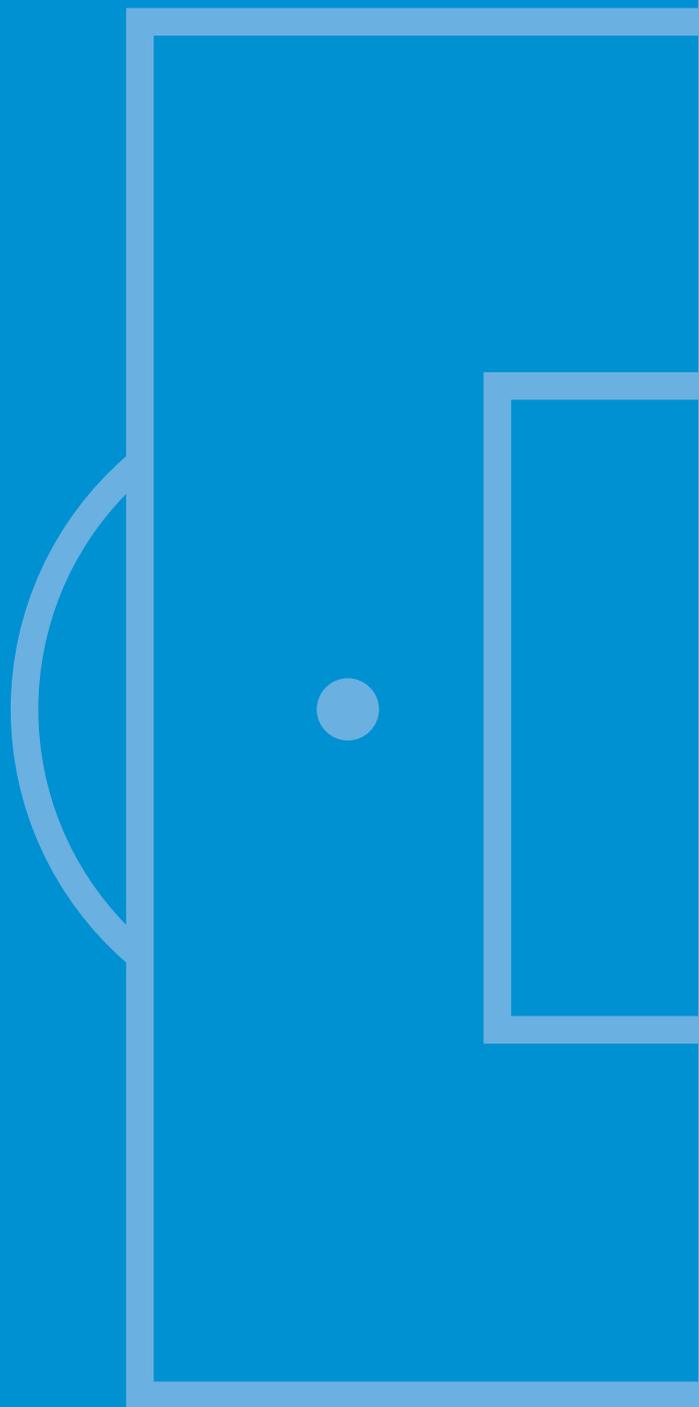


Discrimination and harassment are factors that need to be monitored. Only by knowing about these challenges – and the support available locally and through FIFA to face them – can you act accordingly.



GOOD PRACTICE





The journey towards building a stronger women's game is not one that anyone will have to embark upon alone. Along the way, there is an array of financial and practical support to aid the professionalisation process. Still, to be able to benefit from that support and to develop the sport in an effective way, you need to know what your options are, so here is an overview of the various FIFA initiatives available to you.

FIFA



SUPPORT

BENEFIT FROM TAILOR-MADE SUPPORT AND GROW THE GAME FOR ALL

1.1 FIFA FORWARD

WHAT IS FIFA FORWARD?

Aligned with *FIFA 2.0: The Vision for the Future*, the FIFA Forward Development Programme was approved by the FIFA Congress in May 2016 and offers structured, actionable solutions designed to meet the specific needs of each and every member association and confederation, and therefore of hundreds of millions of football participants around the world. It marks not only a step change for global football development and the way FIFA shares the success of the FIFA World Cup™ with its members and the confederations, but also represents one of the most prominent development programmes in the world of sport. The first FIFA Forward cycle from 2016 to 2018 – FIFA Forward 1.0 – invested USD 1.079 billion into 941 approved projects worldwide. In June 2018, the FIFA Congress decided to increase investment in FIFA Forward even further for the 2019-2022 cycle with a 20% increase in the annual entitlement.

FIFA FORWARD 1.0
INVESTED 
USD 1.079 
BILLION 
INTO 941 
WORLDWIDE PROJECTS 
FROM 2016 TO 2018 

FIFA Forward is built to provide 360-degree, tailor-made support for football development in each of our member associations and the six confederations, and is based on three principles:

More investment, More impact, More oversight

The aim is to improve the way we develop and support football across the globe. Football needs to reach its potential in every single country so that everyone who wants to take part can do so – without barriers.







HOW CAN WOMEN'S FOOTBALL BENEFIT FROM IT?

In order to realise the vision of FIFA 2.0 and significantly increase the reach of women's football by 2026, two principles need to interact with and complement each other: to grow the game and to develop the game.

The game grows with every successful competition that captivates fans and stimulates the interest of stakeholders and commercial affiliates alike. At the same time, growing the game begins with education. It is all about developing the game by presenting possibilities for girls to follow their dreams and play. Only through this development can football ultimately grow in the long term and be promoted worldwide.

The FIFA Forward Programme offers funding opportunities for the women's game which tackle the following principles: a re-commitment to universal grassroots development, youth development, competition and league development, coaching and infrastructure.

Forward 1.0 provided greater investment in women's and girls' football development than ever before. Of the 941 approved projects overall, 81 (9%) were exclusively dedicated to women's and/or girls' competitions, training centres, national teams and female empowerment.

It is all about developing the game by presenting possibilities for girls to follow their dreams and play.

IN THE 2019-2022 CYCLE, FIFA FORWARD 2.0 OFFERS EVEN MORE OPPORTUNITIES, FOR EXAMPLE:

- An investment of USD 6,000,000 per member association for the four-year cycle to support operational needs and development projects while an additional USD 1,000,000 is allocated to those associations with an annual revenue of USD 4 million or less in order to support their travel and equipment needs.
- Up to USD 1,000,000 for zonal/regional associations will be released to the respective confederations in January of each year, provided that the zonal/regional association is recognised by the confederation and organises at least one women’s, two boys’ and two girls’ competitions (for national teams or clubs).



INVESTMENT OF
USD 6,000,000
PER MEMBER ASSOCIATION

to support operational needs
 and development for the

FOUR-YEAR CYCLE



SUPPORT IS NOT LIMITED TO MEN'S FOOTBALL. THE INVESTMENT OPPORTUNITIES ARE JUST AS VALID FOR WOMEN'S FOOTBALL AS THEY ARE FOR MEN'S.

It also covers a wide range of areas such as infrastructure, competitions, capacity-building, equipment and national team support with the following objectives:

- Professional conditions for women's football leagues
- Creation and development of regional and national youth leagues
- Preparation, structure, competitions and talent search for female teams
- Infrastructure exclusively for women's football (competitions and teams)
- Equipment for regional clubs and competitions
- Promotion (e.g. recruitment and awareness campaign on women's football, football in schools)
- Education (courses) for female football coaches and referees
- Female football player registration system and competence management



Here are some examples of funding for projects in our member associations that showcase in which areas FIFA Forward can help to grow the game for women all over the world.

CASE STUDIES

CAF: KENYA

FINANCIAL SUPPORT

Project: *support for the development of the Women's Premier League and Division One*

PROJECT DESCRIPTION:

One of the key objectives of the Football Kenya Federation (FKF) is the development of women's football across the country. With funds from FIFA Forward, the FKF has supported league operations and assisted in renting venues and providing equipment, medical services and match officials. This initiative has not only strengthened the league structures but also promoted the women's game across Kenya. Based on this success, Kenya has also benefited from a FIFA Women's Football Division pilot programme with the aim of building capacity for its coaches, referees and administrators and consequently organising new youth competitions.



AFC: KUWAIT

COMPETITION AND GRASSROOTS

Project: women’s football and futsal development

PROJECT DESCRIPTION:

With the support of the FIFA Forward Programme, the Kuwait Football Association (KFA) has set up the Women’s Futsal National League. The funding was mainly used to train players, coaches and referees, as well as to provide training opportunities for the girls’ national teams (U-15 and U-17) in order to continuously promote talent. In addition, the KFA now organises annual football and futsal festivals to raise awareness and promote women’s participation in sport.

Concacaf: CANADA

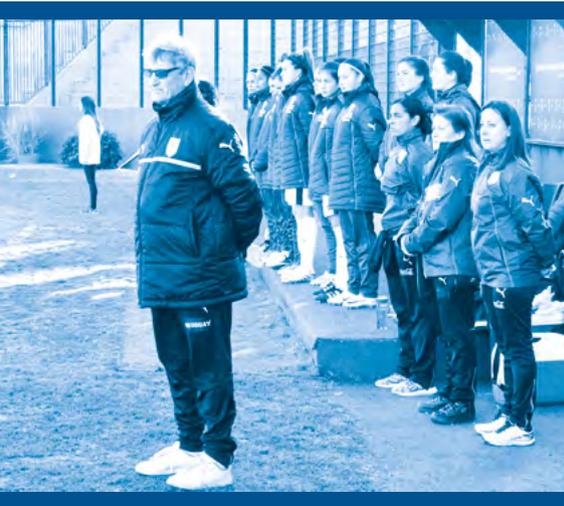
TECHNICAL, ADMINISTRATIVE AND ORGANISATIONAL FOOTBALL DEVELOPMENT

Project: youth and senior competitions (U-15, U-17 female categories and Jubilee Trophy as part of an overall youth and senior development competitions project)

PROJECT DESCRIPTION:

Support from FIFA Forward was sought for six competitions across Canada, including for youth and senior teams in both male and female categories. The competitions took place in October 2018 and were led by The Canadian Soccer Association (CSA) jointly with Local Organising Committees and local football associations. They provided football players, coaches, referees and other stakeholders with the opportunity to participate in competitions as a vehicle for technical, administrative and organisational football development. The project comprised three women’s football competitions in three categories: U-15, U-17 and senior, which involved more than 500 players, 28 teams and more than 70 matches, representing a sustainable investment to grow the game across Canada.





CONMEBOL: URUGUAY

INFRASTRUCTURE

Project: stadium refurbishment for the FIFA U-17 Women's World Cup, artificial turf installation and support of female national teams

PROJECT DESCRIPTION:

Thanks to FIFA Forward, three professional clubs from the first division (Montevideo Wanderers, River Plate and Plaza Colonia) have been able to improve and modernise their stadium infrastructure. The facilities benefited the clubs but also the Uruguayan Football Association (AUF), who used the stadiums for the national teams that participated in the FIFA U-17 Women's World Cup 2018. In addition, FIFA Forward helped to fund the entire installation of a new artificial turf system at the main Rentistas stadium, enabling women's football clubs and teams from the A and B divisions in Uruguay to have a proper football pitch which they can use for their training sessions and competitions throughout the year. Finally, complementing the above-mentioned projects, FIFA Forward has assisted with the preparation process of the Uruguayan women's national teams.

OFC: FIJI**LEAGUES AND GRASSROOTS**

Project: women's football development across the country

PROJECT DESCRIPTION:

FIFA Forward has had a significant impact on women's football development in Fiji. The Fiji Football Association (FFA) has invested in several projects to build the women's game in local communities. The projects have ranged from grassroots initiatives and nationwide leagues to funding for the preparation of the senior women's national team for competitive matches. The increase in the investment helped the senior women's national team reach the 2018 OFC Women's Nations Cup final, and at the same time at grassroots level, a sense of inclusion and unity was built around women's football.





UEFA: NORWAY

GRASSROOTS AND ELITE WOMEN'S FOOTBALL

Project: elite women's football development

PROJECT DESCRIPTION:

With the support of funds from FIFA Forward, the Norwegian Football Association (NFF) has introduced an elite club standard, which is a tool that sets standards for how elite women's clubs shall be operated and developed in selected areas with a focus on football (coach and player development), administration and management as well as marketing and communication. In addition, elite clubs shall establish a full-time role of an elite player developer dedicated to creating individual development plans for talented players. The project includes 12 elite football clubs nationwide and shall help to prevent female players dropping out at an early age. It also aims to increase the overall player development work within clubs and to establish a player development pathway for the clubs' youngsters.

DID YOU KNOW?

FIFA has put in place a network of eleven regional offices to strengthen, modernise and repurpose the support it provides to its members. Each regional office is staffed by a team of experts who are, amongst other things, open to all of your questions regarding funding possibilities and FIFA Forward applications.

FIFA REGIONAL DEVELOPMENT OFFICES



- 1** Panama City - Panama
- 2** Bridgetown - Barbados
- 3** Asunción - Paraguay
- 4** Dakar - Senegal

- 5** Brazzaville - Congo
- 6** Johannesburg - South Africa
- 7** Addis Ababa - Ethiopia
- 8** Dubai - United Arab Emirates

- 9** New Delhi - India
- 10** Kuala Lumpur - Malaysia
- 11** Auckland - New Zealand

1.2 FIFA WOMEN'S DEVELOPMENT PROGRAMME

The FIFA Women's World Cup France 2019™ marked a great milestone in the development of the women's game. While we celebrate the success and the quality of the top teams that played in France, we are also aware that there is still much to be done towards developing women's football throughout the world. To further support our member associations in the development of the women's game at national level, FIFA has launched a new suite of women's football development programmes that focus on key areas of football and structural development with a tailor-made approach considering each association's football landscape and needs.

The FIFA Women's World Cup France 2019™ marked a great milestone in the development of the women's game.

The programmes offered include the following:



FIFA encourages member associations to request programmes that fit their needs and are in line with their own women's football development strategy. All member associations are eligible to apply for the programmes. Member associations may apply for more than one programme within the same year, provided there is a relevant link between the projects as well as the overall member association and women's football development strategy.

For further information on the programmes and the application forms, please contact: developmentprogrammes@fifa.org

FIFA



FIFA PLAYERS' STATUS DEPARTMENT

PAVE THE WAY FOR FEMALE PLAYERS AS PROFESSIONAL FOOTBALLERS

PLAYERS' STATUS AT A GLANCE

The FIFA Players' Status Department establishes and monitors compliance with the FIFA Regulations on the Status and Transfer of Players. It also works with decision-making bodies that deal with regulatory and contractual disputes with an international dimension that involve clubs, players, coaches, match agents and associations (for more details, see art. 22 of the Regulations of the Status and Transfer of Players).

Football players are split into two categories: professional and amateur. Professionals are players who have a written contract with a club and are paid more for their footballing activity than the expenses they effectively incur. All others are amateurs.

A written contract is the basic element in any employment relationship and, in the event of an employment-related disagreement between a club and a player, it is the main reference for each party's rights and obligations. A written contract is also the main reference in a legal relationship between clubs as well as the basis for any claims regarding the payment of solidarity contributions.



DID YOU KNOW?

While the FIFA Players' Status Department receives hundreds of men's claims every year, women's claims are still very rare.

Labour claims



1



1



8



4

Solidarity contribution claims



4

(three claims involving the same player)



0



0



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WHY IS PLAYERS' STATUS IMPORTANT FOR WOMEN'S FOOTBALL?

Women's football has developed enormously in recent years. In order to further professionalise the women's game, however, all full-time female players need a contractual framework that guarantees them a minimum salary and protects them from exploitation.

At the moment, many players still have doubts about their status, feel unprotected and struggle every day to make a living from football. It is therefore important to ensure that players who qualify as professionals are not treated as amateurs.



AVAILABLE SUPPORT

To protect the integrity of the sport, to act in line with its principles and to support the development and growth of women's football, it is important to know the basic elements of the rules and regulations in force.

The Regulations on the Status and Transfer of Players (RSTP) lay down global and binding rules concerning the status of players, their contractual stability, their eligibility to participate in organised football, and the various payment obligations triggered by a transfer between clubs belonging to different associations.

To protect the integrity of the sport, to act in line with its principles and to support the development and growth of women's football, it is important to know the basic elements of the rules and regulations in force.

The main principles of the RSTP are:

CONTRACTUAL STABILITY

As a rule, a contract is legally terminated upon its expiry. However, terminating a contract before its expiry date is only permissible either by mutual agreement or with labour-related just cause or with sporting just cause.

A party is considered to have just cause to terminate a contract before its expiry date when the breach by the other party is considered to be of a certain severity and when there are objective criteria that do not reasonably allow the continuation of the employment relationship between the parties.

PROTECTION OF MINORS

As a rule, international transfers of players below the age of 18 are not permitted. Furthermore, players younger than 18 can only be registered for the first time within an association of a territory of which they are a national. There are very few and strict exceptions to these prohibitions: 1) The player's parents move to the country in which the new club is located for reasons not linked to football. 2) The transfer takes place within the territory of the European Union (EU) or European Economic Area (EEA) and the player is aged between 16 and 18. 3) The player lives no further than 50km from a national border and the club with which the player wishes to be registered in the neighbouring association is also within 50km of that border.





SOLIDARITY CONTRIBUTION

If a professional is transferred before the expiry of her contract, any club that has contributed to her education and training shall receive a percentage of the compensation paid to her former club. The solidarity contribution corresponds to 5 per cent of the transfer fee paid by the new club to the old club, and this 5% shall be distributed between the player's previous training clubs, proportionate to the period of time that each one of them trained the player.

DISPUTE RESOLUTION SYSTEM

The relevant decision-making bodies for regulatory or contractual disputes are the FIFA Players' Status Committee and the FIFA Dispute Resolution Chamber. The Players' Status Committee adjudicates on employment-related disputes between a club/an association and a coach with an international dimension, unless an independent arbitration tribunal guaranteeing a fair proceeding exists at national level.

The Dispute Resolution Chamber is competent to hear employment-related disputes between a club and a player with an international dimension, disputes relating to training compensation (limited for the moment to male players only) and the solidarity mechanism.



Since being established, the Dispute Resolution Chamber in particular has defined a clear set of minimum requirements that a professional football player's contract needs to include.

Here is the checklist:



The contract must be in writing and duly signed by both parties.



Each signatory must receive a copy of the contract.



The agreement states the name, surname, and postal and email addresses of the parties.



The agreement defines a clear start date, as well as an end date. Furthermore, it defines the equal rights of the club and player to extend and/or to terminate the agreement earlier.



The minimum length of a contract shall be from its effective date until the end of the season, while the maximum length of a contract shall be five years.



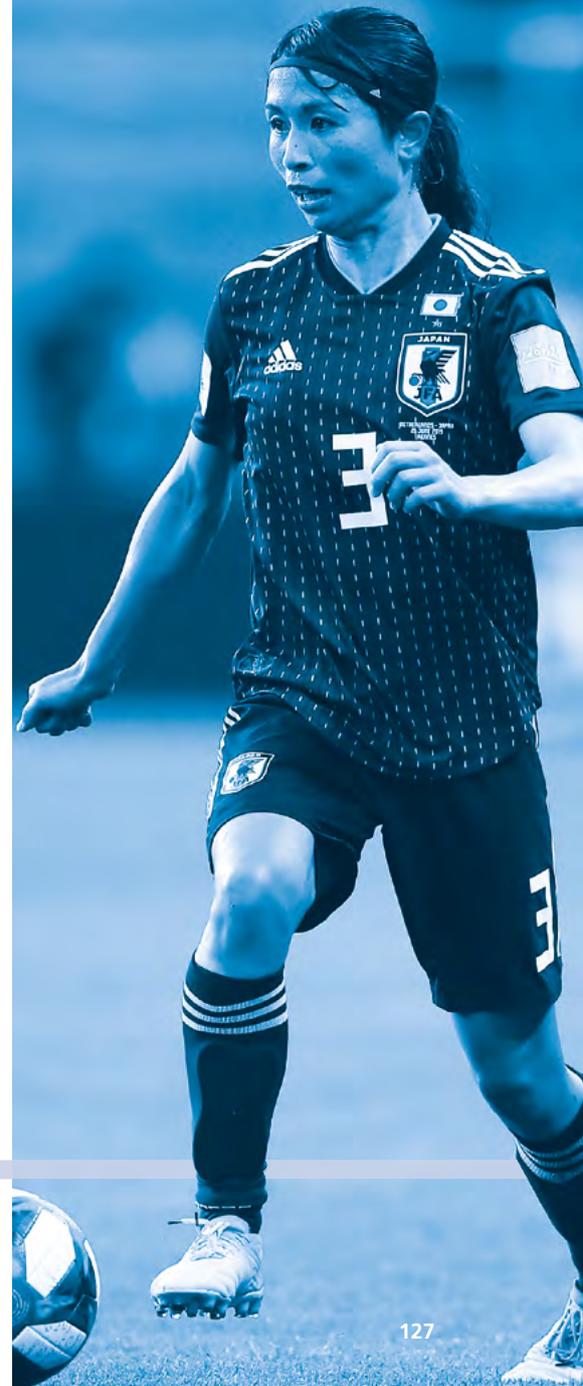
Players under the age of 18 may not sign a professional contract for a term longer than three years.



If applicable, the contract should indicate further persons involved in the negotiations or conclusion of the contract (e.g. parent/guardian of a minor, name of a legal representative of the player, intermediary).



The validity of a contract may not be made subject to a successful medical examination and/or the granting of a work permit.





If a player would like to lodge a complaint before one of FIFA's decision-making bodies, either based on a contractual or a regulatory dispute, this complaint needs to meet the following requirements to be considered complete:

a) the name, postal address and email address of each of the parties;

b) the name, postal address and email address of any legal representatives, if applicable, and the power of attorney (authorising another person to represent and act on behalf of the claimant before FIFA). This power of attorney must be duly signed by the grantor, specify the parties to the dispute for which it is valid, and should have been issued within the past six months;

c) the motion or claim;

d) a representation of the case, the grounds for the motion or claim, and details of the evidence (for example default notices, termination letters, warnings, letters exchanged between the parties, payment slips, match sheets);

e) documents of relevance to the dispute, such as contracts and previous correspondence with respect to the case in the original language and, if applicable, translated into one of the official FIFA languages (English, Spanish, French or German);

f) the name, postal address and email address of other natural and legal persons involved in the case concerned;

g) the amount in dispute, insofar as it is a financial dispute and its specified breakdown, i.e. what each amount corresponds to.

**For more
information,
please contact:
psdfifa@fifa.org**

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INTERNATIONAL TRANSFER MATCHING SYSTEM (ITMS)

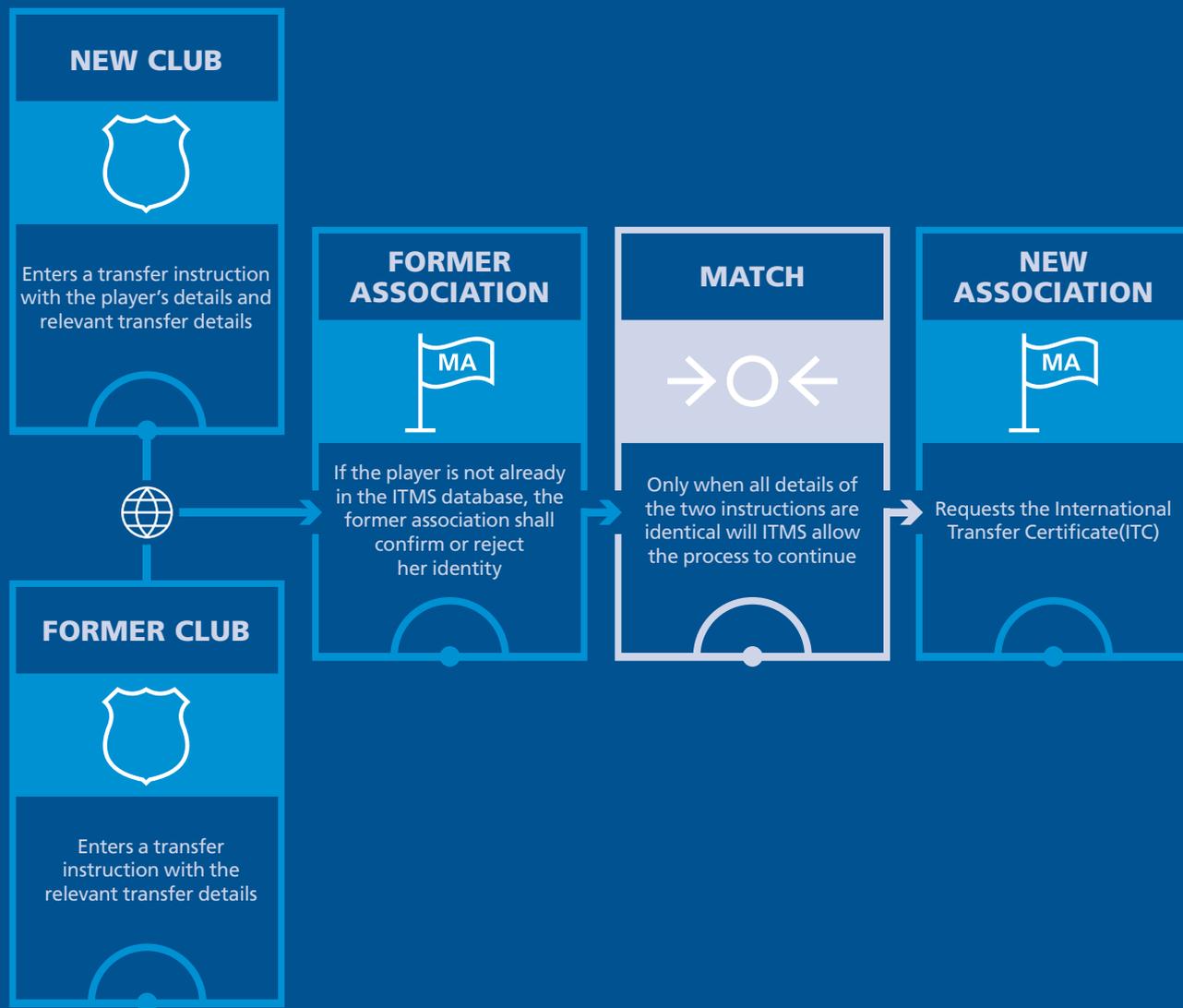
PLACE A FOCUS ON TRANSPARENCY AND PROCESS ALL TRANSFERS VIA A SINGLE PLATFORM

THE SYSTEM AT A GLANCE

The International Transfer Matching System (ITMS) is an online platform that manages all international transfers of professional football players. In order for a professional player to transfer her registration from one association to another association and play for a new club belonging to another association, the player's new club and, depending on the type of transfer, her previous club must enter certain information and documentation in the system. Only when the relevant information has been entered, the relevant documents have been uploaded in the system and the two football associations involved have requested and delivered the International Transfer Certificate will the player be registered with the new association and allowed to play for her new club. As of 1 July 2020, international transfers of amateur players (both male and female) will also be managed through ITMS.

The International Transfer Matching System (ITMS) is an online platform that manages all international transfers of professional football players.

HOW DOES ITMS WORK?





**FROM THEORY
TO PRACTICE**

Hi!

My name is Lilly and I am currently living in England. And guess what: I am a professional football player!

Let me tell you a little bit about myself: I am 20 years old, I love travelling and, of course, I love football. Have you ever heard of a city called Nuku'alofa? It is in Tonga, and that is where I am originally from. But when I was 14, both of my parents got new jobs in Singapore.

We did not know what to expect when we moved to Singapore. However, once we were there, at school I heard about a local football club called Spirit FC and I obviously wanted to join them. As I was only 14, the Football Association of Singapore ("FAS") had to place a "minor application" in ITMS.

A few years later, I transferred from Singapore to England and it had to be processed in ITMS too, just as Cristiano Ronaldo's transfer was when he moved from Real Madrid to Juventus, and just as Tabitha Chawinga's was when she transferred from Kvarnsvedens IK in Sweden to Jiangsu Suning in China PR.

My new club, Yay FC, the national association of England, The FA, and the FAS also had to take some steps in ITMS.

ITMS not only helped to protect me when I was a minor player, but also provided transparency in regard to the payments that were made in my transfer.

Since 1 January 2018, transfers of professional female players MUST be processed in ITMS (transfers of professional male players have been processed since 2010), and as of 1 July 2020, all transfers, no matter the player's gender or status, will have to be processed in ITMS.

So now I am registered as a professional footballer, I play in England and I am looking forward to improving my football skills to grow even further.

See you soon on the pitch... or off it!

*Cheers,
Lilly*

DID YOU KNOW?

FIFA offers online and on-site TMS training: during training events that have been held since the introduction of female transfers in TMS, presentations about women's football are held, professional female clubs are invited, and TMS managers learn about the importance of women's football.



WHAT ARE THE BENEFITS OF THE FIFA TRANSFER MATCHING SYSTEM (TMS)?

The objective of TMS is to sustain a transfer market based on integrity, transparency and accountability.

TMS HELPS WITH GOVERNANCE BY:

- facilitating the transfer of player registrations between FIFA member associations;
- enabling clubs to confirm the terms and conditions of player transfers;
- safeguarding the protection of minors;
- enforcing adherence to the FIFA Regulations on the Status and Transfer of Players (the "FIFA Regulations");
- monitoring player transfer activities and investigating alleged breaches of the FIFA Regulations;
- training and supporting key stakeholders in their day-to-day transfer activities.

WHAT ELSE?

- Digitalisation of the transfer process
- International and domestic transfers can be conducted via one platform
- TMS can be accessed via one single sign-on – there is no need to maintain several systems
- Streamlined processes and matching functionality to ensure alignment on the information entered



WHY IS TMS IMPORTANT FOR THE WOMEN'S GAME?

Professionalising women's football and bringing it more into the mainstream is a clear objective of FIFA's vision for the future. Adding professional women's football to TMS is part of the process to support the women's game by streamlining, protecting and monitoring the movement of players. By implementing the system for the women's game, FIFA has enhanced the transparency of individual transactions in women's football, and hence the general credibility and standing of the transfer system has been improved.

The launch of TMS for women's football also means a professional analysis of the women's football transfer market can take place, including variables such as the number of transfers, the total transfer fees, the number of transfers by transfer type, and much more.

**For more information,
please contact:
TMShelpdesk@fifa.org**

FIFA

III. GOOD PRACTICE



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THE FIFA CONNECT PROGRAMME

SPEAK THE SAME LANGUAGE AND KEEP TRACK OF ALL FOOTBALL STAKEHOLDERS

WHAT IS THE FIFA CONNECT PROGRAMME?

The FIFA Connect Programme helps member associations to register all of their stakeholders in a systematic way and keep track of players, coaches and referees – wherever they are in the world. The Connect Programme provides a unique ID code for every individual that has a role in the football organisation. This code is like a digital football passport and has information on the history of each stakeholder.



DID YOU KNOW?

If your association already has a computer registration system in place, you can connect to the ecosystem provided by FIFA Connect through the FIFA Connect ID Service.

If not, FIFA provides the Connect Platform free of charge to its member associations and the Connect competition management system to get you up and running with registering your stakeholders and managing your competitions digitally.



WHAT ARE THE BENEFITS OF THE PROGRAMME?**THE PROGRAMME AIMS TO ACHIEVE THE FOLLOWING OBJECTIVES:**

- One globally valid unique identification code for each football stakeholder
- Transparency and efficient administration of football through the systematic registration of all players and football stakeholders, together with the digital management of competitions
- Support for the development of associations by defining a strategic plan for registration and IT based on current maturity
- Commercial advantages by using the collected data through engaging sponsors and the audience



What are the
Connect services?

**FIFA CONNECT STANDARDS
FOR PROCESSES AND DATA
THE CORNERSTONE FOR
INTERNATIONAL DATA EXCHANGE**

PURPOSE:

Best-practice registration processes and streamlined and facilitated exchange of core football data such as player details, club information and match results.

BENEFIT:

A management system that is integrated, applicable, standardised and on one website – available to all football stakeholders worldwide.



FIFA CONNECT PLATFORM **REGISTER YOUR STAKEHOLDERS**

PURPOSE:

An IT system that enables associations to register their football players, coaches, referees and officials – from anywhere and at any time.

BENEFIT:

A multilingual platform that can be used on multiple devices to immediately start the registration process and that is configurable to the requirements of every association. Every registered stakeholder automatically receives a FIFA Connect ID and can be assigned to teams, competitions and matches in the Connect CMS (competition management system).

FIFA CONNECT CMS **MANAGE YOUR COMPETITIONS DIGITALLY**

PURPOSE:

Plan and schedule competitions, assign facilities and officials, enter match results and display standings to fans – all digitally and from grassroots up to flagship tournaments.

BENEFIT:

The Connect CMS can be integrated with the Connect platform to meet the needs of each association. It is also paperless. It manages all competitions – from planning to match organisation to match data and referee reports.





FIFA CONNECT ID
**UNIQUE IDENTIFICATION OF FOOTBALL
STAKEHOLDERS WORLDWIDE**

PURPOSE:

Generate a unique global football identity for each football stakeholder – including players, referees, coaches, officials, organisations and venues.

BENEFIT:

This electronic passport offers verified data of all registrations and helps to measure and improve data quality in every association's own secured database. The ID serves as an enabler to exchange information about the stakeholders and to provide statistics on football participation by role, discipline, age group and gender.



WHY IS IT IMPORTANT FOR WOMEN’S FOOTBALL?

FIFA Connect helps your association to achieve three main goals:

BUILD THE FOUNDATIONS:



Compliance with regulatory obligations, review of all information collected, and key insights on statistics on women in the game

GROW PARTICIPATION:



Systematic registration of girls and women participating in organised and non-organised football with a modern and digital registration system

ENHANCE THE COMMERCIAL VALUE:



Connect and engage with registered members to get a 360-degree view of all parties involved

Spotlight on... THE BEST APPROACH

Do not differentiate between men's and women's football but streamline the registration process for girls, boys, women and men by collecting and storing player passports for all.

Make sure you simplify the registration requirements, in particular for girls and women in non-organised football.

**For more
information,
please contact:
connect@fifa.org**

**Spotlight on... THE FIFA WOMEN'S
WORLD CUP CLUB SOLIDARITY FUND**

Did you know that, in 2019, FIFA launched the Club Solidarity Fund for the FIFA Women's World Cup™, which rewards clubs that trained and developed players from the age of 12 who participated in the World Cup.

For clubs to be eligible to receive these financial benefits, the players have to be registered and the club must be affiliated to a member association.

This makes the registration of women and girls even more important, as you never know which of your players might end up playing in a World Cup!

FIFA



FIFA CLUB LICENSING

IMPROVE THE LEVEL OF PLAY BY SETTING MINIMUM QUALITY STANDARDS FOR CLUBS

WHAT IS FIFA CLUB LICENSING?

FIFA has worked together with the six confederations to create a global club licensing framework to improve and professionalise club football. Although most of these initiatives have been for men's football, three FIFA club licensing pilot projects have been launched exclusively for women's football: to strengthen the top women's football competitions in Iceland and Chile, and the *Copa Libertadores de América Femenina*.

Club licensing is a development tool which aims to strengthen the foundations of leagues and clubs. It consists of a range of adaptable standards that clubs need to meet in order to be eligible for certain competitions. Always taking into account the regional and national specificity of club football, the principles of club licensing can be adjusted to each competition, and criteria will very much depend on the level of development of each region.

Club licensing is a development tool which aims to strengthen the foundations of leagues and clubs.

FIFA Club Licensing requires clubs to commit to meeting minimum standards in five key areas (sporting, infrastructure, personnel and administrative, legal, and financial).

FIFA Club Licensing requires clubs to commit to meeting minimum standards in five key areas (sporting, infrastructure, personnel and administrative, legal, and financial). Examples of potential criteria might be:

Sporting criteria

Clubs must have a youth development programme that not only promotes football education but also life skills such as fair play and medical care.

Infrastructure criteria

Clubs must have safe, comfortable stadiums for fans, families and media; they must also provide training facilities to improve the technical skills of their players.

Personnel and administrative criteria

Clubs must have qualified coaches and medical staff as well as a professional and well-educated management.

Legal criteria

Clubs must adhere to international statutes, and club ownership must be transparent and fair.

Financial criteria

Clubs must improve the quality of their financial management and planning to increase transparency and credibility, protect creditors and provide a basis for fair competition.



WHAT ARE THE BENEFITS?

The adaptation of club licensing is a long-term process in which the objective is to provide essential requirements to further enhance club football competitions. Standards should progressively increase hand in hand with the professionalisation of clubs, as they are the key to continuously analysing their landscape to set up the right criteria.

The benefits for clubs, leagues and associations are numerous:



WHO IS INVOLVED?

Club licensing depends on three key stakeholders to be successful: the confederations, the licensors (associations or leagues), and the licensees (clubs or football companies).

The confederations define club licensing requirements and are responsible for the training and education of the licensors and the implementation of the regulations.

The licensors determine whether a licence can be granted to a club or not. They also set up a catalogue of sanctions and define club licensing core processes.

The clubs or football companies apply for a licence. As soon as they fulfil the criteria and are granted one, they become a licensee.



What are the responsibilities?

CONFEDERATIONS



Establish an effective club licensing system based on the principles of equal treatment and consistency



Ensure a continuous improvement of the club licensing system



Promote quality management within the national associations



Provide a management framework to run the system



Have annual compliance reports performed by external auditors



Define actions for the reports drafted by the external auditors

LICENSORS



Establish a two-step procedure with specialist decision-making bodies that decide on the granting of licences: the first-instance body (FIB) decides according to the defined club licensing quality standards whether a licensing criterion has been fulfilled or not, and whether a licence should be issued to an applicant or not. The appeals body (AB) decides on appeals submitted by licence applicants who receive refusals and rejections from the FIB



Build a licensing administration comprised of a licensing manager, a deputy licensing manager, and licensing experts who provide specialist knowledge and support in respect of each criterion



Always be transparent and credible in all of your decisions



Do not be afraid to make unpopular decisions



FIFA

III. GOOD PRACTICE



HOW DOES CLUB LICENSING SUPPORT THE GROWTH OF WOMEN'S FOOTBALL?

Club licensing for women's football competitions has contributed to the growth that women's football is experiencing at the moment, improving the management of clubs and leagues and fostering its development. It may also help to prevent some of the problems associated with the professional game such as lack of financial transparency, no investment in youth, or insufficient know-how in key areas.

Moreover, over the past few years, we have seen club licensing regulations for men's competitions include requirements that impact women's football, such as the need for a men's football club to have a women's team or the creation of girls' youth teams. As a result, the focus of the clubs is inevitably on the development of women's football, which puts more pressure on its promotion.

In both cases, whether it is club licensing for women's football competitions or club licensing for men's football competitions which include women's football criteria, it is a tool that can play a key role in the sustainable development of the game.

Club licensing for women's football competitions helps to structure the growth that women's football is experiencing at the moment.

For more information, please contact:
Professional.Football@fifa.org

FIFA



WOMEN'S INTERNATIONAL MATCH CALENDAR

COORDINATE YOUR MATCH SCHEDULE ACCORDING TO THE INTERNATIONAL CALENDAR

WHAT IS THE WOMEN'S INTERNATIONAL MATCH CALENDAR?

The women's international match calendar is an outline agreement between FIFA, the six confederations, leagues, clubs and players. It sets out which dates can be used for official matches and friendly matches. Matches played within these stipulated dates trigger the regulations on the release of players from their clubs for national team duty¹.

The current calendar covers the 2020-2023 period. All international windows have been included as well as the final competition of the FIFA Women's World Cup™, the Women's Olympic Football Tournament (WOFT) and blocked periods for the championships of women's "A" representative teams of the confederations as well as for the confederations' final-round qualification tournaments for the WOFT.

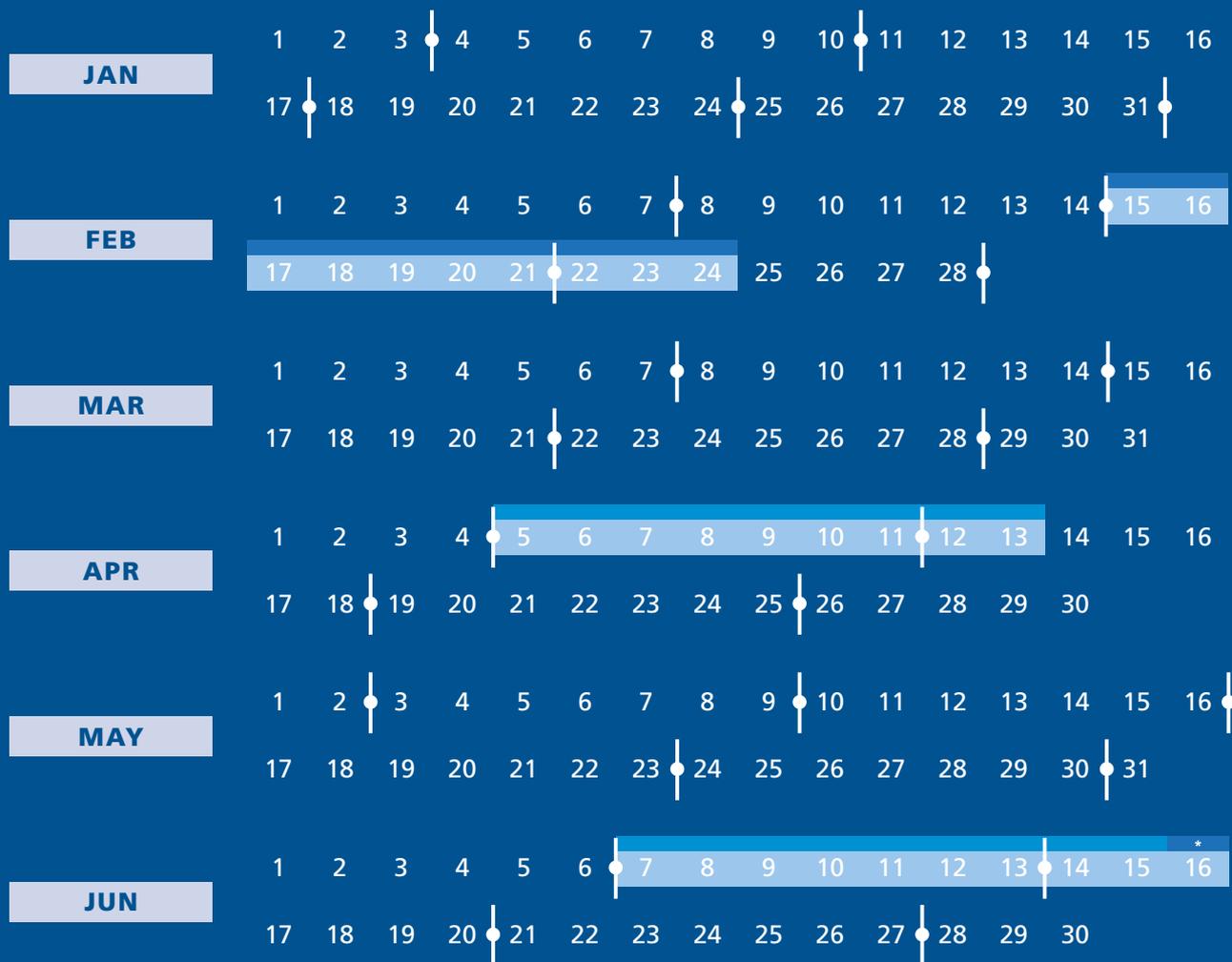
Refer to the following page for an example of the year 2021. To access the most up-to-date women's international match calendar, please check www.fifa.com.

¹ These regulations are found in the FIFA Regulations on the Status and Transfer of Players (available on [FIFA.com](http://www.fifa.com))



WHAT DOES THE CALENDAR LOOK LIKE?

2021



COLOUR KEY

Women's Olympic Football Tournament

Week layout, Sunday / Monday

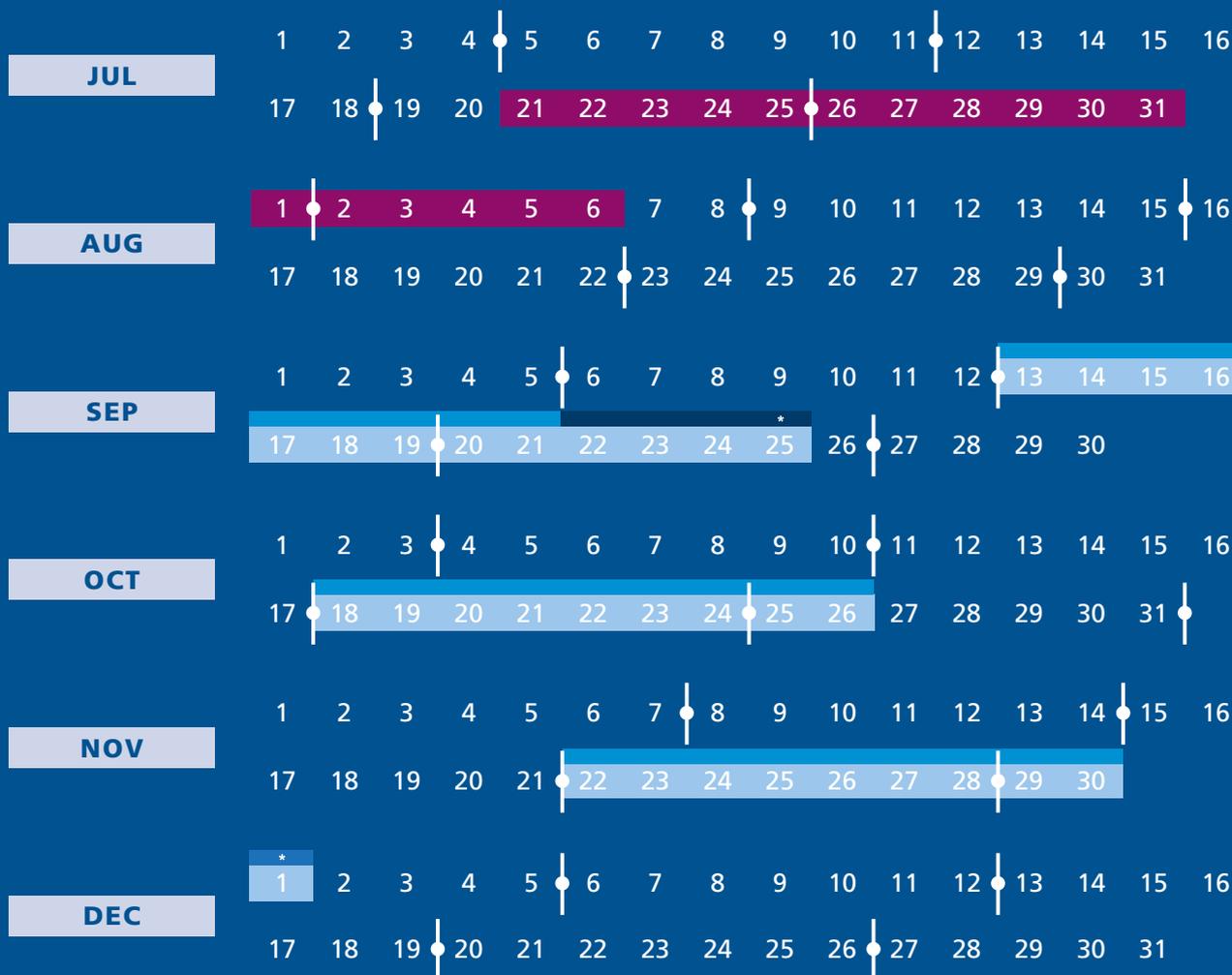
Type I window-2 matches

Type II window-3 matches

Type III window-4 matches

* Except UEFA

2021



NOTES

Type I window: release of players to national associations: Monday to Tuesday night (following week)

Type II window: release of players to national associations: Monday to Wednesday night (following week)

Type III window: release of players to national associations: Monday to Saturday night (following week)

Final competitions of the FIFA Women's World Cup™, the Women's Olympic Football Tournament and blocked periods for the championship for women's "A" representative teams of the confederations: Monday morning of the week preceding the week when the relevant final competition starts. Players must be released by the association on the morning of the day after their team's last match of the tournament.

AT A GLANCE

WOMEN'S FOOTBALL AND GOOD PRACTICE – THE RECAP



The journey to make women's football **bigger and stronger** is a journey that we are embarking upon together. Along the way, there is an array of **financial support and programmes that will help us reach our goal.**



The FIFA Forward Programme offers **tailor-made support to grow the game for all.**



The Regulations on the Status and Transfer of Players **promote the professionalisation of the sport and pave the way for female players as professional footballers.**



The International Transfer Matching System (ITMS) offers an online platform to foster a transfer market **based on integrity, transparency and accountability.**



The FIFA Connect Programme is a virtual database that **helps member associations to register all stakeholders in a systematic way and to keep track of players, coaches and referees.**



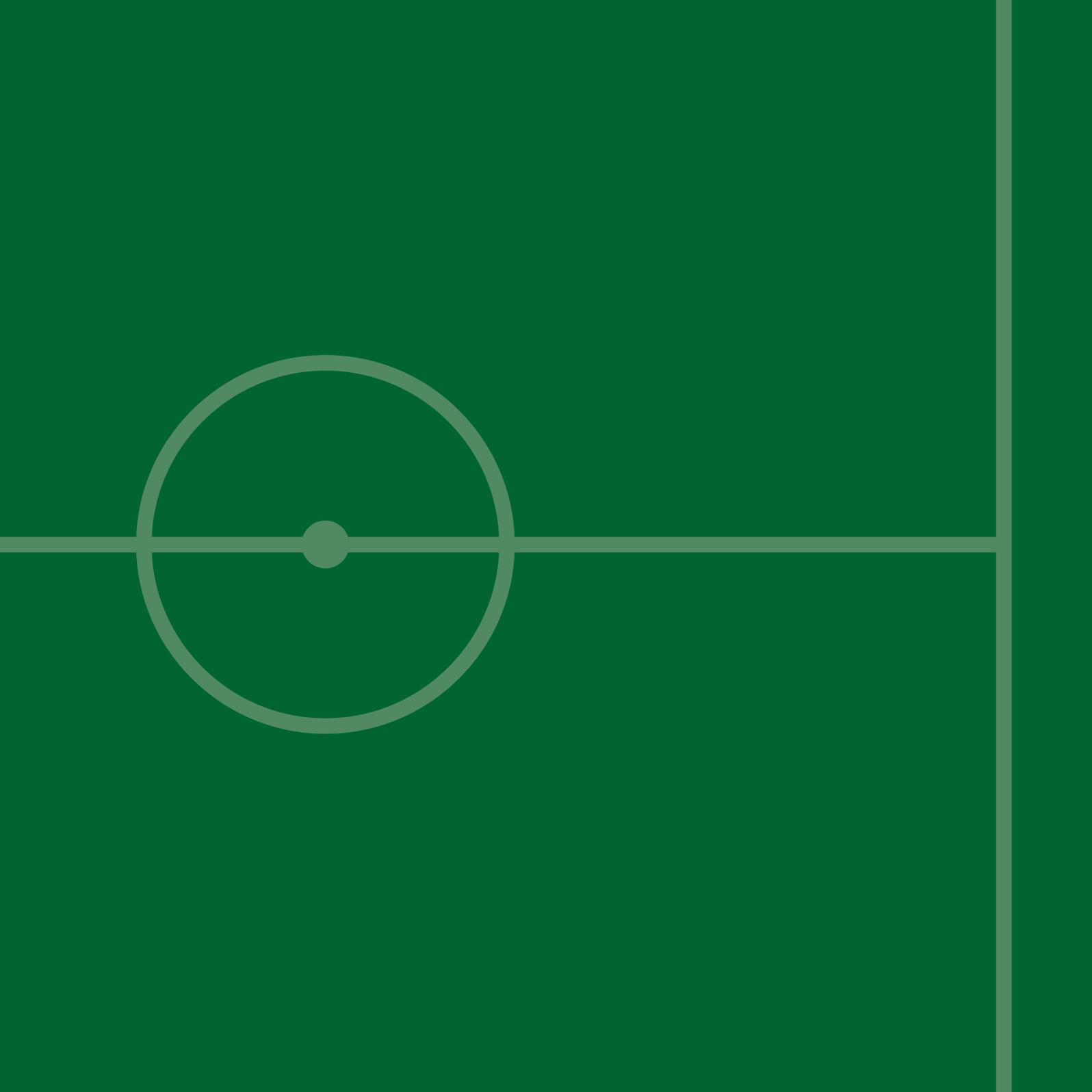
The FIFA club licensing system requires clubs to set minimum standards to **enhance club football competitions and to improve the general level of play.**

IV.

BIDDING



FIFA[®]



Participating in an international football tournament is a career highlight for any player. At the same time, organising such a high-level competition provides the hosts with the opportunity to grow the game and its popularity locally and leave a lasting legacy – not only for women’s football but also in terms of infrastructure and social progress in the country.

FIFA



FIFA TOURNAMENTS AT A GLANCE

ONE OF FIFA'S KEY STATUTORY OBJECTIVES IS TO ORGANISE INTERNATIONAL COMPETITIONS.



FIFA TOURNAMENT	FREQUENCY	BIDDING
FIFA World Cup™	Every 4 years	✓
FIFA Women's World Cup™	Every 4 years	✓
FIFA Club World Cup™	Every year*	✓
FIFA Futsal World Cup™	Every 4 years	✓
FIFA Beach Soccer World Cup™	Every 2 years	✓
FIFA U-20 World Cup™	Every 2 years	✓
FIFA U-20 Women's World Cup™	Every 2 years	✓
FIFA U-17 World Cup™	Every 2 years	✓
FIFA U-17 Women's World Cup™	Every 2 years	✓
Blue Stars/FIFA Youth Cup	Every year	✗
Olympic Football Tournaments	Every 4 years	✗
Youth Olympic Football Tournaments	Every 4 years	✗

The Olympic Football Tournaments and Youth Olympic Football Tournaments are both part of the Games of the Olympiad. As the owner of all rights related to these tournaments, the International Olympic Committee (IOC) is responsible for managing the overall hosting candidature process. The Blue Stars/FIFA Youth Cup is a youth tournament that takes place in Zurich, Switzerland, every year.

* Following the decision taken by the FIFA Council in March 2019, FIFA will organise a revamped club competition.



DARE TO SHINE™

FIFA

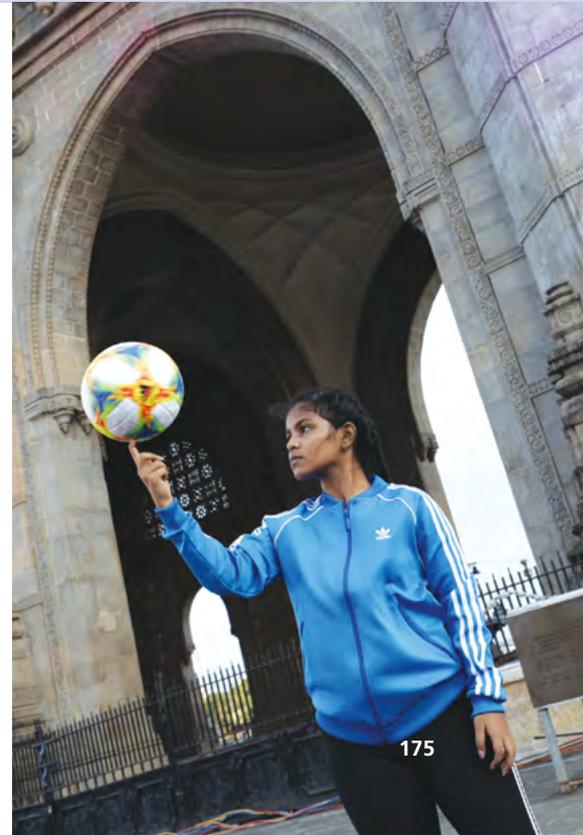
THE BENEFITS OF HOSTING



HOSTING A FIFA TOURNAMENT CAN BRING SIGNIFICANT BENEFITS TO THE HOST COUNTRY AND HOST ASSOCIATION.

INFRASTRUCTURE LEGACY

Hosting a FIFA tournament requires high-quality infrastructure of both a sporting and non-sporting nature, and it can therefore be an important catalyst for enhancing and better utilising a country's infrastructure (e.g. stadiums, training sites, transport systems, IT and media infrastructure). FIFA also works towards encouraging and ensuring that host countries seek to invest in sustainable infrastructure that will leave long-lasting benefits for future generations.





FOOTBALL DEVELOPMENT

Hosting a FIFA tournament can have a tremendous impact on the host country and host association in terms of football development at both elite and grassroots levels. At the elite level, participation in FIFA tournaments has been shown to lead to improved performances by national teams in the future. At grassroots level, hosting a FIFA tournament is also a pull factor for football development, serving as a platform for increased and targeted investment in football development projects and promotion of the sport locally and regionally.

ECONOMIC ACTIVITY

The organisation of a FIFA tournament can generate increased economic activity in the host country. Taking the 2018 FIFA World Cup™ as an example, Russia witnessed a tourism boom throughout the tournament, with approximately 6.8 million tourists visiting the 11 host cities, half of whom were foreign tourists. It can also lead to significant job creation.

KNOWLEDGE TRANSFER

Another important legacy of hosting a FIFA tournament is the experience and expertise acquired by the local workforce. Hosting a competition can also provide the opportunity for locals to get involved, working together with people of all cultures and backgrounds and experiencing first-hand the magic of a FIFA tournament through the various volunteer programmes.

SOCIAL IMPACT

Hosting a FIFA tournament can be a driver for peace and social progress, and for raising awareness around topics such as sustainability, diversity and human rights. It also presents a unique opportunity for the country to open its doors and share its culture and heritage with the entire world.



FIFA



THE SELECTION PROCESS

With the aim of ensuring the best possible hosting conditions for its tournaments, FIFA typically administers bidding/host selection processes, culminating in the appointment of the host(s) by the FIFA Council/FIFA Congress. As part of its processes, FIFA implements the core principles of transparency, objectivity, participation, and commitment to sustainability and human rights.

As part of its processes, FIFA implements the core principles of transparency, objectivity, participation, and commitment to sustainability and human rights.

FIFA's bidding processes generally comprise a four-phase structure:

PHASE 1: SET-UP

FIFA outlines the timeline for the process as well as the high-level requirements for hosting the tournament. In parallel, all eligible member associations are invited to declare their interest and register for the process by returning a signed bidding registration/terms and conditions document.

PHASE 2: BID PREPARATION

Bidding associations focus their attention on the development and finalisation of their bids. This generally ranges from engagement with all key stakeholders (government at national and host city level, stadium authorities, training site authorities, etc.), preparation of the bidding documentation (bid book, information templates, contractual hosting documents, government support documents, etc.) and bid promotion.

PHASE 3: BID EVALUATION

FIFA carefully reviews and analyses the final bids received. To the extent necessary, FIFA clarifies and verifies information received, whether by means of supplementary documentation, discussions or inspections of key sites and locations. This process culminates in the development of a bid evaluation report, which is provided to the relevant body (or bodies) to support their decision-making process.

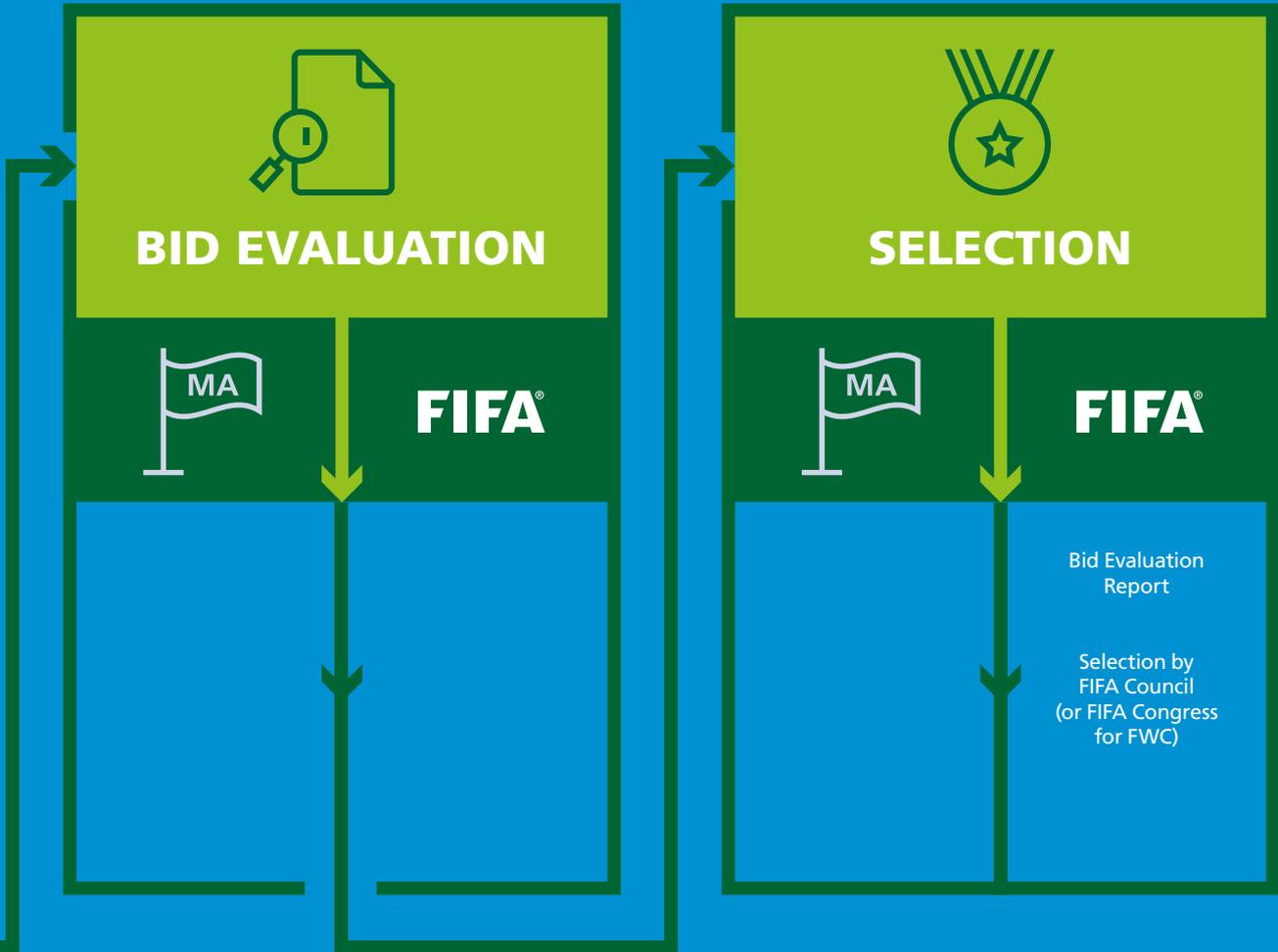
PHASE 4: SELECTION

All eligible bids are presented to the FIFA Council (or in the case of the FIFA World Cup™, to both the FIFA Council and the FIFA Congress) for a selection decision.

DID YOU KNOW?

FIFA provides ongoing support and organises activities to assist bidding associations in understanding what is required and how to prepare their bid. FIFA's Bidding Team may organise events such as bidder workshops, working meetings, observer programmes, etc. to ensure a constant dialogue with bidders.





Deliverables by the member association

FIFA

Deliverables by FIFA



FIFA

**HOW YOU CAN
GET INVOLVED**

As a Women's Football Officer or someone who is responsible for women's football, you most likely will be involved in the planning of your association's bid for a FIFA women's tournament.

You should take four key topics into consideration:



STRATEGY

FEASIBILITY

STAKEHOLDER ENGAGEMENT

FORMALISATION

4.1 STRATEGY

Organising a FIFA tournament should be aligned with the strategic direction of your association to ensure that the tournament leaves the strongest legacy possible.



Consult the association's strategic plan (if there is one) to assess how the hosting of the relevant women's football tournament fits into the overall vision, goals and objectives of the association.



Consult the FIFA Women's Football Strategy to consider how hosting the relevant tournament would align with FIFA's vision, goals and objectives for women's football.



Consult the public sector (i.e. the national government, host cities, etc.) to gauge their vision and plans for sport and women's football, infrastructural development, etc.



Develop an initial hosting vision and strategy for the relevant tournament that is closely aligned with the above-mentioned strategies and concepts.

DID YOU KNOW?

The FIFA Women's Football Strategy references some important objectives linked to tournaments, such as using the profile of the FIFA Women's World Cup™ as a driving force for the development of the game, and using the youth tournaments to increase elite-level participation at an earlier age and retain participation.



4.2 FEASIBILITY

Associations are encouraged to undertake an initial assessment of the bid's feasibility in terms of the capacity to host the relevant tournament (in particular with respect to infrastructure).

In terms of best practices, the following is suggested:



Ensure that the association undertakes an initial assessment of FIFA's requirements for hosting the relevant tournament. In particular, FIFA's requirements for the following areas should be reviewed and understood:

- The number and size of stadiums
- The number of training sites and team hotels
- Constituent-group accommodation inventory required
- Transport infrastructure and capacities required
- IT and telecommunications required



Ensure that the association performs an initial assessment of the existing and planned infrastructure in the host country, taking into account the suitability and availability of such infrastructure. In particular, this concerns stadiums, training sites, accommodation, transport, competition-related event sites, etc.



Identify the internal resources required (financial, HR, etc.) to prepare a bid for the relevant tournament. For instance, an ad hoc bid project team should be set up for the duration of the bidding process, as well as a clear point of contact or project lead. Funds may also be required to support the preparation and promotion of the bid, including the engagement of third parties (i.e. bid consultants), and these should be identified and budgeted for in advance.

Spotlight on... JOINT BIDS

Joint bids can open up opportunities for hosting tournaments for some countries by reducing the capacity (infrastructural, financial, etc.) required by each co-host country.

They may also be aligned with the development of football at regional level. In the event that the assessment indicates that it may not be feasible to launch a successful bid alone, or that a bid would be significantly stronger or more appealing as a joint bid, consultation with neighbouring member associations is encouraged.

4.3 STAKEHOLDER ENGAGEMENT

A critical factor in any bid is the support of key stakeholders. As such, it is important that the association canvasses the support for the bid from such stakeholders.



Arrange meetings with key football stakeholders (player and club associations, leagues, regional associations, etc.) to gauge the level of support for a bid in the football community and identify initiatives and measures that can be implemented to support the bid once active.



Ensure that the association engages in discussions with the public sector, such as national government, the potential host cities and other relevant public authorities, to secure their support for the bid. This ranges from in-principle support in terms of securing the necessary legal framework for hosting a FIFA tournament (e.g. government guarantees) and financial contributions. It is important that all relevant points of contact at governmental level are identified in order to develop a clear line of communication.



Secure support from the private sector, where possible. This can range from the support of site owners where infrastructure is privately owned (e.g. stadium authorities, training site authorities, etc.), to financial support/contributions for the tournament from private entities (e.g. sponsorship etc.).





4.4 FORMALISATION

As soon as the bid is aligned at a strategic level, and once it is feasible and supported by key stakeholders, it is suggested that the association's decision to bid be ratified through the execution of the declaration of interest by the relevant officers (President and General Secretary). If feasible, the decision to launch a bid for a tournament should also be ratified by the executive committee of the association prior to the launch of the bidding process by FIFA. In this respect, the Women's Football Officer should plan for this by ensuring that the matter is included on the agenda of an executive committee meeting.

AT A GLANCE

BIDDING – THE RECAP



Hosting a FIFA tournament can bring significant benefits in terms of **infrastructure, football development and economic activity**. It can foster **knowledge transfer** and have a **social impact**.



The selection process consists of four phases: interested associations assess the requirements and the timeline; they then prepare their bids; FIFA then reviews the received bids, creates a bid evaluation report and presents all to the FIFA Council; **the FIFA Council then reaches a decision.**



Organising a FIFA tournament should be aligned with the **strategic direction** of the association.



The bid should be feasible in terms of **infrastructure, stadiums and accommodation** and it should be backed up by all key stakeholders – including the public and private sector.



DEFINITIONS

Abuse

Abuse (sometimes known as “violence”) is a serious violation of human rights, which negatively affects individuals. It can be physical, emotional, sexual or by neglect. It can take place in person or online, in public or in private. The United Nations defines violence against women as “any act of gender-based violence that results in, or is likely to result in, physical, sexual, or mental harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life”.¹

Sexual harassment

Sexual harassment is a form of abuse (or “violence”). It is any unwanted or unwelcome conduct of a sexual nature, whether verbal, non-verbal or physical. It encompasses a continuum of unacceptable or unwelcome behaviours and practices of a sexual nature. It may include sexual suggestions or demands, requests for sexual favours, and sexual, verbal or physical conduct or gestures that are or might reasonably be perceived as offensive or humiliating.

Discrimination

Discrimination refers to the degradation and discrimination of groups and people on the basis of attributes, whether they be perceived or genuine. Such degradation and discrimination includes verbal and physical abuse as well as a lack of equal rights in terms of access to social life and its institutions. Discrimination can be intentional or unintentional and constitutes less favourable treatment directly or indirectly related to membership of a particular group, gender, social or ethnic origin, language, religion, political opinion, age, disability, sexual orientation or gender identity, among others.

Diversity

Diversity refers to recognising and respecting that people differ from one another in many different ways. This means not reducing individuals to a sole characteristic based on their belonging to a particular group, recognising every individual as unique, achieving recognition through mutual respect and social awareness and identifying conflict as an opportunity for personal growth. Creating inclusive environments and practices takes into account respect for human rights, the promotion of equal opportunities, equal enjoyment of personal freedoms, and mutual acceptance and respect.

Gender

Gender refers to socially constructed and socially learned behaviours and expectations associated with women and men. All cultures interpret and elaborate the biological differences between women and men categorising social expectations about what behaviours and activities are appropriate and what rights, resources, and power women and men possess. Like ethnicity and class, gender is a social construct that may significantly affect one’s chances in life and participation in society and the economy.

¹ United Nations, Declaration on the Elimination of Violence against Women, New York: 1993.

Gender balance

Gender balance refers to the equal representation of women and men, and an equitable distribution of life's opportunities and resources between women and men.

Gender discrimination

Gender discrimination, also known as sexual discrimination, refers to any act that advantages or perpetuates an existing advantage of one gender over any other.

Gender equality

Gender equality refers to equality under the law, equality of voice, equal opportunities and responsibilities, and equal access to information, services and benefits regardless of gender.

Gender mainstreaming

Gender mainstreaming is the process of assessing the implications for women and men of any planned action including legislation, regulations, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes so that women and men benefit equally and inequality is not perpetuated. The ultimate goal of gender mainstreaming is to achieve gender equality.

Good governance

Good governance refers to the management of government in a manner that is essentially free of abuse and corruption and characterised by participation, transparency, accountability, rule of law, effectiveness and equity.

Prejudice

Prejudice refers to a preconceived opinion that is not based on reason. It is an emotional attitude that may be the result of ignorance of the facts or in direct contradiction of the facts, producing a preference for a person or group of people or a negative opinion of or animosity towards a person or group of people.

Stereotype

A stereotype is a preconceived idea or generalisation of a person or group of people. It is a widely held, fixed and oversimplified image or idea of a particular type of person or group of people. Stereotypes assign individuals to groups thoughtlessly.

FIFA

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