

**Anlagenkonvolut**  
**zum Wortprotokoll der 56. Sitzung**  
**des Sportausschusses**  
**am 3. Juli 2024**

## Sachstand Sport für Entwicklung (SfE)

Kinder und Jugendliche lernen durch „**Sport für Entwicklung**“ (SfE) Inhalte zu Themen der nachhaltigen Entwicklung, wie **Geschlechtergleichstellung, soziale Kohäsion, Konfliktprävention, Menschenrechte sowie Gesundheitsvorsorge**. SfE leistet damit unmittelbar einen Beitrag zu den Leitungsprioritäten des BMZ, insb. zur **feministischen Entwicklungspolitik**. Ebenso werden **soziale und berufsrelevante Kompetenzen** (z.B. Kommunikation, Zielorientierung, Resilienz, Toleranz, Respekt, Selbstvertrauen) vermittelt. Ein besonderer Fokus liegt darauf, die **Teilhabe von Mädchen und jungen Frauen zu stärken**. Außerdem werden durch den **gendersensiblen Bau oder die Renovierung von Sportplätzen** sichere Räume für Sport, Austausch und Lernen geschaffen.

Das BMZ nutzt Sport auch, um **Nachhaltigkeitsthemen in Deutschland** in der Mitte der Gesellschaft (z.B. im Stadion) zu positionieren und **neue Zielgruppen für die Themen der Agenda 2030** zu gewinnen. Insbesondere zu den Themen **Umwelt/Klimaschutz, faire Beschaffung und nachhaltige (Sport-)Textilien** arbeitet das BMZ mit Partnern (z.B. Bundesligacclubs) zusammen. Das BMZ veranstaltet gemeinsam mit dem BMI und BMUV im Rahmen der Fußball-Europameisterschaft 2024 in Deutschland den internationalen Kongress „Football for Sustainability Summit“, bei dem die **nachhaltige Ausrichtung von Sportgroßveranstaltungen** mit Expert\*innen aus aller Welt diskutiert wird und konkrete Vereinbarungen getroffen werden sollen. Dies ist auch **im Koalitionsvertrag vereinbart** („*Vergabe und Ausrichtung von internationalen Sportgroßveranstaltungen sollen strikt an die Beachtung der UN-Leitprinzipien für Wirtschaft und Menschenrechte und Nachhaltigkeit geknüpft sein.*“ KoaV, S.114).

Seit 2012 setzte die dt. EZ SfE in **50 Partnerländern** ein. Das BMZ wurde 2012-2022 durch ein Sektorvorhaben SfE beraten, wobei die Schwerpunkte auf der Entwicklung der SfE-Methodik sowie der Ausbildung von Multiplikator\*innen zum Einsatz dieser Methodik in den Partnerländern der dt. EZ lagen. Die (Weiter-)Entwicklung der SfE-Methodik und die Evaluation wurde durch die Deutsche Sporthochschule Köln wissenschaftlich begleitet und qualitätsgesichert. Die **Wirkung** des Ansatzes auf Einstellungen zu Geschlechtergerechtigkeit, die psychosoziale Gesundheit von jungen Menschen besonders im Fluchtkontext sowie auf gesellschaftlichen Zusammenhalt ist **wissenschaftlich belegt**. Ein Globalvorhaben Sport für Entwicklung wird von 2022-2025 umgesetzt.

Ein Regionalvorhaben in Jordanien/Nordirak zum Austausch, Bildung und Konfliktbearbeitung durch Sport für Entwicklung wurde von 2016-2024 durchgeführt. Ein Regionalvorhaben in Afrika wird von 2014-2025 umgesetzt. Seit 2022 ist das Hauptziel des Vorhabens der Beitrag zu Geschlechtergerechtigkeit (SDG 5).

## Zahlreiche Partner und internationale Vernetzung

Das BMZ kooperiert mit **Partnern** aus Sport, Wirtschaft, Wissenschaft und Zivilgesellschaft. Dazu zählen der Deutsche Olympische Sportbund (DOSB), der Deutsche Fußball-Bund e.V. (DFB), die Deutsche Fußball Liga (DFL), verschiedene **Clubs der Fußball-Bundesliga**, **adidas AG**, UN-Organisationen wie UNESCO, die Deutsche Sporthochschule Köln (DSHS) oder die NRO Common Goal. Zudem engagieren sich die „**Botschafter\*innen Sport für Entwicklung**“ bei öffentlichen Veranstaltungen oder Projektreisen für das Thema: **Britta Heidemann** (Fecht-Olympiasiegerin), **Nia Künzer** und **Gerald Asamoah** (ehem. Fußball-Nationalspieler\*in).

Der organisierte Sport in Deutschland mit den professionellen und ehrenamtlichen Strukturen eignet sich, um **zivilgesellschaftliches und unternehmerisches Engagement für die Agenda 2030 zu mobilisieren** und **Sport** auf diese Weise zu nutzen.

Des Weiteren engagiert sich die **deutsche EZ aktiv im internationalen Sport Policy- und Entwicklungsdiskurs**, wie bspw. im Sportkomitee der UNESCO, der *Coalition for Sustainable Development through Sport* oder dem Südamerikanischen Sportrat (CONSUDE). Sport als Instrument zur Erreichung der Nachhaltigkeitsziele ist eine Priorität der italienischen G7-Präsidentschaft und auch weitere EU-Mitgliedsländer zeigen großes Interesse, SfE in ihrer Zusammenarbeit mit Entwicklungsländern einzusetzen.

## Beispiele aus der Praxis (Auswahl)

- **Geschlechtergerechtigkeit:** In Zusammenarbeit mit einer **senegalesischen Kooperative** für Frauen- und Kinder-Hygieneprodukte werden **Frauen in ihrer Rolle als Unternehmerinnen gefördert**. Sport für Entwicklung vermittelt dabei Kompetenzen wie Kommunikation und Kooperation. Zusätzlich gibt der Austausch den Teilnehmerinnen Raum und Möglichkeit, sich zu **Themen wie Menstruation, Gleichstellung der Geschlechter und einem positiven Männlichkeitsbild** auszutauschen.
- **„Vom Feld in den Fanshop“ - Sport für nachhaltige Lieferketten:** Neun **Bundesliga Vereine** unterstützen gemeinsam mit dem Textil-Ausrüster „Brands Fashion“ Kleinbäuer\*innen in **Indien** dabei, ihre Produktion auf **Bio-Baumwolle** umzustellen. Gleichzeitig lernen Kinder und Jugendliche – insbesondere **Mädchen und junge Frauen** - in den Anbau-Regionen über regelmäßige SfE-Trainings wichtige **Life Skills** als Ergänzung zu den vorhandenen Bildungsangeboten.
- **Kontext Flucht & Migration:** Durch SfE-Trainings lernen Kinder und Jugendliche aus **Flüchtlings- und Aufnahmegemeinden** in Pakistan Werte für ein **friedliches Zusammenleben** sowie **Geschlechtergleichstellung**. Jugendliche werden gestärkt, ihre eigene Zukunft und die ihrer Gemeinden **aktiv mitzugestalten**.
- **Sport digital:** Der Einsatz von Apps, Webinaren und kostenlosen Wissensplattformen (wie z.B. die Globale S4D Community und atingi) wirkt **Bewegungsmangel** entgegen. Sie vermitteln u.a. gezielt Information zu gesundheitlicher Vorsorge, Infektionsschutz und **psychosozialer Gesundheit**.
- **Nachhaltige Verankerung vor Ort:** Kenia hat Sport für Entwicklung in seine nationale Sport-Policy für Grundbildung integriert und stellt somit sicher, dass Kinder und

Jugendliche über Sport Zugang zu wichtigen Bildungsinhalten erhalten. In Namibia ist der SfE-Ansatz in der Lehrerausbildung verankert.

- **Extremismusprävention:** Ein vom Auswärtigen Amt gefördertes Vorhaben zur Verhinderung von gewaltsamem Extremismus in Zentralasien nutzt Sport für Entwicklung in Kasachstan, um **Jugendlichen Perspektiven** zu bieten.

### Überblick: Länder, Schwerpunkte, Sportarten (2013 – 2025)

#### 50 Partnerländer (\* = abgeschlossen) (# = u.a. private Träger)

Afghanistan\*, Albanien, Äthiopien\*, Bosnien und Herzegowina#, Brasilien\*, Burkina Faso#, DR Kongo\*, Ecuador\*, El Salvador, Elfenbeinküste\*, Gambia\*, Ghana, Guatemala, Honduras, Indonesien\*, Irak, Jordanien#, Kasachstan, Kamerun, Kenia#, Kirgistan, Kolumbien, Kosovo, Mali\*, Marokko\*, Mexiko, Moldau, Montenegro, Mosambik\*, Namibia\*, Nicaragua\*#, Niger\*, Nigeria\*#, Nordmazedonien, Pakistan, Palästinensische Gebiete\*, Paraguay\*#, Ruanda\*#, Senegal, Serbien, Südafrika\*, Sri Lanka\*, Tadschikistan, Tansania, Timor-Leste\*, Togo\*, Tunesien, Türkei\*, Uganda, Zentralafr. Republik\*

#### 6 Schwerpunkte

Geschlechtergerechtigkeit, Bildung & Beschäftigung, Jugend & Youth Empowerment, Flucht & Migration, soziale Kohäsion / Frieden & Zusammenhalt, Gesundheit

#### 16 Sportarten

Basketball, Beachvolleyball, Cricket, Fußball, Futsal, Handball, Judo, Karate, Leichtathletik, Netball, Schwimmen, Tennis, Tischtennis, Ultimate-Frisbee, Volleyball, Wellenreiten; zudem allgemeine Spiele- & Bewegungsangebote (i.d.R. möglichst kostengünstige und ausrüstungsarme Sportarten).

# Globalvorhaben „Sport für Entwicklung“: zusammen mehr bewirken

Projekt-Titel	Globalvorhaben „Sport für Entwicklung“
Auftraggeber	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ)
Umsetzungsorganisation	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Partner-Organisationen	Nationale, regionale und lokale Regierungen, lokale und internationale zivilgesellschaftliche Akteure, Sportverbände, Vereine, Hochschulen und Privatunternehmen
Partnerländer / regionale Hubs	Pakistan, Tunesien sowie regionale Hubs in Lateinamerika und Westbalkan
Gesamtlaufzeit	Oktober 2022 – September 2025



## Mit Sport den globalen Herausforderungen wirksam begegnen

„Sport für Entwicklung“ (SfE) ist eine pädagogische Methode, bei der Kinder und Jugendliche durch angeleitete Sportaktivitäten auf spielerische Weise Werte, Kompetenzen und Wissen erlernen, erfahren und erleben können. Aktuelle Studien<sup>1</sup> belegen, dass die Methode psychosoziales Wohlbefinden steigert, die Gleichstellung der Geschlechter fördert und die Gewaltbereitschaft gegen Frauen und Mädchen reduziert<sup>2</sup>. Sie zeigen, wie SfE inklusives Verhalten begünstigt, das soziale Miteinander stärkt<sup>3</sup> und sich positiv auf eine verbesserte Beschäftigungsfähigkeit auswirkt<sup>4</sup>. Daher ist der Ansatz geeignet, um den globalen Herausforderungen wie Ungleichheit, Ungerechtigkeit, Gewalt, Krieg und Vertreibung zu begegnen.

## Sport befähigt junge Menschen, ihre Zukunft zu gestalten

Kinder und Jugendliche, insbesondere junge Frauen und Mädchen, sind von den globalen Herausforderungen besonders betroffen. „Sport für Entwicklung“ vermittelt deshalb gezielt Kompetenzen, die sie für ein selbstbestimmtes Leben befähigen und ihre Resilienz unterstützen. Mit „Sport für Entwicklung“ stärken wir daher vor allem die Gleichstellung der Geschlechter, den gesellschaftlichen Zusammenhalt sowie Bildungschancen und Beschäftigungsförderung junger Menschen.



Fotos: GIZ/ Nebojsa Petrevski

## Innovative Maßnahmen mit globalem Hebel

Das Globalvorhaben setzt Sport in der Entwicklungszusammenarbeit ein, um das Leben von benachteiligten Kindern und Jugendlichen weltweit nachhaltig zu verbessern. Dafür werden mit Hilfe eines globalen SfE-Fonds gemeinsam mit Partnern innovative Projekte gefördert, die jungen Menschen Lebenskompetenzen und berufliche Fähigkeiten vermitteln, die Gleichheit der Geschlechter voranbringen und den sozialen Zusammenhalt insgesamt stärken. Darüber hinaus führt eine globale SfE-Community Praktiker\*innen und Fachleute zusammen, damit sie sich zu ihren Erfahrungen austauschen und Fortbildungsangebote wahrnehmen. Ein weiterer Baustein sind sogenannte „Youth-Ambassadors“ in unseren Partnerländern, die Aktivitäten als Akteure für Wandel selbst umsetzen, ihr soziales Umfeld inspirieren und die globale SfE-Community zum Austausch untereinander nutzen.

## „Sport für Entwicklung“ weltweit

Ziel ist, die Partnerländer und Regionen so zu unterstützen, dass sie „Sport für Entwicklung“ in Zukunft selbstständig einsetzen und in ihren Strukturen verankern. Dabei konzentrieren wir auf uns Themenschwerpunkte:

Partnerländer / regionale Hubs	Fokus
Pakistan	Flucht und Migration, Feministische Entwicklungszusammenarbeit
Tunesien	Beschäftigungsförderung, Feministische Entwicklungszusammenarbeit
Lateinamerika (u.a. Brasilien, Ecuador, El Salvador, Guatemala, Honduras, Kolumbien, Mexiko und Paraguay)	Friedensbildung und sozialer Zusammenhalt, Feministische Entwicklungszusammenarbeit
Westbalkan (Albanien, Bosnien und Herzegowina, Kosovo, Nordmazedonien, Montenegro und Serbien)	Sozialer Zusammenhalt, Beschäftigungsförderung, Feministische Entwicklungszusammenarbeit

<sup>1</sup> 2021-2023 führte die GIZ in Kooperation mit der Deutschen Sporthochschule Köln Wirkungsstudien in Albanien, Irak, Marokko, Mexiko, Nordmazedonien und Kolumbien durch.

<sup>2</sup> Ergebnisse aus dem Irak

<sup>3</sup> Ergebnisse aus dem Irak und Kolumbien

<sup>4</sup> Ergebnisse aus Albanien, Marokko, Nordmazedonien

## Mit „Sport für Entwicklung“ zusammen mehr bewirken

Gemeinsam mit internationalen und lokalen Partnern aus Sport, Politik, Zivilgesellschaft, Wirtschaft und Wissenschaft entwickelt die deutsche Entwicklungszusammenarbeit zielgruppengerechte Sportangebote, die gesellschaftlichen Zusammenhalt fördern und seine Verantwortung für nachhaltiges Handeln im Klimaschutz und für fair hergestellte Sportartikel verstärken. Einige unserer Partnerorganisationen sind:

- Deutscher Olympischer Sportbund (DOSB)
- Deutscher Fußball-Bund (DFB)
- DFL Deutsche Fußball Liga mit ausgewählten Bundesligavereinen
- Deutsche Sporthochschule Köln
- Weitere nationale, internationale und regionale Sportdachorganisationen und Sportfachverbände
- UN-Organisationen wie die UNESCO
- Internationale Nichtregierungsorganisationen (NRO) wie Common Goal und die Internationale Plattform für Sport und Entwicklung (sportanddev.org)
- Lokale und nationale NROs

## „Sport für Entwicklung“ ist erfolgreich und wirkt

Die wissenschaftlich belegte Methode und der globale Ansatz zeigen Erfolg:

- Seit 2013 profitieren bereits mehr als 1,4 Millionen Kinder und Jugendliche in 43 Partnerländern von den sportpädagogischen Maßnahmen.
- Mehr als 800 Trainerausbilder\*innen sind in der Methodik geschult und haben ihrerseits rund 9.500 Trainer\*innen ausgebildet.
- Mehr als 15 verschiedene Sportarten kommen zum Einsatz, darunter sind: Basketball, Beachvolleyball, Cricket, Fußball, Futsal, Handball, Judo, Karate, Leichtathletik, Netball, Schwimmen, Tischtennis, Ultimate-Frisbee, Volleyball und Wellenreiten sowie zusätzlich inklusive Spiel- und Bewegungsangebote.



Fotos: GIZ Kolumbien und GIZ Jordanien



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# UEFA HatTrick Programme

For more than 19 years now, UEFA's successful HatTrick programme has had a positive impact on the development of European football, helping to strengthen the roots of the game throughout the continent.

The HatTrick programme was launched during the summer of 2004 for the benefit of UEFA's member associations. Established using revenue from the UEFA European Football Championship (UEFA EURO), it provides them with funding to foster football development at all levels. As suggested by its name, the HatTrick programme initially comprised three pillars: **financial support**, **education** and **knowledge-sharing**. Since 2019, the education and knowledge-sharing pillars have been administrated by the new UEFA Academy (see [www.UFAAcademy.com](http://www.UFAAcademy.com) for more information).

## Financial support

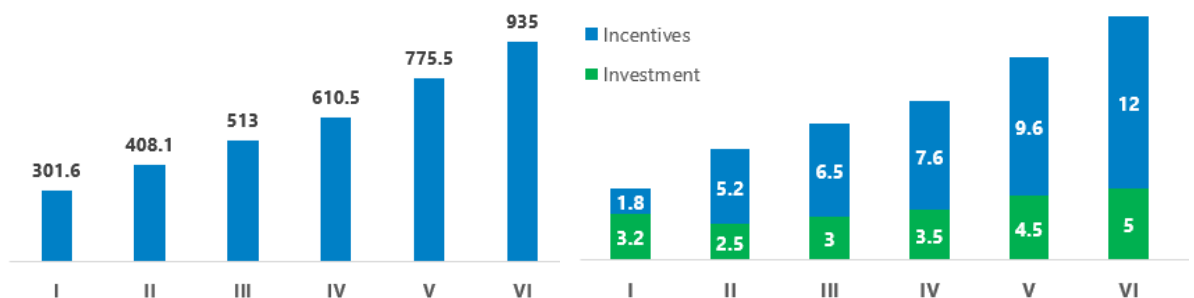
Financial support is provided in four-year cycles, mirroring each UEFA EURO final tournament. The funding is divided into two parts:

- **Annual incentive payments:** to cover designated administration costs and encourage the development of important sectors such as grassroots football, women's football, social and environmental sustainability, elite youth player development, etc.
- **Investment projects:** a contribution aimed at developing and improving football in general, according to the priorities and level of development of the individual UEFA member association. This contribution can be used to support several projects, which are all subject to the approval of the UEFA's HatTrick Committee.

Each UEFA member association receives the same amount, so funding is not dependent on association size or location.

## Summary

The following graphs (both in €m) show the evolution of the total HatTrick funding over the cycles (on the left), as well as the amounts available to each UEFA member association in incentive and investment funding (on the right).



There follows a brief description of each cycle.

## HatTrick I (2004–08) €301.6m

- **Annual incentive payments:** Four annual incentive payments of €806,500 were made available to each association to support participation in UEFA's youth and amateur competitions.
- **Investment funding:** €1.871m was made available to each member association to launch projects to develop football at all levels.
- **Mini-pitches:** A further €645,000 was made available to each association specifically for the construction of mini-pitches. An average of 40 mini-pitches were built by each association. Over 3,000 mini-pitches have been constructed so far.



# HatTrick Programme

## Overview

HatTrick II  
(2008–12)  
€408.1m

- **Four annual incentive payments** of €1.3m were made available to each association:
  - €500,000/season: to cover administrative costs
  - Up to €800,000/season: to facilitate participation in UEFA's youth, women's and amateur competitions, and to implement UEFA's club licensing system and various UEFA regulations
- **Investment projects:** €2.5m was made available to each member association, at least 20% of which had to be allocated to football-related social or grassroots projects

HatTrick III  
(2012–16)  
€513m

- **Four annual incentive payments** of €1.625m were made available to each association:
  - €600,000/season: to cover administrative costs
  - Up to €1.025m/season: to support the development of women's football, take part in youth, women's and amateur competitions, implement the UEFA's club licensing system, various UEFA regulations and the good governance and integrity officer programmes
- **Investment projects:** €3m was made available to each member association to develop football at all levels

HatTrick IV  
(2016–20)  
€610.5m

- **Four annual incentive payments** of €1.9m were made available to each association:
  - €750,000/season: to cover administrative costs and good governance projects
  - Up to €1.15m/season: to develop women's football and FSR projects, take part in youth, women's and futsal competitions, and implement UEFA's club licensing system, elite youth player development programme, various UEFA conventions and charters, and run integrity activities
- **Investment projects:** €3.5m was made available to each member association to develop football at all levels

HatTrick V  
(2020–24)  
€775.5

- **Four annual incentive payments** of €2.4m were made available to each association:
  - €800,000/season: to cover administrative costs
  - Up to €600,000/season: to take part in youth, women's, futsal and amateur competitions, and contribute to national team travel expenses, implement UEFA's club licensing system, good governance principles, good governance projects, anti-doping education, anti-match-fixing and integrity activities, various UEFA conventions and charters, develop football doctor education, football in schools, women's football, elite youth players, and football and social responsibility
- **Investment projects:** €4.5m was made available to each member association to develop football at all levels.

HatTrick VI  
(2024–28)  
€935

- **Four annual incentive payments** of €3m will be made available to each association:
  - €1m/season: to cover administrative costs
  - Up to €2m/season: to take part in youth, women's, futsal and amateur competitions, and contribute to national team travel expenses, implement UEFA's club licensing system, governance framework, good governance and strategic projects, anti-doping education and anti-match-fixing and integrity activities, various UEFA conventions, develop football doctor education, football in schools, women's football, elite youth players, and social and environmental sustainability
- **Investment projects:** €5m will be made available to each member association to develop football at all levels.



**FIFA®**

Deutscher Bundestag

Sportausschuss

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FIFA FORWARD

**GLOBAL REPORT ON  
DEVELOPMENT ACTIVITIES**  
2016-2022

# FOREWORD

FIFA PRESIDENT



**With the third cycle of the FIFA Forward Development Programme now underway, we have the perfect opportunity to reflect on the programme's achievements since its launch in 2016. From the very start, we pledged that revenues generated by football would be used for the benefit of our sport all around the world; for girls and boys, for women and men – and we have been as good as our word.**

Investment in football is both our responsibility and our obligation to our 211 FIFA Member Associations, as well as a form of support for the six confederations and the various zonal/regional associations, and through FIFA Forward we have the structure to do that in a viable and transparent way. The outcome has been a sevenfold increase in investment since 2016 – during a spell in which FIFA's revenues have only doubled. This shows that funding is not only being delivered correctly, but it is being monitored and implemented to ensure the sustainable development of football for the long term.



**INVESTMENT IN FOOTBALL IS OUR RESPONSIBILITY AND OBLIGATION TO OUR 211 MEMBER ASSOCIATIONS**

Focusing on the member associations, under Forward 3.0, each member association now receives up to USD 8 million per four-year cycle to support their football development activities. It is not only about financial contributions, however, but rather about impactful ones.

After all, the ecosystem in each member association is different, so further bespoke building of capacity and capability is important in order to support projects of each member association that will make a difference, tailored to their specific needs.

With that in mind, the new and democratic FIFA is closer to its member associations than ever before to ensure that they get the most out of this programme for everyone involved in football. Our Regional Development Offices support this tailor-made approach, and the FIFA Member Associations Division is now more present from its new base in Paris, France, acting as a key pillar in making football truly global.

Football brings society together and unites the world. We have all seen it, and more and more people in all corners of the world are now living and breathing football – and sport in general – with the support of the Forward Programme. It is a pleasure to be able to reflect on the programme's achievements so far, as well as on its ability to inspire and its potential for future impact, through the pages of this report.

Yours in football,

**GIANNI INFANTINO**  
FIFA President



# FOREWORD

## CHAIRMAN OF THE DEVELOPMENT COMMITTEE

**I take great pride in my role as the longstanding chairman of the FIFA Development Committee, as well as in the continued dedication with which our committee fulfils its duties and responsibility to steer FIFA's global football development endeavours, including through the world's largest sports development programme.**

Launched in 2016, the FIFA Forward Development Programme's first two cycles (2016-2022) provided approximately USD 2.8 billion in development funds for investment, primarily in our 211 member associations, as well as in the six confederations and the various zonal/regional associations. As a result, to fulfil its mandate, the Development Committee convened numerous times over those two cycles, despite the biggest global emergency of our time, during which the role of our committee became even more crucial as football ground to a halt and one of FIFA's statutory objectives – to improve the game of football constantly and promote it globally – faced an uncertain future. I wish to express my sincere gratitude to the committee members for their commitment and tireless work – especially during the COVID-19 pandemic.

Holding virtual meetings offered a viable opportunity to optimise costs, resources, air travel and time, and with members from all over the world, this was of particular relevance for a committee such as ours.

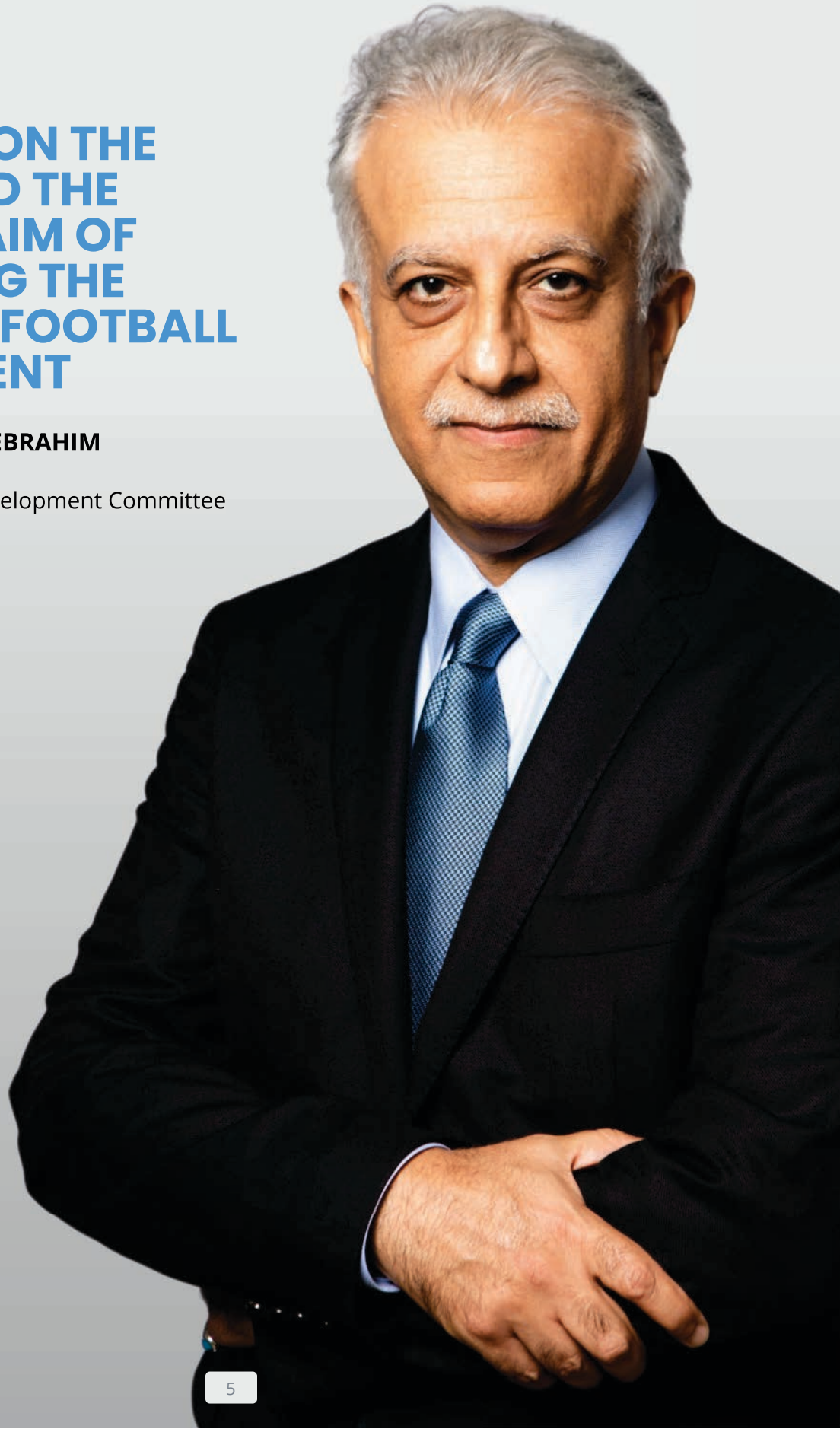
This report sheds light on the achievements of the first two cycles of the Forward Programme, which in my view should be attributed to the collaboration between FIFA, its member associations and the confederations and zonal/regional associations, all in a spirit of partnership while focusing on the future and the common aim of maximising the impact of football development.

**SHAIKH SALMAN BIN EBRAHIM  
AL KHALIFA**  
Chairman of the FIFA Development  
Committee

# FOCUSING ON THE FUTURE AND THE COMMON AIM OF MAXIMISING THE IMPACT OF FOOTBALL DEVELOPMENT

**SHAIKH SALMAN BIN EBRAHIM  
AL KHALIFA**

Chairman of the FIFA Development Committee



# FOREWORD

## FIFA SECRETARY GENERAL AD INTERIM

**As recently appointed FIFA Secretary General (ad interim), it gives me immense pleasure to provide a foreword to this FIFA Forward global report on development activities. This is a testament to the effort and groundwork that the FIFA administration has undertaken on a daily basis over the past two cycles.**

It is also proof of the openness and the commitment of FIFA's member associations, the confederations and other beneficiaries to the core principles of football development, as laid out under the FIFA Forward Programme, not least of which is an unwavering commitment to lasting and sustainable legacy and impact.

Launched in May 2016 under the direction of FIFA President Gianni Infantino, the FIFA Forward Development Programme heralded a new era for football development in the world. This new model of sustainable and long-term investment in football places trust in the member associations and beneficiaries, empowering them with unprecedented levels of funding reinvested into the game to drive it forward in their countries and regions, where they know best what is needed and how to achieve it. Every dollar invested is now accounted for under the eyes of

independent world-class auditors, and every project is now overseen to completion by the FIFA administration.

The Forward Programme is a partnership. FIFA, through its Member Associations Division and a robust network of Regional Development Offices, works hand in hand with its member associations and other beneficiaries to better understand and support their needs from grassroots to elite level.



**ENSURE THAT ALL BENEFICIARIES CAN MAKE THE MOST OF THE FUNDS RECEIVED THROUGH THE FORWARD PROGRAMME**

Since its launch, Forward has gone from strength to strength. It has helped to build pitches and technical centres in communities, connect administrations to game-changing software, launch new competitions across all age categories, fund women's and men's national teams to travel and equip themselves to compete, and much more besides. I have had the pleasure to witness the fruits of these projects myself in many parts of the world, but such is the scale and ambition of the Forward Programme that only a report such as this one can capture the breadth of its impact and legacy.

I urge all readers to consider this report as a window into the work we do at FIFA every day, uniting the world with every project delivered. I would also urge you to regard this report as an update, as we will continue to work to achieve even more together with our partners in the member associations, the confederations and beyond.

**MATTIAS GRAFSTRÖM**  
FIFA Secretary General ad interim



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CHAPTER

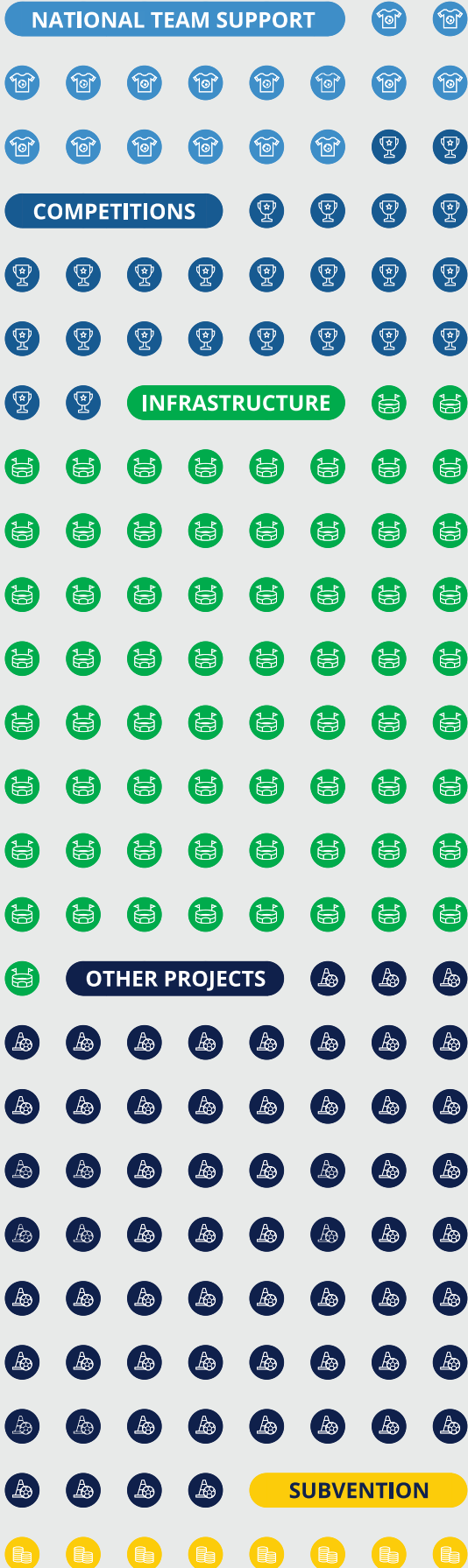
# ONE EXECUTIVE SUMMARY

Across the first two cycles of the FIFA Forward Development Programme, approximately USD 2.8 billion was made available for investment in our 211 member associations, as well as in the confederations and the various zonal/regional associations, to significantly bolster football development in their territories.

Around 80% of this investment went directly to our member associations, with over USD 2.24 billion committed to projects to build new or maintain and modernise existing football infrastructure, to develop and implement domestic competitions, and to cover running costs related to administration and governance.



# 1,614 SPECIFIC PROJECTS



FIFA’s financial support through the Forward Programme makes an essential contribution to the successful work of most of its member associations, and – cognisant of the impact that competitions have on development – giving a wide range of participants the chance to shine in a competitive environment boosts sustained growth.

Between 2016 and 2022, more than 1,600 projects with a long-term impact on football development were approved. Approximately a third (524) of these projects were related to football infrastructure, including a significant number that focused on technical centres and stadiums, where skills are honed and football inspires



all. Furthermore, 208 projects for new or revamped competitions offered playing opportunities for more than 300,000 male and female players worldwide.

Support for national teams to participate in international competitions, friendly matches and training camps was provided through 162 different projects. This was reinforced by capacity development in education and training for coaches, referees, etc. that directly benefitted 190,622 participants, while the structures that have been established will impact many more in the future too.

Additional projects in areas such as IT and digital media were bolstered with investment

to the tune of USD 108 million to develop the capacity of each member association. This support also extended to the pitch as it included project funding for video assistant referees (VARs) at domestic level.

No two member associations ever have the same needs, which means that bespoke building of capacity and capability is another critical area of support provided by FIFA to ensure sustained football development.

As the name of the programme suggests, FIFA's investment is aimed at ensuring a perpetual step forward for the greatest game of all.

### INFRASTRUCTURE



**524**

projects

### COMPETITIONS



**~300,000**

male and female players

### CAPACITY DEVELOPMENT



**~190,000**

participants

### NATIONAL TEAM SUPPORT



**162**

projects

### SUBVENTIONS



**2,422**

beneficiaries

### OTHER PROJECTS

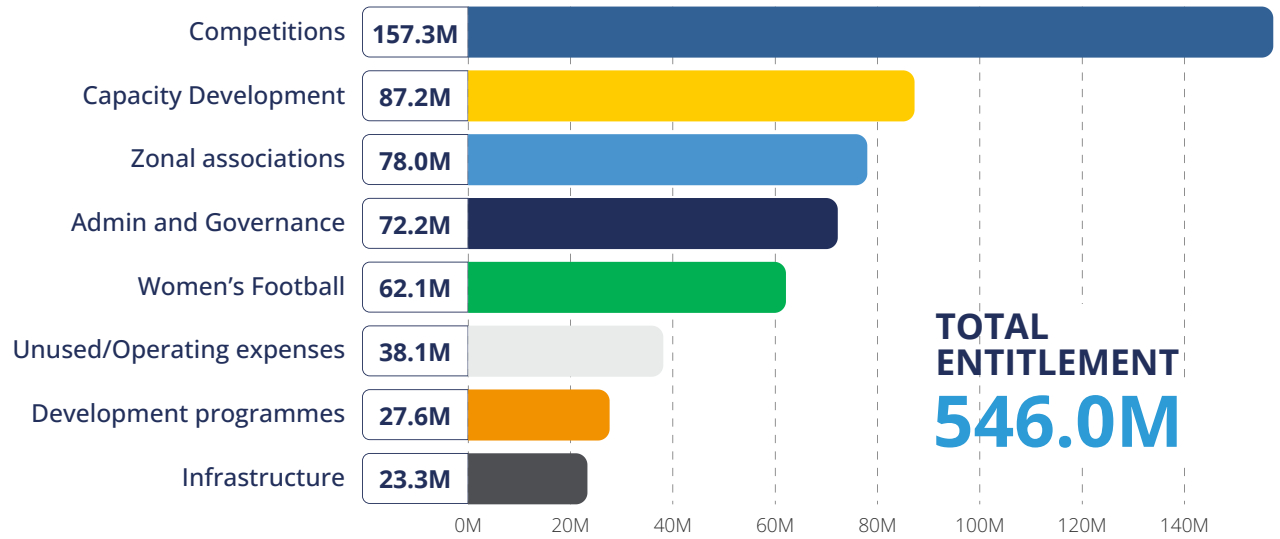


**108m**

USD

Forward Legacy & Impact

# ALL CONFEDERATIONS & ZONAL ASSOCIATIONS



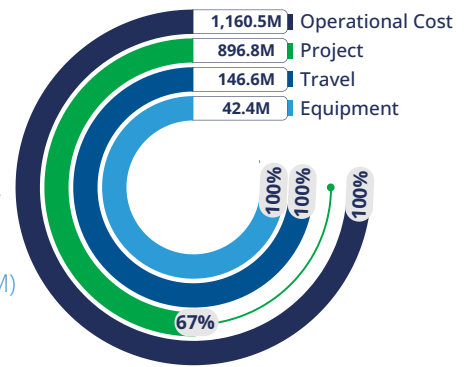
# Forward Legacy & Impact

## ALL MAs

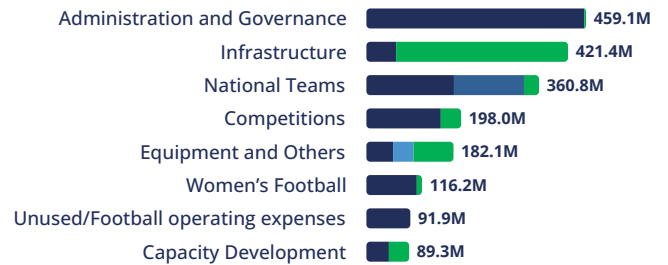


**TOTAL ENTITLEMENT**  
2,246.2M

**TOTAL APPROVED FUNDS**  
86.7% (1,947.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**524**  
INFRASTRUCTURE



■ New ■ Renovated

**577** Pitch(es)

Accommodation  
Artificial mini pitches  
Artificial pitches  
Beach soccer pitches  
Changing rooms  
Conference facility  
Consultant  
Fencing



**208**  
COMPETITIONS

Championship/ tournament	165
League	117
Cup	43
Other	26

	♀	♂
Players	62,704	244,281
Teams/Clubs	3,493	16,024
Referees	3,399	25,822
Matches	14,394	85,135



**137**  
CAPACITY DEVELOPMENT

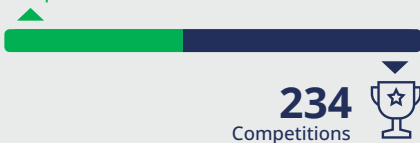
100	Coaching
46	Administration & Management
46	Refereeing
32	Other
28	Grassroots
7	League Development
2	Social Responsibility

**190,622** Participants  
♀ 53,149  
♂ 137,473



**162**  
NATIONAL TEAM SUPPORT

**175**  
Training Camps



**86**  
SUBVENTIONS



**635**  
Local associations



**1,729**  
Clubs



**58**  
Leagues



**497**  
OTHER PROJECTS

250	Other
112	IT
57	Vehicle purchase
56	Training equipment
29	Digital media
26	Maintenance equipment
20	Marketing/ Commercial
15	Broadcasting/ TV
5	Merchandising
4	Income generation

CHAPTER

# TWO

# TERMINOLOGY AND DEFINITIONS





**TERM**                      **DEFINITION**

Admin. and Governance                      Funds used for costs related to governance (committees, general assemblies), permanent administrative/technical staff, administrative costs, financial management, marketing and communications

AFC                      Asian Football Confederation

CAF                      Confederation of African Football

CAO                      Contract of Agreed Objectives

Capacity Development                      Funds used for the organisation of and/or participation in initiatives aimed at developing the skills and abilities of stakeholders and for subventions aimed at supporting football development

Competitions                      Funds used for the organisation of domestic competitions in all age categories, including grassroots and futsal/beach soccer activities

Concacaf                      Confederation of North, Central America and Caribbean Association Football

CONMEBOL                      South American Football Confederation

Development Programmes (Confederation)                      Funds used for specific football development programmes to develop, promote and organise football

EPP                      Electronic player passport

Equipment and Others                      Funds used for other football development projects and to cover the cost of any football equipment

FCID                      FIFA Connect ID

FCMS                      FIFA Competition Management System

FCP                      FIFA Connect Platform

Infrastructure                      Funds used for the maintenance, improvement of existing football infrastructure or the construction of new football infrastructure

MA                      Member association

National Teams                      Funds used for initiatives aimed at enhancing the performance of youth and senior national teams and to cover travel and accommodation costs

**TERM**

**DEFINITION**

OFC

Oceania Football Confederation

Total approved funds

Portion of funds from the total entitlement that have been used by the respective beneficiary in various categories, as confirmed by the central audit review process conducted annually by independent international auditing companies appointed by FIFA

Total entitlement

Total amount of all Forward funds, irrespective of purpose, made available to the respective beneficiary

UEFA

Union of European Football Associations

Unused/Football operating expenses

Portion of the total approved funds that have either been used for football operating expenses or have not been used/remain unspent by the respective beneficiary

Women's Football

Funds used for any development initiatives, activities or specific projects exclusively aimed at developing women's football

Zonal/Regional Associations

Funds made available to zonal/regional associations to organise regional football competitions for men, women and youth



CHAPTER

# THREE METHODOLOGY

The report provides insight into the financial and non-financial support provided to the beneficiaries of the FIFA Forward Development Programme during its first two cycles between 2016 and 2018 (Forward 1.0) and between 2019 and 2022 (Forward 2.0).





\*development objectives

The underlying data in this report has been extracted from the internal platform and corresponding databases that support the operational execution of the Forward Programme. This data has been collected over the years based on compliance by the beneficiaries with the relevant articles of the Forward Programme regulations to report on the utilisation of released funding, irrespective of purpose, and to undergo a central audit review by FIFA for each financial year.

Furthermore, the report also delves into the non-financial support provided to the member associations in the form of multiple football management information systems under the FIFA Connect Programme. The data in this section is based on the implementation status and use of the systems by the member associations up to the publication date of this report.

As you read the report, please remember that:

- » US dollar (USD) is the reporting currency for Forward Programme funding
- » For member associations:
  - » A dash (-) in the section on specific projects signifies that the information in question is currently unavailable.
  - » The description of one completed specific project for each member association has been included, and where no such description is provided, the legacy and impact assessment for an

approved project either remains ongoing or a specific project has not been approved for that member association. In this regard, as per article 21 paragraph 4 of the Forward 3.0 regulations, the member associations have until 31 December 2024 to have their remaining Forward 1.0 and Forward 2.0 entitlement for specific projects approved for use and therefore committed towards a specific project.



CHAPTER

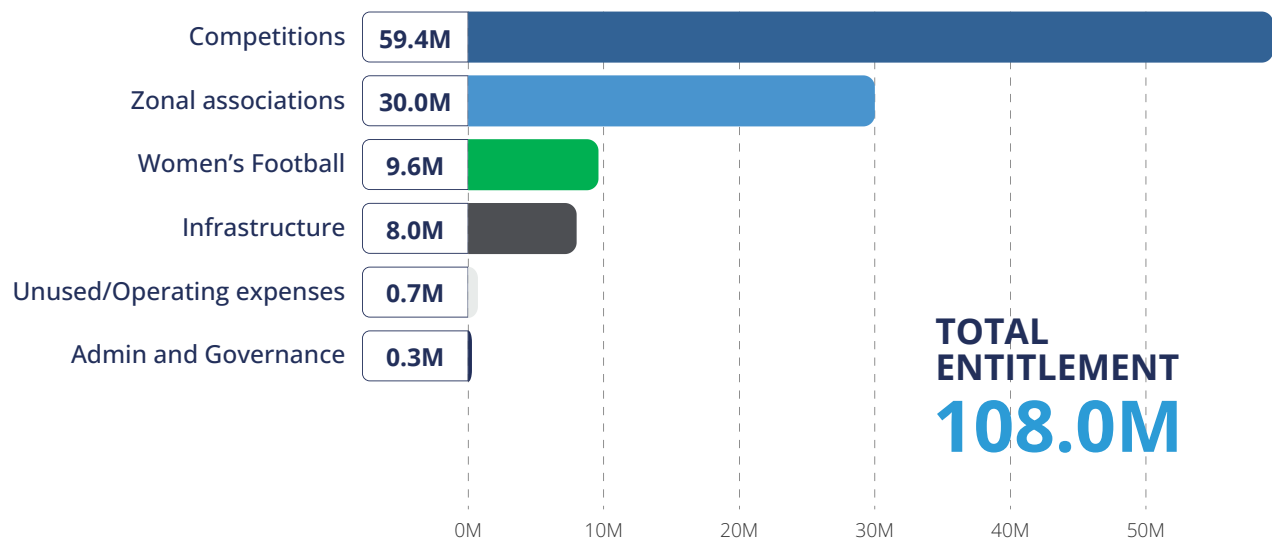
# FOUR

# CONFEDERATIONS & ZONAL ASSOCIATIONS



Forward Legacy & Impact

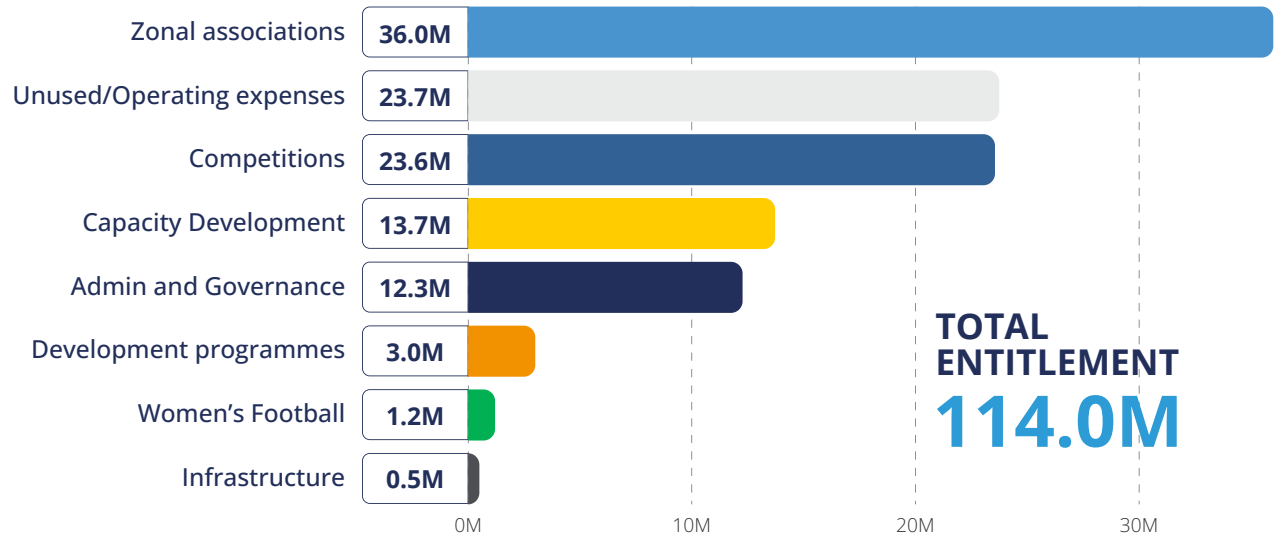
# AFC





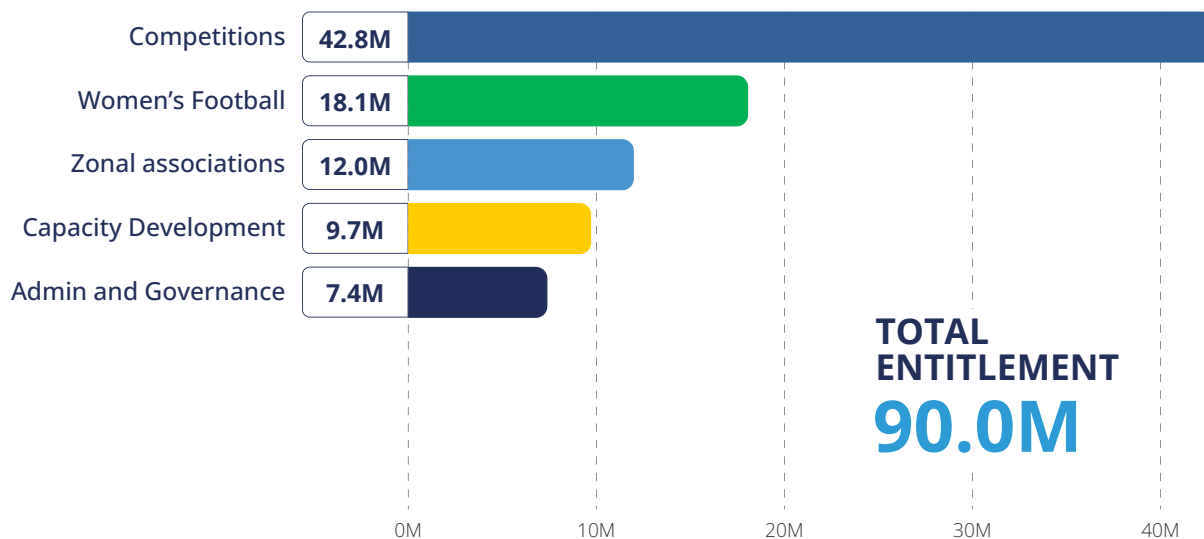
Forward Legacy & Impact

# CAF



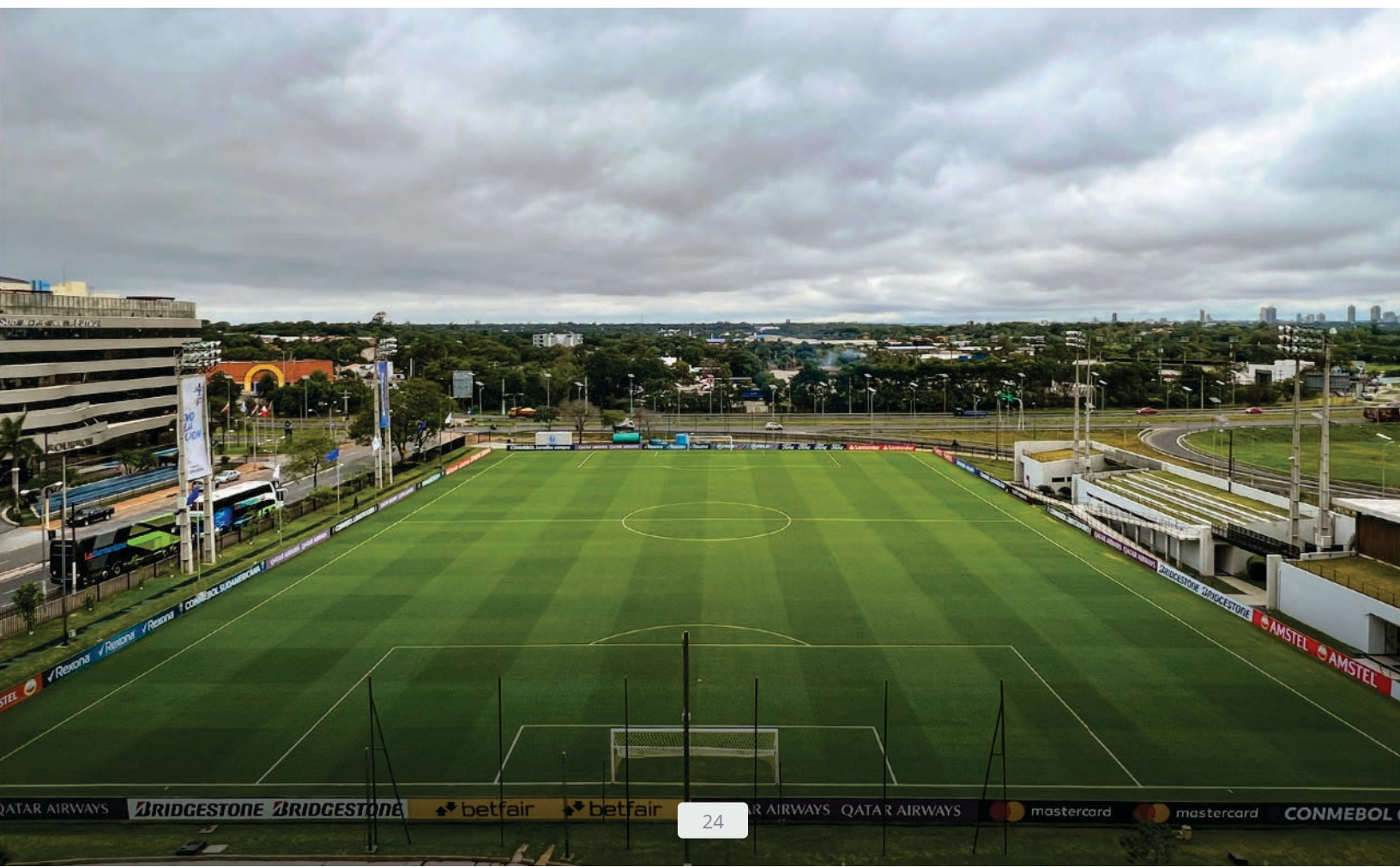
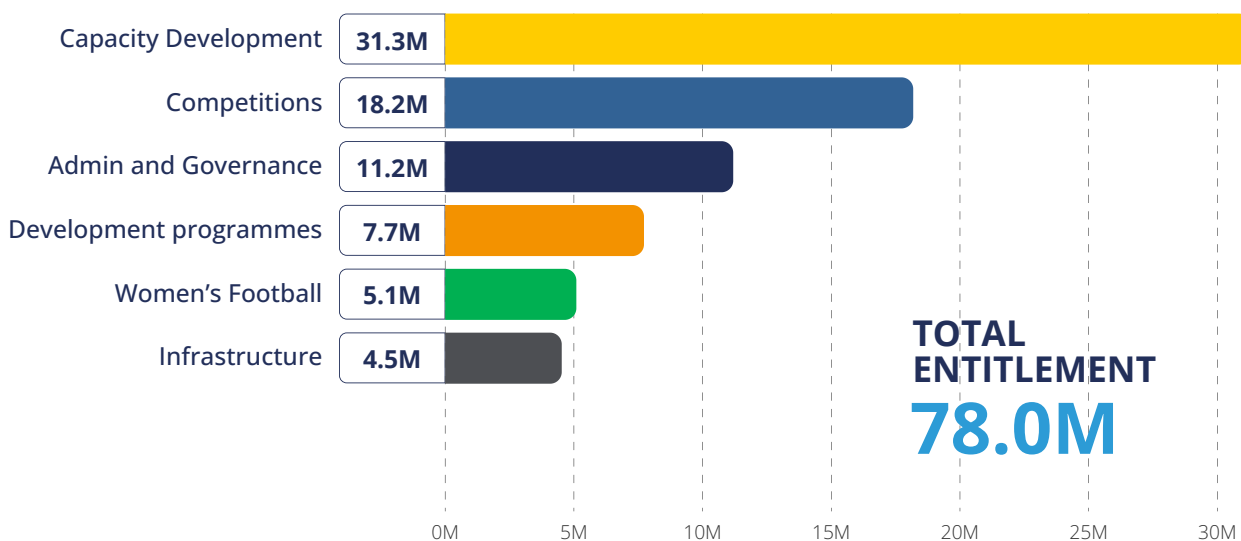
Forward Legacy & Impact

# CONCACAF



Forward Legacy & Impact

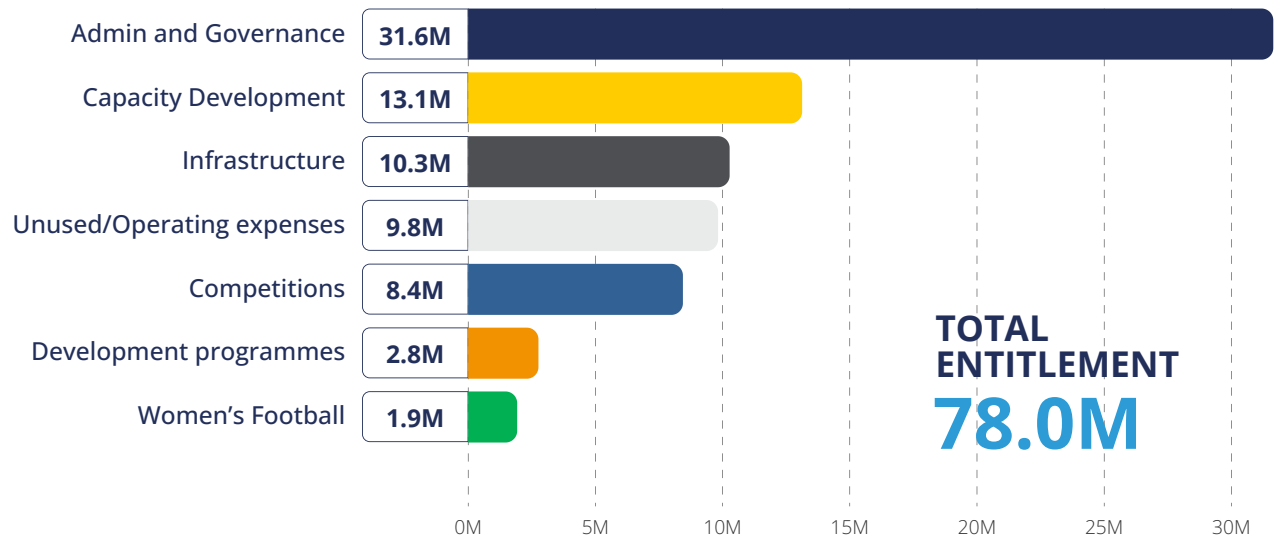
# CONMEBOL





Forward Legacy & Impact

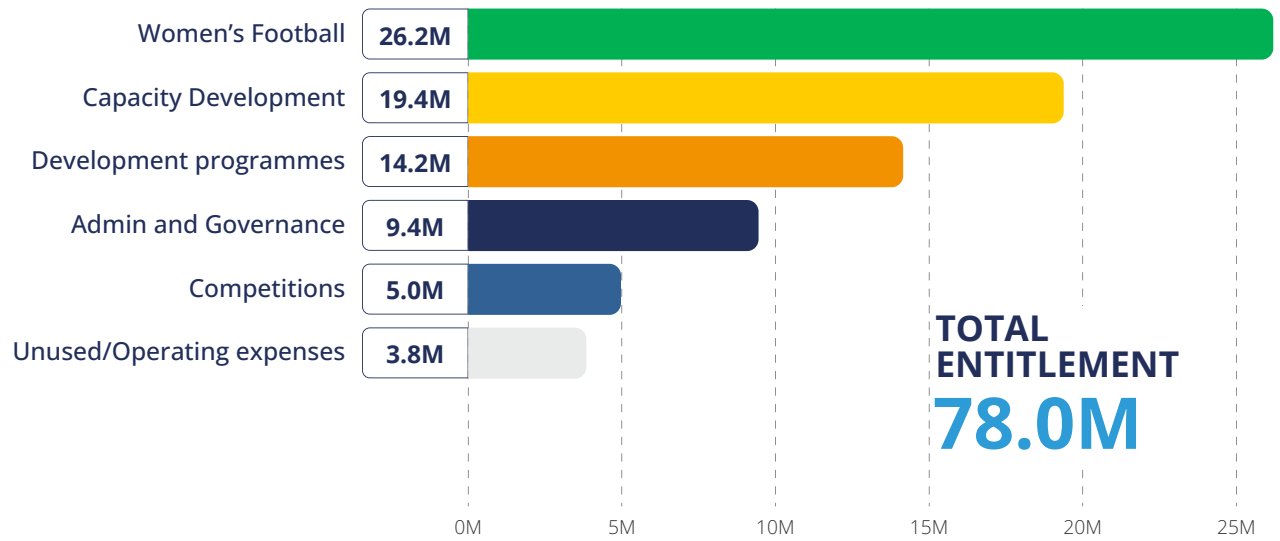
# OFC





Forward Legacy & Impact

# UEFA



CHAPTER

**FIVE**

# MEMBER ASSOCIATIONS

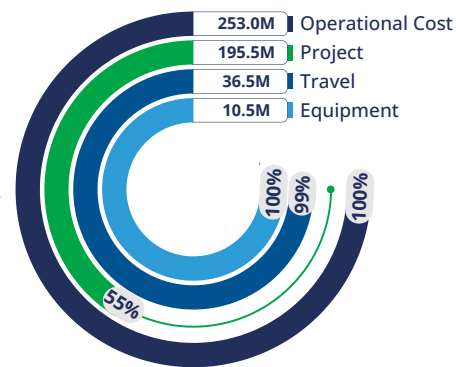




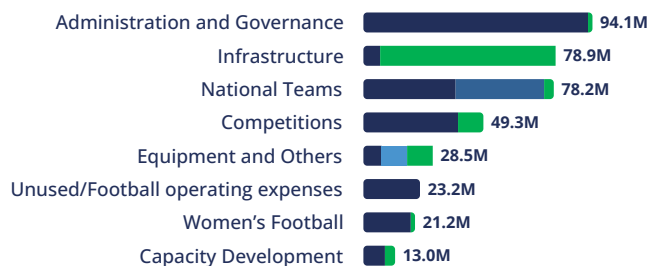
# Forward Legacy & Impact ALL MAS AFC

**TOTAL ENTITLEMENT**  
495.5M

**TOTAL APPROVED FUNDS**  
82.1% (406.7M)



## APPROVED FUNDS SPENT PER CATEGORY



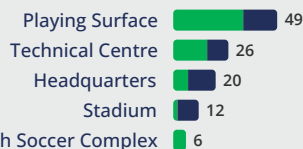
All amounts are in USD



## SPECIFIC PROJECTS



**96**  
INFRASTRUCTURE



■ New ■ Renovated

**112** Pitch(es)

- Accommodation
- Artificial mini pitches
- Artificial pitches
- Changing rooms
- Conference facility
- Fencing
- Fitness centre
- Floodlights



**34**  
COMPETITIONS

League	31
Championship/ tournament	14
Cup	4
Other	1

	♀	♂
Players	18,337	98,349
Teams/Clubs	1,124	7,375
Referees	844	11,196
Matches	5,225	50,441



**23**  
CAPACITY DEVELOPMENT

- 16 Coaching
- 7 Refereeing
- 6 Grassroots
- 3 League Development
- 3 Other
- 3 Administration & Management
- 1 Social Responsibility

**3,027** Participants  
♀ 361  
♂ 2,666



**16**  
NATIONAL TEAM SUPPORT

**25**  
Training Camps



**18**  
Competitions



**7**  
SUBVENTIONS



**68**  
Local associations



**35**  
Clubs



**1**  
Leagues



**53**  
OTHER PROJECTS

- 22 Other
- 12 IT
- 8 Training equipment
- 4 Digital media
- 4 Marketing/ Commercial
- 2 Broadcasting/ TV
- 2 Maintenance equipment
- 2 Vehicle purchase
- 1 Merchandising



## Forward Legacy & Impact

# AFGHANISTAN

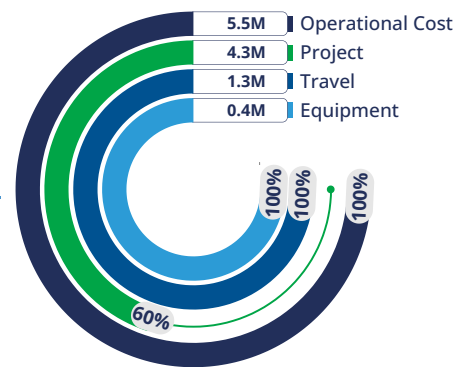
When the Puli Mahmood Khan neighbourhood of Afghanistan's capital Kabul was rocked by an explosion on 1 July 2019, the Afghanistan Football Federation (AFF) offices were badly damaged along with a number of other football facilities.

With a contribution of USD 221,058 from FIFA Forward 2.0, the AFF offices, IT infrastructure, stadium stands, futsal hall, mini pitches, beach soccer arena and compound wall, including the main entry gate, were all able to be totally rebuilt. The futsal hall was crucial as it was the only place in the capital to play the game.

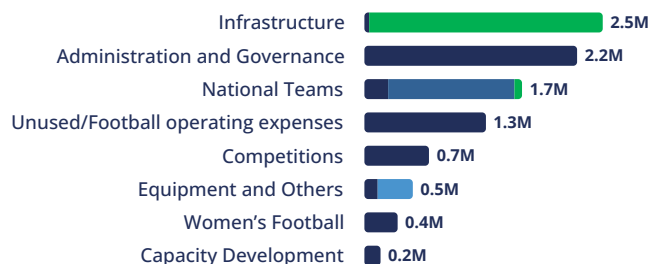
Tireless work over the course of six months led to the renovation of the offices and facilities for men's futsal training sessions and matches, boys' training sessions and matches – all taking up almost 30 hours a week.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
85.1% (9.7M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD



## SPECIFIC PROJECTS



**4**  
INFRASTRUCTURE



■ New ■ Renovated

**4** Pitches

Artificial pitches  
Conference facility  
Fitness centre

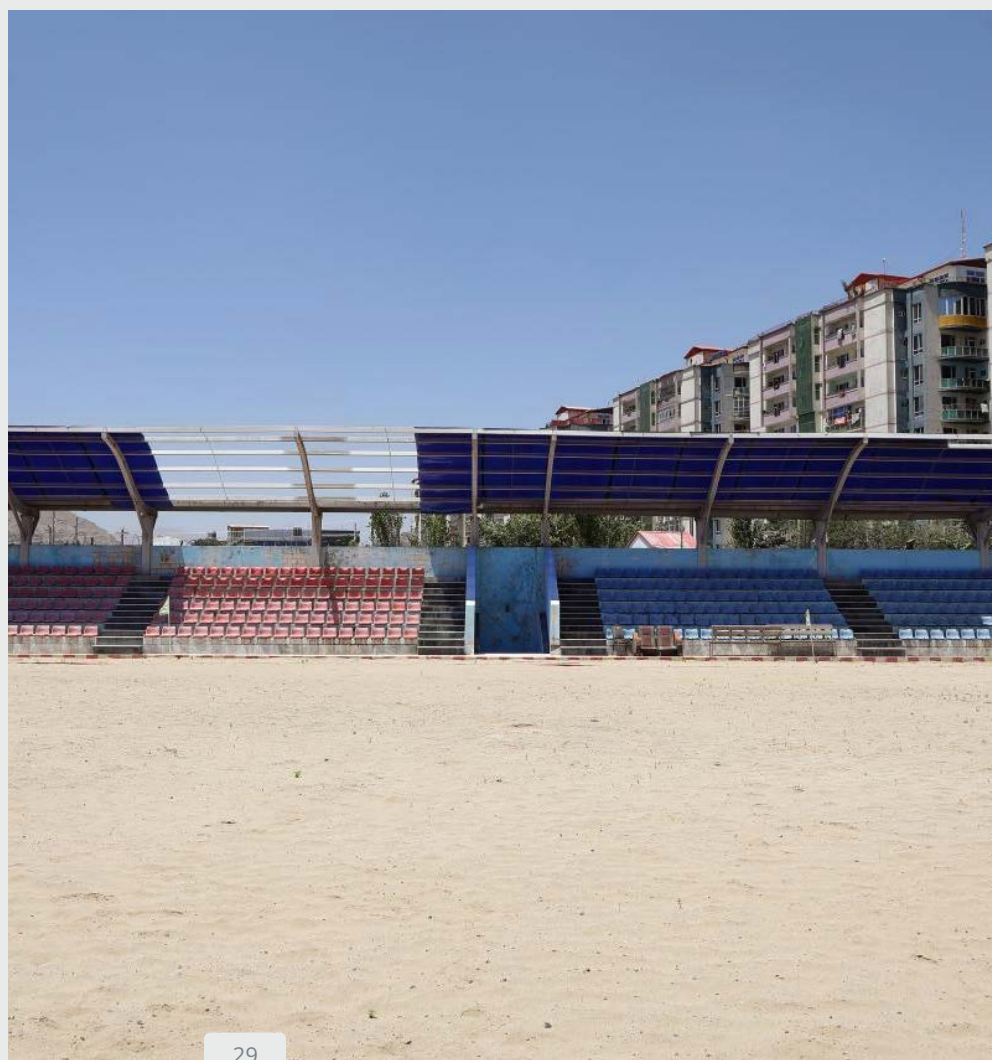
Futsal pitches  
Other



**1**  
NATIONAL TEAM SUPPORT

**1**

Training Camps





# Forward Legacy & Impact AUSTRALIA

FIFA's commitment to inclusivity and diversity has led to significant work with Football Australia (FA) to revive the Pararoos – Australia's senior men's national football team for athletes with cerebral palsy, acquired brain injury, or symptoms induced by a stroke.

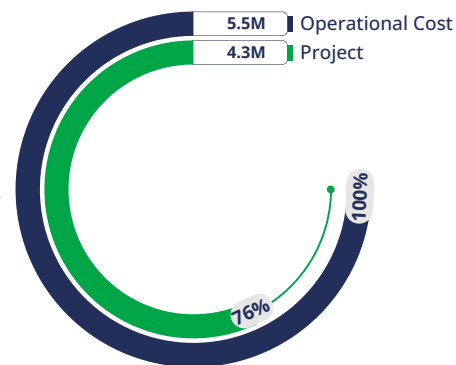
Utilising FIFA Forward 2.0 funding, in January 2020 the Pararoos were able to play their first match on home soil since the 2000 Paralympic Games, and they followed that up with a number of training camps.

The Pararoos were able to enjoy "the best day of their lives" when they played Canada at Cromer Park, on Sydney's Northern Beaches, in January 2020. The ticket revenue from the match was all reinvested to support the team's future activities to ensure the project's sustainability.

For the first time, matchday activations included approximately 200 children with a disability as flag bearers, mascots, ball kids and participants in half-time mini games.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
89.5% (8.7M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**3**  
NATIONAL TEAM SUPPORT

**2**  
Training Camps



**4**  
Competitions

**3**  
OTHER PROJECTS

**2**  
Marketing/  
Commercial



**1**  
Digital media



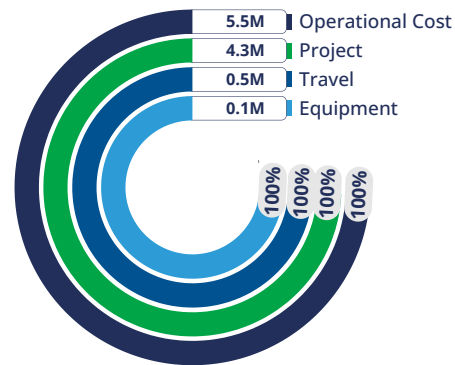


# Forward Legacy & Impact BAHRAIN

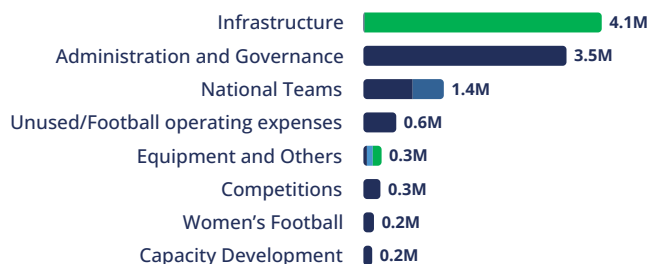


**TOTAL ENTITLEMENT**  
10.4M

**TOTAL APPROVED FUNDS**  
100.0% (10.4M)



## APPROVED FUNDS SPENT PER CATEGORY

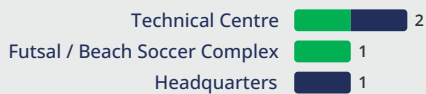


All amounts are in USD

## SPECIFIC PROJECTS



**4**  
INFRASTRUCTURE



■ New ■ Renovated

**2** Pitches

- |                     |                |
|---------------------|----------------|
| Changing rooms      | Futsal pitches |
| Conference facility | Other          |
| Fitness centre      | Seating        |



**3**  
OTHER PROJECTS

- 1 IT
- 1 Vehicle purchase
- 1 Other





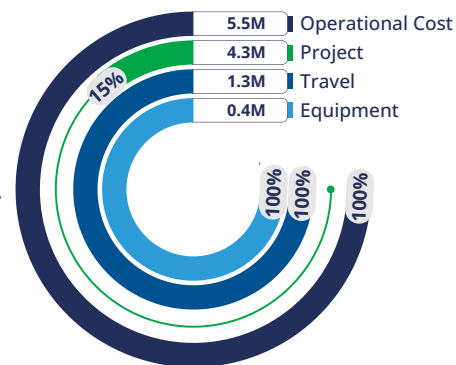
Forward Legacy & Impact  
**BANGLADESH**



**TOTAL ENTITLEMENT**  
**11.4M**

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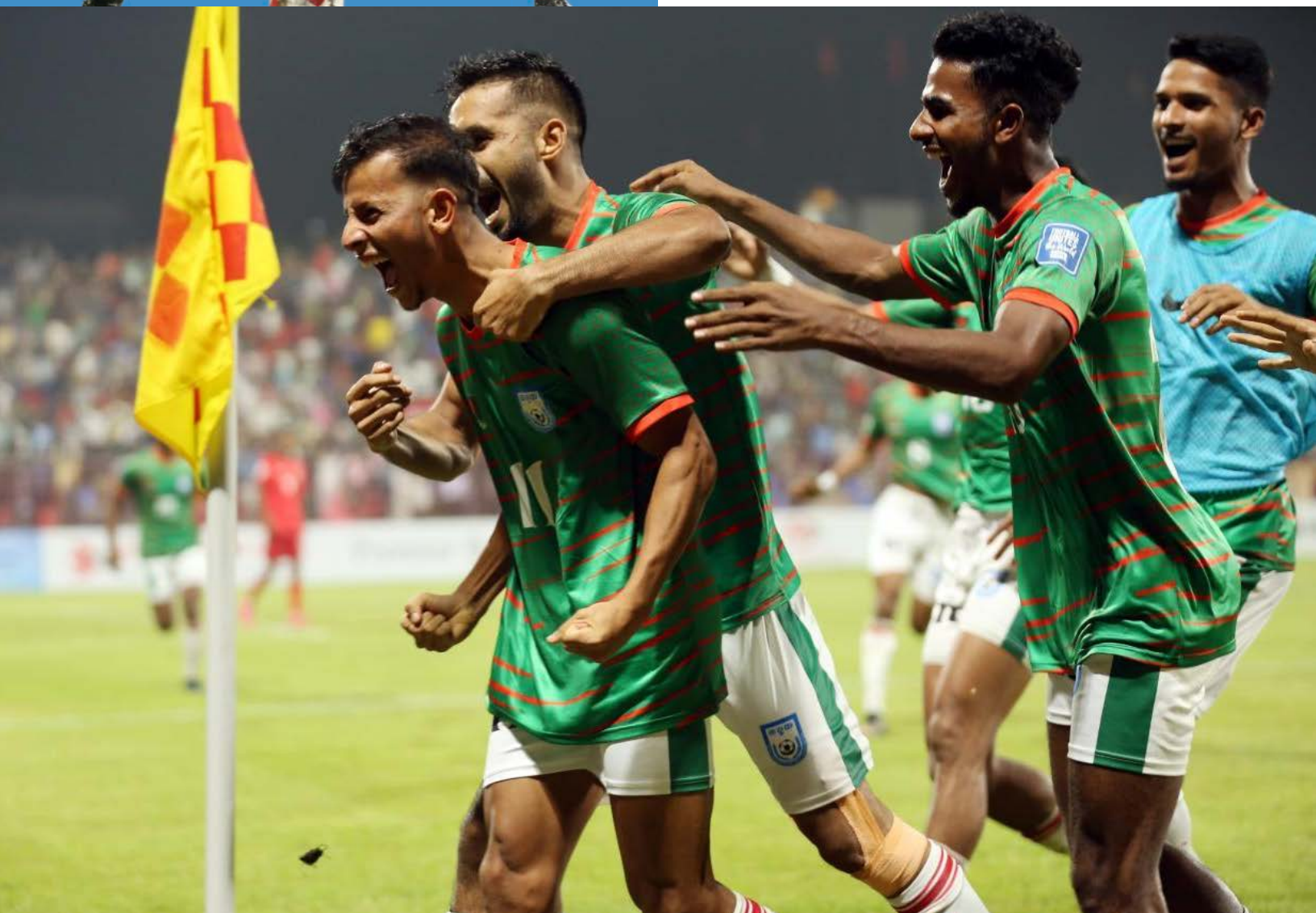
**TOTAL APPROVED FUNDS**  
**68.3%** (7.8M)



**APPROVED FUNDS SPENT PER CATEGORY**



All amounts are in USD







# Forward Legacy & Impact BHUTAN

FIFA has boosted the popularity of the game in the Himalayan Kingdom of Bhutan by working with the Bhutan Football Federation (BFF) to improve facilities to cater to the growing demand from boys, girls, men and women to play football.

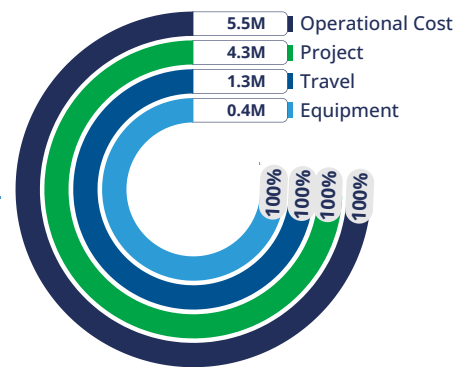
With the support of the FIFA Forward Programme, the BFF has been able to install four full-size artificial pitches across the country, including one at the Gelephu residential Girls' Football Academy of the BFF for training and competitive matches of girls' and women's national teams.

The other pitches are at Samtse, which hosted the first-ever Samtse football tournament in early 2019 involving nine teams, including some from neighbouring India, and two more in Thimphu, the Kingdom's capital. They provide state-of-the-art facilities which will aid player development.

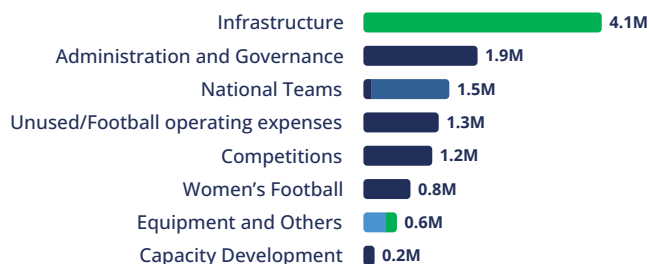
In Thimphu, the pitch at the Royal Thimphu College has been completed and competitive BFF matches are also played there. The fourth pitch at Bebena in Thimphu was delayed by the pandemic, but has since been completed and is now being used by the football community. Bhutan has already witnessed increased participation levels, with longer hours of training, and this has immensely benefited the clubs and national teams.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
100.0% (11.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**10**  
INFRASTRUCTURE

- Playing Surface  7
- Futsal / Beach Soccer Complex  1
- Headquarters  1
- Technical Centre  1

■ New ■ Renovated

**12** Pitch(es)

- |                         |                     |
|-------------------------|---------------------|
| Accommodation           | Conference facility |
| Artificial mini pitches | Fitness centre      |
| Artificial pitches      | Floodlights         |
| Changing rooms          | Futsal pitches      |



**3**  
OTHER PROJECTS

- 2 Other
- 1 Maintenance equipment
- 1 Training equipment





# Forward Legacy & Impact BRUNEI DARUSSALAM

FIFA's vision of making football truly global and fulfilling one of the FIFA Forward Programme's key goals to strengthen football infrastructure has led to the construction of a new technical centre and mini grandstand for the Football Association of Brunei Darussalam (FABD).

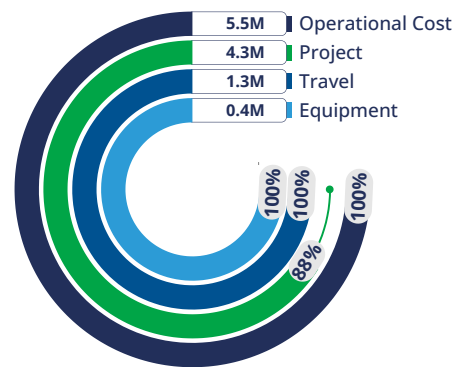
The new technical centre includes a mini gymnasium, medical centre, research room, conference room and auditorium, allowing football stakeholders to better manage their activities. The mini grandstand complements the FIFA-funded artificial pitch and provides a competition venue.

The construction projects were funded under the FIFA Forward 1.0 and 2.0 initiatives aimed at facilitating football development and improvements across FIFA's member associations.

The technical centre complements the National Vision 2035 – to provide more employment opportunities, support capacity-building for local talent and further develop the nation's infrastructure to evolve the level of football participation. The centre has been recognised as a significant step forward for the FABD.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
95.6% (10.9M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**3**  
INFRASTRUCTURE



■ New ■ Renovated

**1** Pitches

Changing rooms  
Conference facility  
Natural grass pitches

Other Seating





# Forward Legacy & Impact CAMBODIA

Cambodia's passion for the global game has continued to grow in recent years, and the need for improved facilities has been met by the FIFA Forward Programme delivering no fewer than 19 natural pitches across 19 out of 25 provinces of the Kingdom, complete with all the necessary facilities.

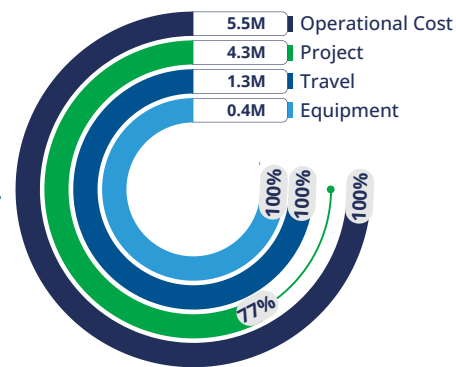
At the same time, 25 provincial football academies have been established alongside the development of coaches, match officials and instructors with a series of workshops, educational programmes and seminars taking place.

As a part of the "Road 2023" strategic plan, youth football leagues, including at U-18 level, were created. The U-18 league is played in 25 provinces/cities across the country, and the Football Federation of Cambodia (FFC) recognises the importance of the FIFA Forward Programme in achieving its ambitions.

The ultimate focus of the Road 2023 project was on Cambodia's hosting of the Southeast Asian Games in 2023, and even though they narrowly missed out on their aim of a top-four finish, all of Cambodia's matches were watched by 30,000 capacity crowds. It was arguably Cambodia's best-ever performance in the Southeast Asian Games.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
91.3% (10.4M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**5**  
INFRASTRUCTURE

**15**

Playing Surface



**19** Pitch(es)

Natural grass pitches



**2**  
COMPETITIONS

**2**

League

	♀	♂
Players	0	1,747
Teams/Clubs	0	112
Referees	4	599
Matches	0	376



**1**  
CAPACITY DEVELOPMENT

**4**

Coaching



**60**  
Participants

♀ 0  
♂ 60





# Forward Legacy & Impact CHINA PR

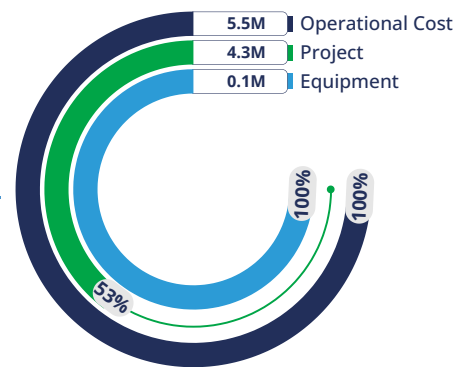
The Chinese Football Association (CFA) knows that the route to sustainable success is through the development of young players and the establishment of competitions for them to play in.

FIFA agrees that there can be no growth or development without competitions, and so, through FIFA Forward 1.0, the CFA was able to launch the National Youth Super League (NYSL) in 2019 with an increase of 35 per cent in the number of players taking part.

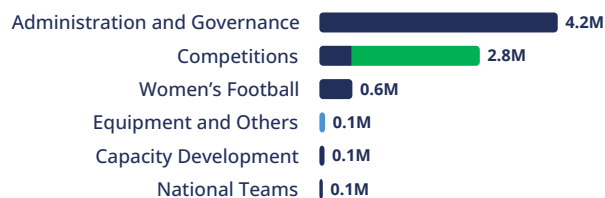
The competition is in line with the broader aims of the CFA to provide a reliable platform to nurture young talents, who will then be able to make an impact on the international stage.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
79.7% (7.9M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
COMPETITIONS

**1**  
League

	♀	♂
Players	0	1,649
Teams/Clubs	0	56
Referees	0	2,459
Matches	0	654





## Forward Legacy & Impact

# CHINESE TAIPEI

The Chinese Taipei Football Association (CTFA) found a permanent home in late 2021 when it opened its new headquarters, which it now owns, becoming the first sports association in Chinese Taipei to do so.

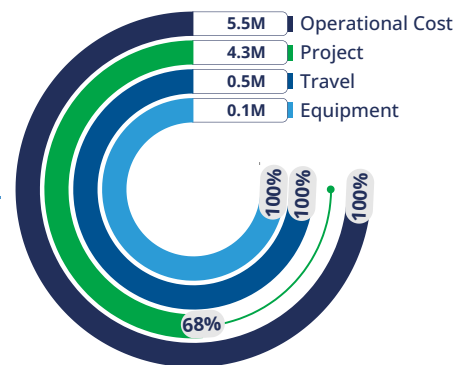
FIFA President Gianni Infantino described the opening as a landmark. The new headquarters has provided a focal point for football in Chinese Taipei that has delivered benefits for all stakeholders.

Funded by the FIFA Forward Programme, the new offices in New Taipei City allow the CTFA to develop strong links with local businesses and cater for the growing football operations which have been developed.

The CTFA has been focusing on grassroots and women's football, and the early benefits of that work were clear when Chinese Taipei reached the Play-Off tournament for the FIFA Women's World Cup Australia & New Zealand 2023™ where they faced Paraguay.

**TOTAL ENTITLEMENT**  
10.4M

**TOTAL APPROVED FUNDS**  
86.9% (9.0M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD



## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**  
Headquarters



Other



**1**  
COMPETITIONS

**1**  
League

	♀	♂
Players	82	951
Teams/Clubs	4	31
Referees	20	60
Matches	18	90



**1**  
OTHER PROJECTS

**1**  
Other





# Forward Legacy & Impact

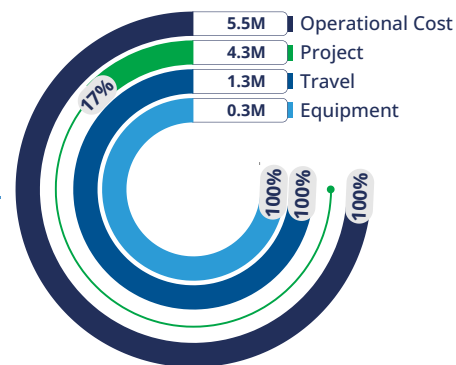
# GUAM



**TOTAL ENTITLEMENT**  
11.4M

---

**TOTAL APPROVED FUNDS**  
68.8% (7.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD





# Forward Legacy & Impact HONG KONG, CHINA

The Hong Kong, China vision and mission of promoting the local game and improving the performances of the national team led to its application for FIFA Forward funding for the local league and club competitions in 2017-2018.

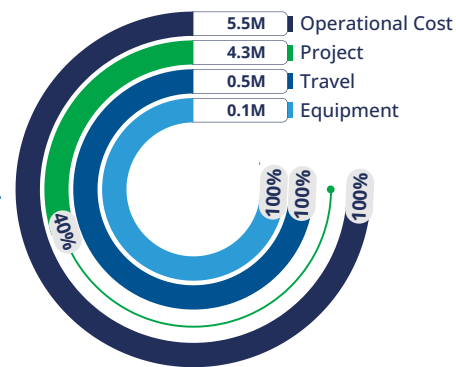
Under the FIFA Forward Programme, financial assistance amounting to USD 289,609 helped to promote the first, second and third divisions of the Hong Kong League as well as the Sapling Cup and the Hong Kong FA Cup and FA Cup Junior Division.

A total of 44 teams play in these three divisions – the First Division being the third oldest in Asia – with ten teams competing in the Sapling Cup. FIFA Forward helped to keep these competitions vibrant in the 2017-18 season when the Sapling Cup had no commercial backing.

The Hong Kong FA Cup also features ten teams while the FA Cup Junior Division was launched in 2013 for all of the clubs in the lower leagues in Hong Kong, with 44 teams taking part each year.

**TOTAL ENTITLEMENT**  
10.4M

**TOTAL APPROVED FUNDS**  
75.5% (7.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

**2**  
Headquarters



Conference facility  
Other



**3**  
COMPETITIONS

**3**  
Championship/  
tournament

**2**  
League

	♀	♂
Players	0	7,278
Teams/Clubs	0	242
Referees	10	861
Matches	0	1,403



**1**  
CAPACITY DEVELOPMENT

**1**  
League  
Development



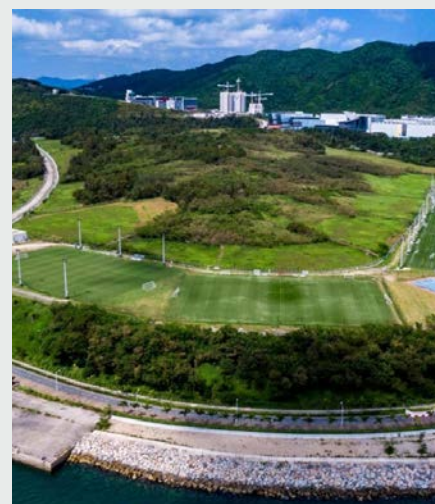
**1**  
NATIONAL TEAM SUPPORT

**1**  
Competitions



**6**  
OTHER PROJECTS

- 2 IT
- 2 Other
- 1 Digital media
- 1 Maintenance equipment
- 1 Marketing/ Commercial
- 1 Training equipment
- 1 Vehicle purchase





# Forward Legacy & Impact INDIA

Baby Leagues and Golden Baby Leagues (next season of Baby Leagues) were launched through a partnership between the All India Football Federation and FIFA through the FIFA Forward Programme.

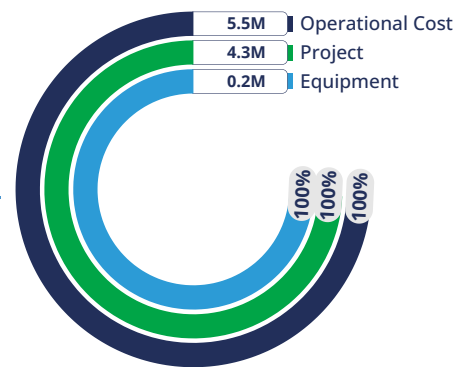
Each shining star has its humble beginnings, sometimes emerging from remote regions where football facilities may not always be readily available. The establishment of Baby Leagues and Golden Baby Leagues not only catered to the demand for enhanced organisation and grassroots development, but also exemplified the utmost importance being placed on inclusivity and diversity, aligning harmoniously with FIFA's core values.

By providing a safe environment – both in terms of surroundings, medical attention and infrastructure – more and more young players between the ages of six and twelve have been able to fulfil their desire to engage with football in the world's most populous country.

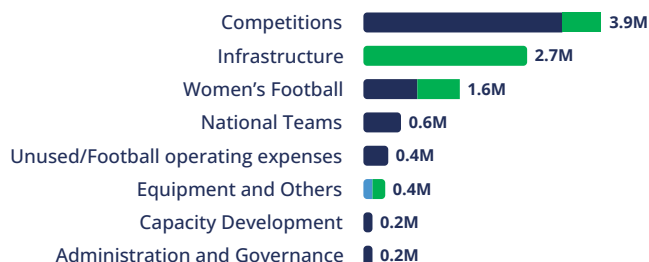
This project continues to be a long-term player development initiative that aims to grow a new generation of players, both boys and girls. The project envisages more children receiving exposure to an age-appropriate number of games and playing formats as they grow older.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
100.0% (9.9M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**3**  
INFRASTRUCTURE

**2**

Technical Centre



**1**

Playing Surface



**1** Pitch(es)

Artificial pitches  
Changing rooms  
Conference facility

Fencing  
Offices  
Other



**4**  
COMPETITIONS

**7**

League

	♀	♂
Players	5,568	55,086
Teams/Clubs	597	5,646
Referees	186	2,569
Matches	3,620	42,061



**1**  
OTHER PROJECTS

**1**

Other







# Forward Legacy & Impact INDONESIA

Referees and coaches are crucial in the development of football in any country, but even more so in one of nearly 300m passionate football enthusiasts scattered across 17,000 islands. It was a development opportunity embraced by both FIFA and the Football Association of Indonesia (PSSI).

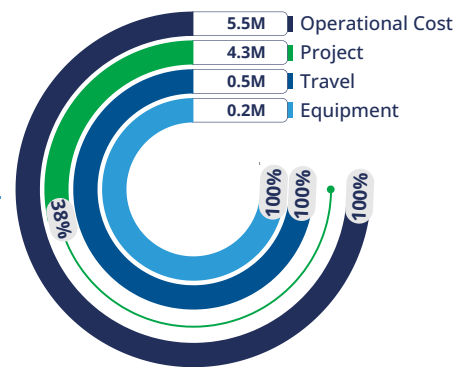
With FIFA Forward funding, the two organisations devised a strategy named Filanesia, the focal point of which is building the capacity of referees and coaches in a long-term project until 2045.

With the support of a specialist refereeing delegation from FIFA, local refereeing and coaching representatives were provided with clear goals. The PSSI went on to adopt a new strategy, which includes advancing refereeing standards.

In the first year, more than 100 courses were held and the number of coaches tripled, while the PSSI also established 18 Elite Pro Academies to train coaches.

**TOTAL ENTITLEMENT**  
10.4M

**TOTAL APPROVED FUNDS**  
74.9% (7.8M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
CAPACITY DEVELOPMENT

**1**

Refereeing



**1,526**  
Participants

♀ 4

♂ 1,522



**1**  
OTHER PROJECTS

**1**

Other





# Forward Legacy & Impact

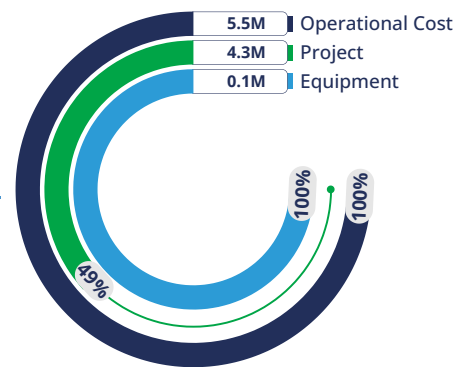
## IR IRAN

FIFA Forward 1.0 was crucial to the upgrading of the Islamic Republic of Iran Football Federation (IRIFF) National Technical Centre close to the Azadi Stadium in Tehran with a new artificial pitch capable of meeting the standards required by senior national teams.

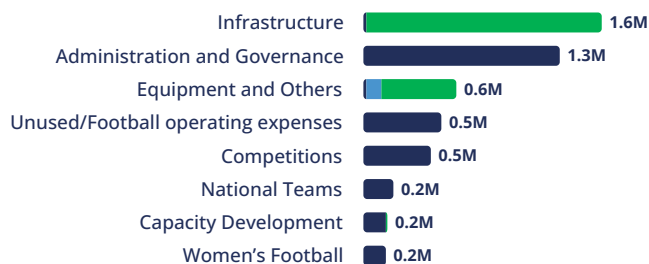
FIFA Forward provided a total of USD 468,606 for the entire rebuilding of the pitch, including the latest generation of turf so that it can be used by all national teams, including the age groups, in all types of weather in a country which regularly qualifies for the FIFA World Cup™.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
78.0% (7.7M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

### 2 INFRASTRUCTURE

Technical Centre █ 1  
 Playing Surface █ 1

█ New █ Renovated

2 Pitches

Artificial pitches  
 Natural grass pitches

### 2 CAPACITY DEVELOPMENT

2  
Other



60 Participants

♀ 15

♂ 45

### 2 OTHER PROJECTS

2  
Other





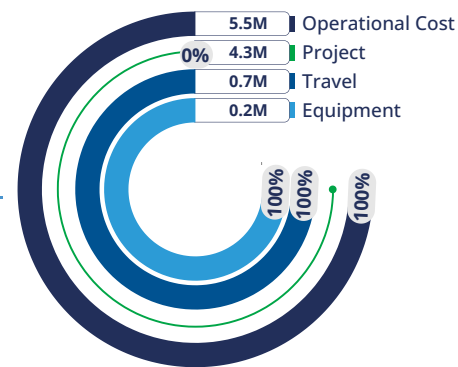
Forward Legacy & Impact  
**IRAQ**



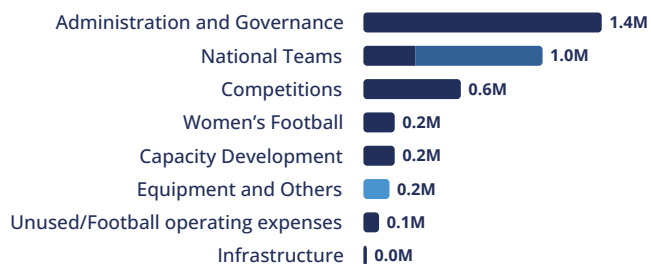
**TOTAL ENTITLEMENT**  
10.6M

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**TOTAL APPROVED FUNDS**  
60.0% (6.4M)



**APPROVED FUNDS SPENT PER CATEGORY**



All amounts are in USD





# Forward Legacy & Impact JAPAN

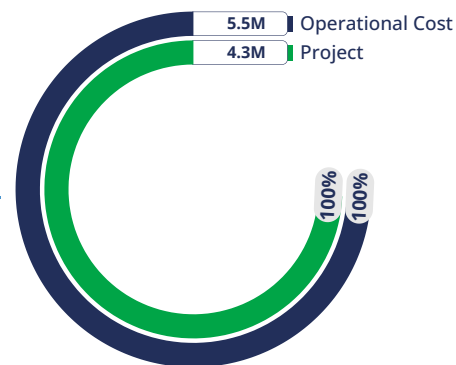
Japan has always been one of Asia's strongest football nations – qualifying for every FIFA World Cup™ since 1998 and winning the FIFA Women's World Cup™ in 2011 – and the vision of the Japan Football Association (JFA) was to maintain its impressive talent development.

An ongoing and reliable source of emerging talent is largely down to their long-term youth programmes, including the FIFA Forward-supported Prince Takamado Trophy JFA U-18 Premier League. In addition, FIFA has also provided support to similar youth leagues at U-12 and U-15 levels, as well as to the Empress's Cup JFA Japan Women's Football Championship.

The sheer volume of top-level players produced in the U-18 league is remarkable. In 2021 alone, 25 players were signed by J-League sides and 32 players were selected into various national youth teams of Japan.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**3**  
COMPETITIONS

**2**

Championship/  
tournament

**1**

Other



**2**  
CAPACITY DEVELOPMENT

**1**

Administration &  
Management



**1**

Other



**2**  
OTHER PROJECTS

**2**

Other



	♀	♂
Players	5,819	8,779
Teams/Clubs	192	384
Referees	512	3,363
Matches	188	1,082





# Forward Legacy & Impact

## JORDAN

When the Jordan Football Association (JFA) launched its strategic plan in 2017, there was a clear plan to improve the quality of the national sides – enhancing both the women, who hosted the AFC Women’s Asian Cup in 2018, and also the men’s side.

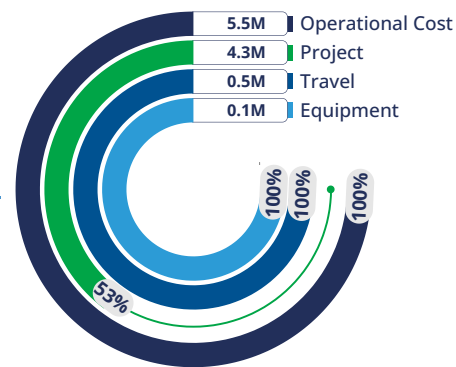
FIFA Forward funded the entire programme with USD 750,000, covering not only the FIFA Women’s U-17 World Cup in 2016 – the first-ever women’s tournament in West Asia – but also the national U-14 championship.

FIFA Forward’s financial support also helped the men’s team because the JFA financed preparatory camps, both inside and outside Jordan.

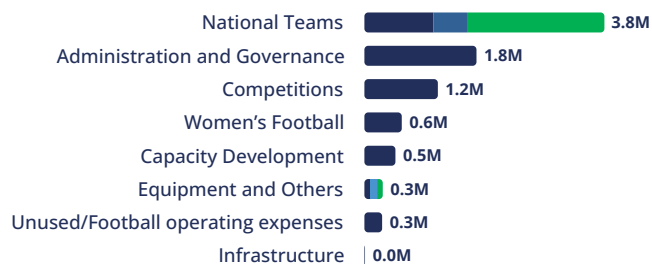
The success of that strategy can be seen in the men’s side, who will line up for their fourth successive AFC Asian Cup in Qatar in early 2024, having reached the round of 16 in the same competition held in the UAE in 2019.

**TOTAL ENTITLEMENT**  
10.4M

**TOTAL APPROVED FUNDS**  
80.7% (8.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
NATIONAL TEAM SUPPORT

**2**  
Training Camps



**1**  
Competitions



**1**  
OTHER PROJECTS

**1**  
IT





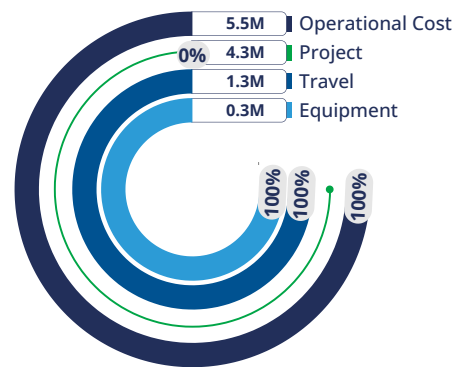
Forward Legacy & Impact  
**KOREA DPR**



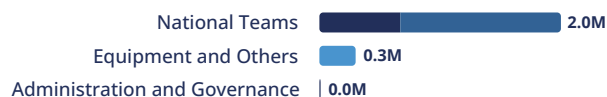
**TOTAL ENTITLEMENT**  
**11.4M**

---

**TOTAL APPROVED FUNDS**  
**62.6%** (7.1M)



**APPROVED FUNDS SPENT PER CATEGORY**



All amounts are in USD





# Forward Legacy & Impact

## KOREA REPUBLIC

Competitions are the lifeblood of member associations, and when the Korea Football Association (KFA) wanted to increase awareness of and interest in the Korean FA Cup, the FIFA Forward Programme came to its assistance.

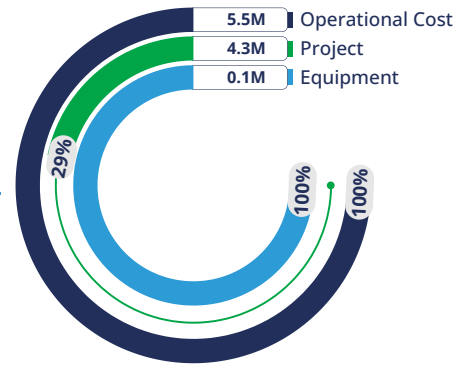
Increased branding meant that in all rounds of the competition, there was greater visibility for the Korean FA Cup – especially in the early stages when the new look of the tournament was used in no fewer than 54 matches.

Broadcast and media backdrops also used the new branding, as did the microphones and top tables at press conferences. The KFA also provided shirt badges for the clubs to wear to further enhance recognition of the brand.

Since FIFA's investment in 2018, the Korean FA Cup has been won by Daegu, Suwon, Jeonbuk (twice) and Jeonnam. Suwon and Jeonbuk hold the record with five wins each in the competition.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
69.4% (6.8M)



### APPROVED FUNDS SPENT PER CATEGORY



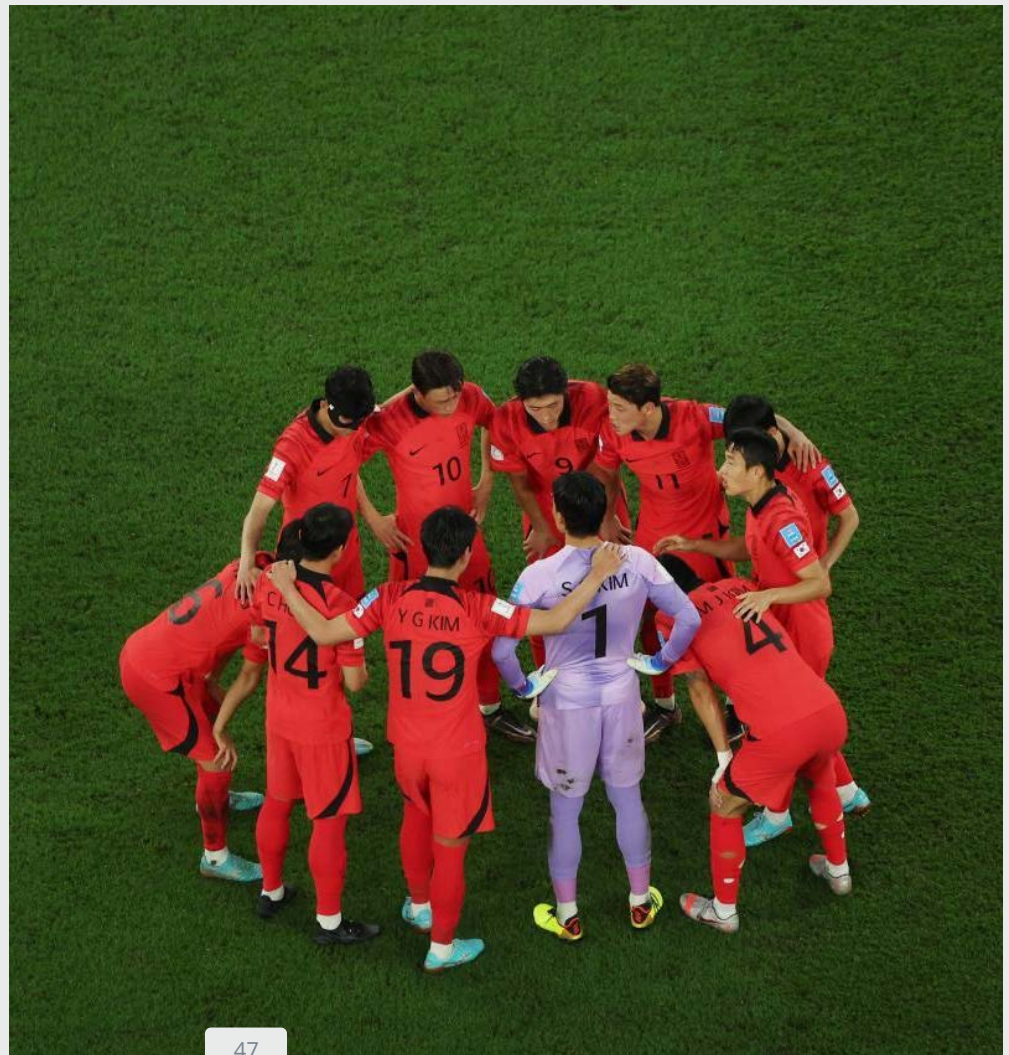
All amounts are in USD

## SPECIFIC PROJECTS



**3**  
OTHER PROJECTS

- 1 IT
- 1 Training equipment
- 1 Other





# Forward Legacy & Impact KUWAIT

The global growth of women's football is a key part of FIFA's diversity and inclusivity objectives, and FIFA Forward funding for a project in Kuwait was important to deliver upon those ambitions.

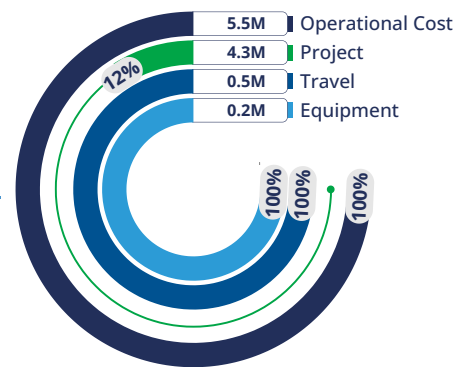
Through pioneering projects championed by FIFA Forward funding and the FIFA Women's Football Division, the first generation of female footballers have been given the chance to experience to play in the Gulf state.

The Kuwait Women's Futsal League and the Challenge Cup, which were created thanks to the vision and leadership of the Kuwait Football Association (KFA), have allowed U-15 and U-17 girls to play the game, meet role models and create a talent pool for the national squads.

The exciting progress made by the KFA has seen Kuwait identified as one of three countries suitable to create and implement strategies for women's football during a four-year cycle. In that time, Kuwait has competed in the West Asian Football Federation (WAFF) U-18 competition and returned to international football in 2023.

**TOTAL ENTITLEMENT**  
10.4M

**TOTAL APPROVED FUNDS**  
64.1% (6.7M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
COMPETITIONS

**1**

League

	♀	♂
Players	148	0
Teams/Clubs	10	0
Referees	5	5
Matches	70	0







## Forward Legacy & Impact

# KYRGYZ REPUBLIC

FIFA Forward 2.0 has provided The Kyrgyz Football Union (KFU) with its long-awaited new, modern headquarters – the Home of Football – in the national capital of Bishkek.

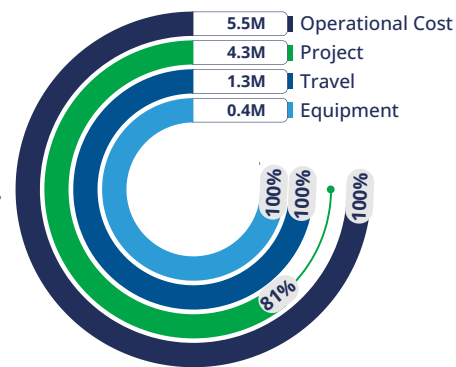
The KFU's strategic vision had always embraced a new office building that would become the centre for football development in the country, but until FIFA Forward funding became a reality, the KFU had struggled to attract the necessary financial support.

The new plans for the HQ were approved in May 2022 and, with FIFA investing USD 1,849,458, the construction was completed in May 2023, when it was opened by FIFA President Gianni Infantino. A month later, it hosted its first major meeting – the KFU Congress.

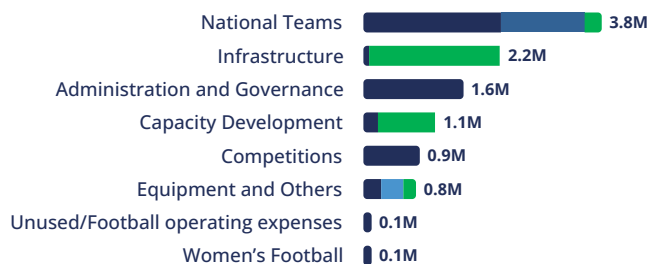
In the years ahead, the KFU HQ will be able to host workshops, seminars and meetings along with capacity-building activities for KFU staff, coaches, referees, players and KFU member representatives – saving money for the KFU on rental fees.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
92.9% (10.6M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD



## SPECIFIC PROJECTS

### 4 INFRASTRUCTURE



■ New ■ Renovated

### 7 Pitches

Artificial mini pitches  
Artificial pitches  
Changing rooms

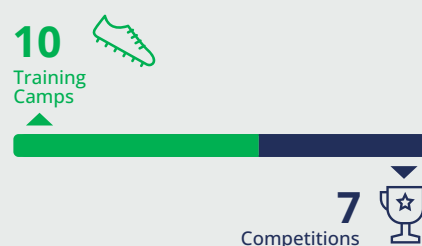
Conference facility  
Other

### 3 CAPACITY DEVELOPMENT

- 3 Coaching
- 2 Grassroots
- 2 Refereeing
- 2 Administration & Management
- 1 Social Responsibility

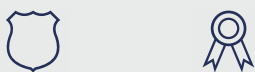


### 3 NATIONAL TEAM SUPPORT



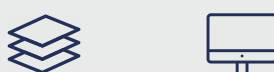
### 5 SUBVENTIONS

- 8 Clubs
- 1 Leagues



### 3 OTHER PROJECTS

- 2 Other
- 1 IT





# Forward Legacy & Impact LAOS

Creating a professional football environment for future national-team players was behind the Lao Football Federation's (LFF) plan to establish the National Youth Training Centre at KM 16, Vientiane, to facilitate the full operation of the LFF's youth development programme.

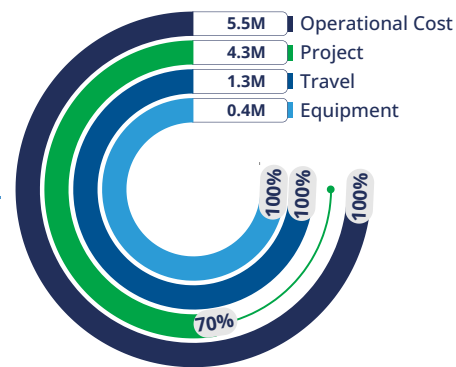
A key driver behind the development of football in Laos was the provision of two full-size turf pitches at the centre for USD 465,191 in FIFA Forward funding so that players could not only enjoy the best accommodation but also the best football facilities in which to improve their skills.

The FIFA Forward-funded centre also provides dormitory accommodation and a cafeteria, which were upgraded to modern standards to provide a clean and safe environment for all the players.

In addition to the above project, FIFA Forward funding was also instrumental in upgrading the LFF headquarters in Ban Hoey Hong, Vientiane, which saw FIFA commit USD 793,152 to upgrade the ageing facilities and provide a new and modern working environment for LFF administrative and technical staff. Both projects were completed by the end of 2021, despite the challenges of the pandemic.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
88.7% (10.2M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**5**  
INFRASTRUCTURE



■ New ■ Renovated

**4** Pitches

Accommodation  
Changing rooms  
Fitness centre

Natural grass pitches  
Other



**2**  
COMPETITIONS

League 3  
Championship/ tournament 2  
Cup 2

	♀	♂
Players	159	2,812
Teams/Clubs	12	65
Referees	0	245
Matches	34	275



**2**  
OTHER PROJECTS

**1** IT  
**1** Other





# Forward Legacy & Impact

## LEBANON

In early 2023, the Lebanese Football Association (FLFA) renovated four stadiums in the country which are key to helping football development.

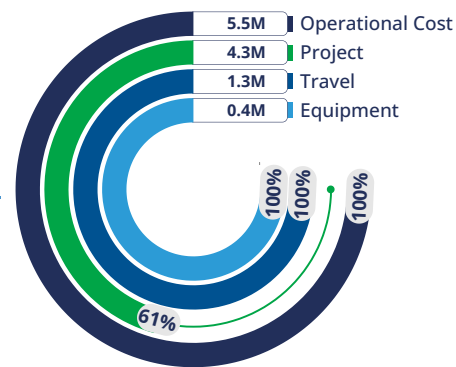
FIFA Forward provided funding of USD 1.29 million so that work at the Safa Stadium, Sin El Fil Stadium, Al Ahed Stadium and Zgharta Sports Complex could be completed, allowing the FLFA to run multiple domestic competitions and host women's and girls' competitions.

Sin El Fil is also able to host Lebanese national youth teams for training sessions and act as a homebase for top-level clubs in East Beirut.

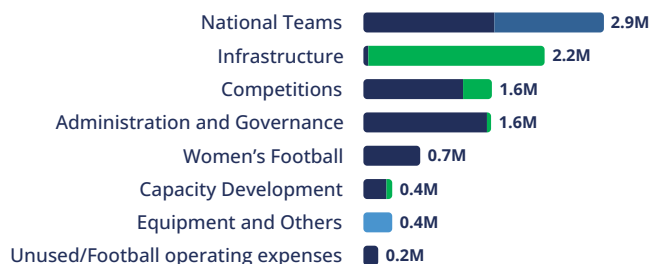
In addition, the stadium renovations will allow more activities for men's and women's national teams, as well as youth competitions, to take place, and the arenas will serve as venues for hosting coach and match official workshops.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
85.6% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**4** INFRASTRUCTURE

**5** Stadium  
**1** Headquarters



**4** Pitch(es)

Artificial pitches  
Changing rooms  
Other

**1** SUBVENTIONS

**27** Clubs



**3** COMPETITIONS

**3** League  
**2** Championship/ tournament

	♀	♂
Players	5,435	11,845
Teams/Clubs	261	543
Referees	99	363
Matches	1,082	2,850

**1** OTHER PROJECTS

- 1 Digital media
- 1 Marketing/ Commercial
- 1 Merchandising

**1** CAPACITY DEVELOPMENT

**1** Refereeing





# Forward Legacy & Impact MACAU

The new headquarters of the Macau Football Association (MFA), situated in the strategically important area of downtown Macau, were successfully funded by FIFA Forward 1.0 and 2.0 in late 2020.

FIFA Forward provided the necessary USD 4.25m to secure the building and the relevant land title as well as the required property certificates to give the territory a "Home of Football" from which to run its grassroots projects.

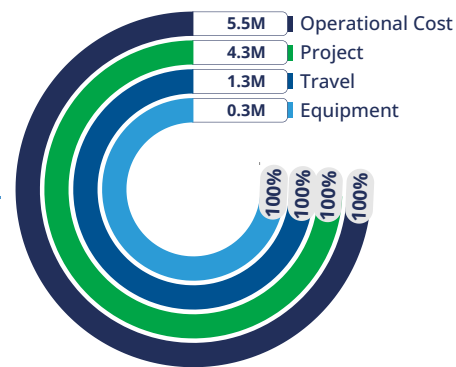
With FIFA's focus on development, the new HQ, which is now undergoing a USD 600,000 renovation phase, will give the MFA the opportunity to build on the 1,200 games played every year, from senior men's and women's level down to U-14. The men's top flight features up to ten teams.

The women's league comprises seven teams and, like the men's league, is staged from January to July. There are also U-19, U-16 and U-14 age groups in a thriving football community.

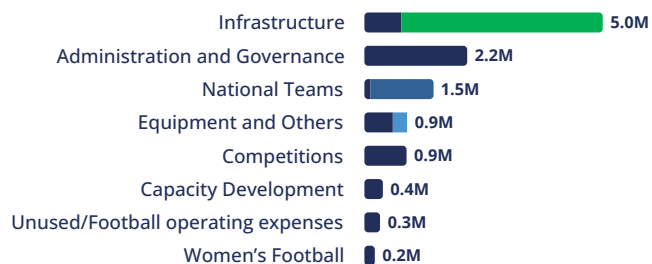
**TOTAL ENTITLEMENT**  
**11.4M**

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**TOTAL APPROVED FUNDS**  
**100.0% (11.4M)**



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

**2**

Headquarters



Conference facility  
Fitness centre  
Offices  
Other





# Forward Legacy & Impact MALAYSIA

The Football Association of Malaysia (FAM) entered into a partnership with FIFA Forward Programme to ensure that the nation's footballers have the best possible training facilities at the FAM HQ.

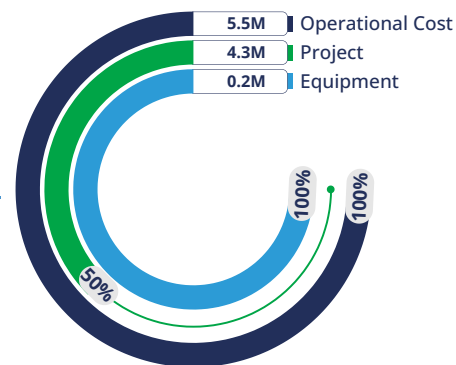
More than USD 560,000 of FIFA Forward funds has been used to relay the grass pitches, upgrade the floodlighting and provide benches for players and officials.

The work began in 2019 and was completed in time for the Malaysian boys' U-15 team to test the new turf surface in July of that year, by which time the high-level lighting had also been completed.

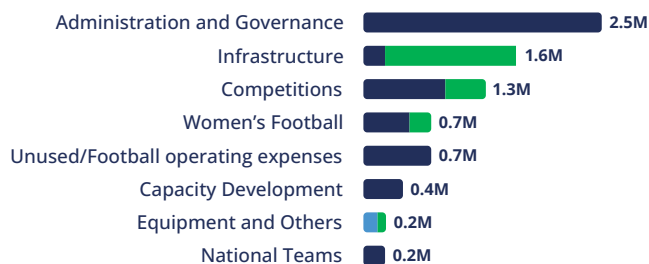
Also installed by the July testing were new benches, which provide seating and cover for coaches, match officials and players, who will now be able to improve their skills and technique at world-class facilities. FIFA Forward has approved eight projects in Malaysia, with more than USD 2.1m spent.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
78.6% (7.8M)



### APPROVED FUNDS SPENT PER CATEGORY

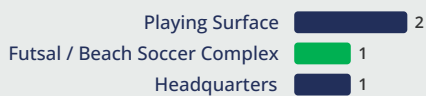


All amounts are in USD

## SPECIFIC PROJECTS



**4**  
INFRASTRUCTURE



■ New ■ Renovated

**2** Pitches

Accommodation	Natural grass pitches
Artificial pitches	Other
Conference facility	Seating
Floodlights	



**4**  
COMPETITIONS

Championship/ tournament	3
League	2
Cup	1

	♀	♂
Players	826	628
Teams/Clubs	38	25
Referees	3	153
Matches	168	186



**1**  
CAPACITY DEVELOPMENT

**1**  
League Development



**60**  
Participants

♀ -  
♂ 60





# Forward Legacy & Impact

# MALDIVES

With the aid of the FIFA Forward Programme and the Maldives Government, the Football Association of Maldives (FAM) has been able to create a football complex in the Maafannu area of Malé, the capital of the Indian Ocean nation.

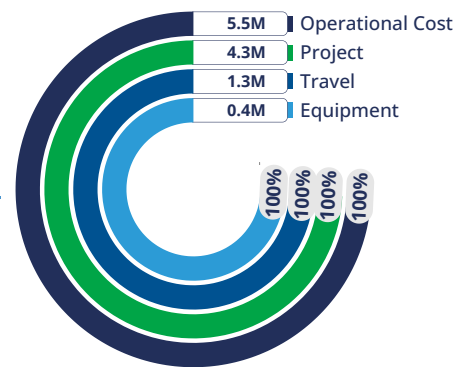
With an artificial pitch already in place and a 50-year lease from the Government and investment from FIFA, the FAM was able to build a three-storey building as the new home of Maldivian football as it houses the headquarters and technical centre as well as seating for 1,000 spectators. The activities of the FAM Foundation are also carried out from this building.

The FAM and FIFA share the goals of providing administrative support and developing technical ability, and the new facilities not only helped to provide more technical assistance for the national teams but also to develop youth leagues while also giving spectators the opportunity to attend matches in comfort. It is hoped that the infrastructure would also boost women's football in the country.

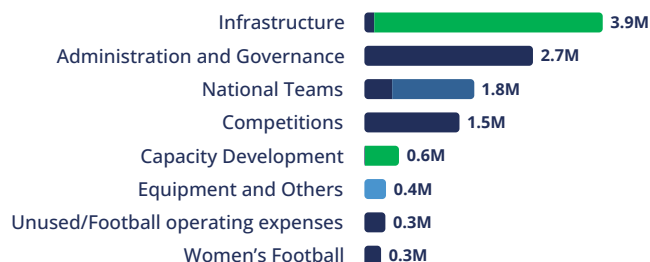
Phase 1 of the project cost USD 1.48m, and the centre in Malé now provides a safe haven for youngsters to enjoy the game – whether as players or spectators – while it could also be a future revenue generator for the FAM and first-division clubs.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
100.0% (11.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**3**  
INFRASTRUCTURE

Headquarters	1
Technical Centre	1
Playing Surface	1

■ New ■ Renovated

**2** Pitches

Artificial pitches	Floodlights
Changing rooms	Offices
Conference facility	Other
Fitness centre	Parking Lot



**1**  
CAPACITY DEVELOPMENT

**1**  
Grassroots



**250**  
Participants



250





# Forward Legacy & Impact

# MONGOLIA

Football development in Mongolia, whose national team hosted the world's first qualifying match for the FIFA World Cup Qatar 2022™, has always been hampered by the harsh winter conditions, which restricted the season to a few short summer months.

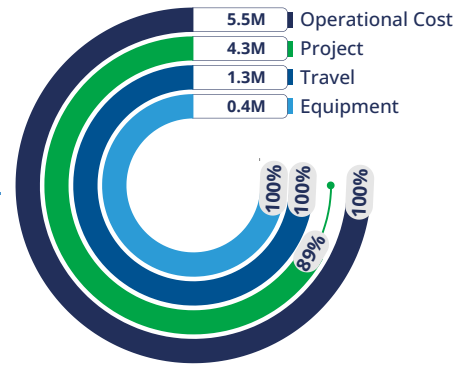
With the continued support of the FIFA Forward Programme, however, the Mongolian Football Federation (MFF) came up with an answer to the winter challenges by building an air dome to allow matches, training and even competitions to be held during winter. The first international use was when Mongolia's U-17 girls' team played Hong Kong, China in a friendly in April 2023.

The MFF continues to make significant progress with FIFA's support, and in the last few years, FIFA has not only funded the air dome but also a new pitch with floodlights at the national team training centre in Tuv province, the current location of the air dome.

Another artificial pitch with a grandstand was built in New Yarmag between 2018 and 2021, and in 2022, the pitch at the MFF Football Centre at MFF headquarters underwent an ecofriendly renovation.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
96.1% (11.0M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



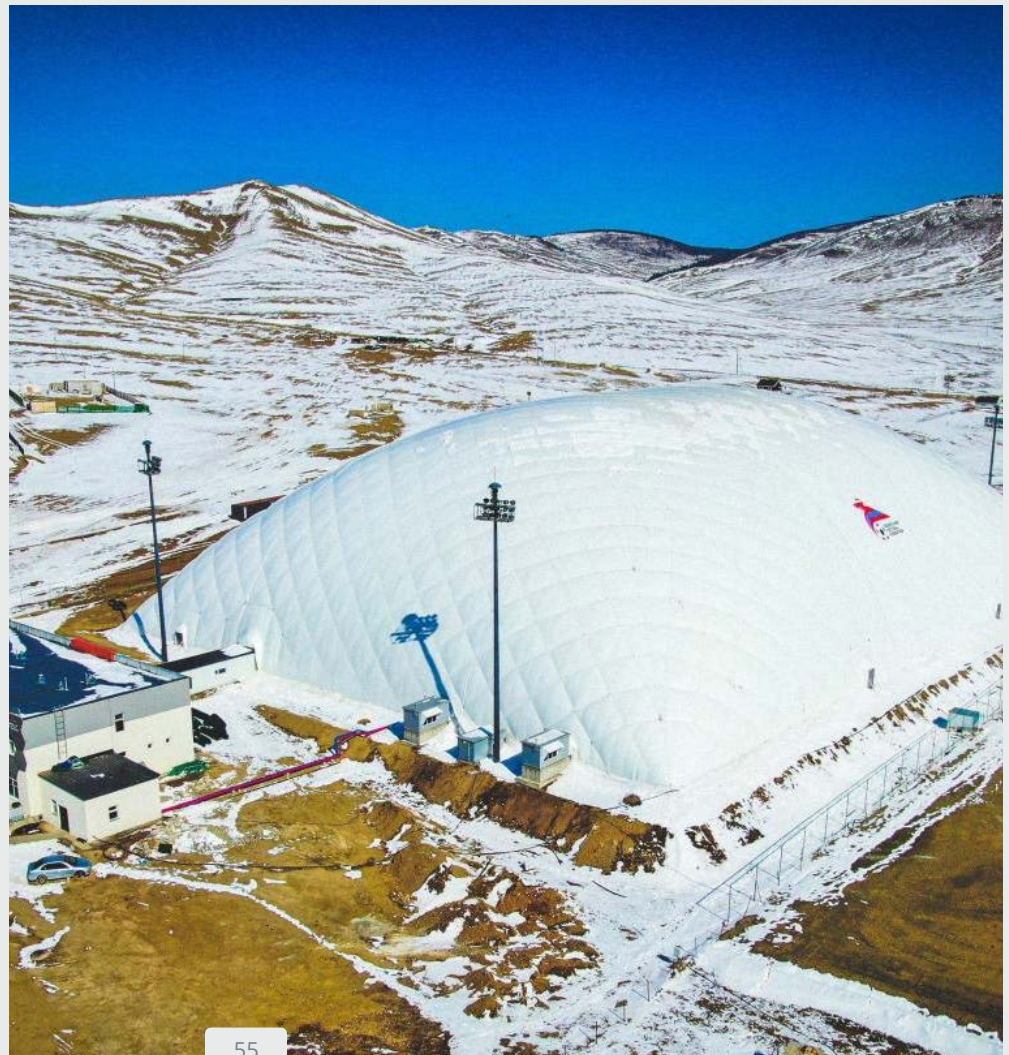
**7**  
INFRASTRUCTURE

Playing Surface  6  
 Technical Centre  1

■ New    ■ Renovated

**3** Pitches

- Artificial pitches
- Changing rooms
- Conference facility
- Floodlights
- Other
- Seating





# Forward Legacy & Impact MYANMAR

Futsal is an integral part of the football landscape in Myanmar, and in 2018 the Myanmar Football Federation (MFF) realised there was a need to also use the national stadium in Thuwuna for futsal activities.

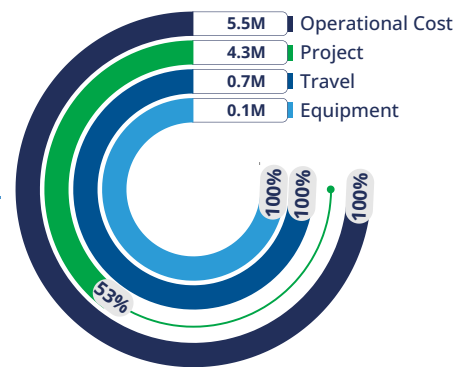
Although the MFF was able to organise a wide range of futsal tournaments, without exclusive access to a futsal venue it was impossible to increase the number of matches and competitions that could be played. For that reason, the MFF partnered with FIFA to deliver the new MFF Indoor Futsal Stadium in Yangon.

The MFF applied for USD 1.985m in FIFA Forward funding to build a full-size futsal arena with a grandstand for 2,000 people, replete with disabled access, four dressing rooms for players as well as fully functional areas for match officials, medical staff, broadcast and media as well as event staff, administration and workforce.

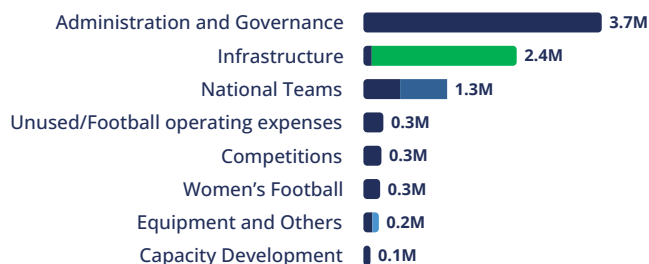
As well as hosting matches – up to 218 in some competitions – and tournaments, the arena is also planned to be a centre of excellence where courses, seminars and workshops can be held.

**TOTAL ENTITLEMENT**  
10.6M

**TOTAL APPROVED FUNDS**  
81.1% (8.6M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**3**  
INFRASTRUCTURE

Futsal / Beach Soccer Complex	1
Stadium	1
Playing Surface	1

■ New ■ Renovated

⊕ **1** Pitches

Floodlights  
Futsal pitches  
Natural grass pitches  
Other







# Forward Legacy & Impact NEPAL

The eighth Nepal Martyr's Memorial A-Division title, won by Manang Marshyangdi Club in 2018, owed much to the FIFA Forward Programme, which allowed the All Nepal Football Association (ANFA) to run the league following a break of four years.

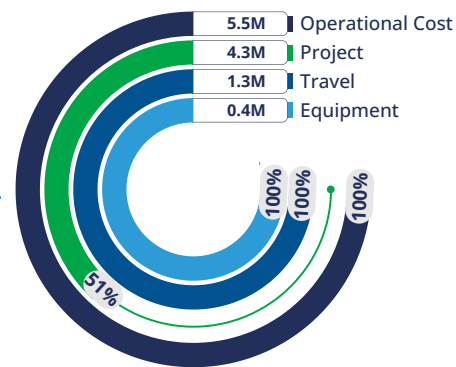
The FIFA Forward investment ensured that the league, which captivates the country's football fans each season, could evolve in the most professional way possible and improve in standard.

The stated objectives of the ANFA were to use FIFA's financial support of USD 605,440 to promote club football in Nepal, which would in turn inspire more professional players and improve the quality of the national side. The newly invigorated league led to more media coverage, more fans and ultimately more commercial interest.

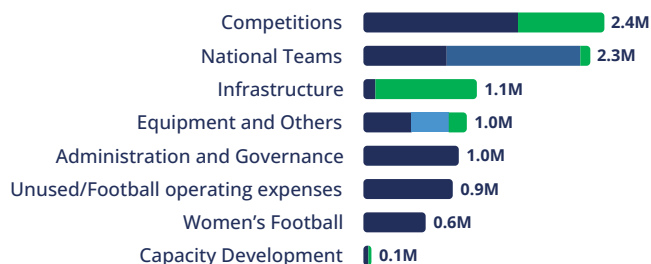
The FIFA Forward funding also allowed teams to prepare for the season with training camps, new kit and equipment and better player conditioning, including new nutritional regimes and investment in sports medicine.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
81.9% (9.4M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**4**  
INFRASTRUCTURE

Technical Centre **4**  
Headquarters **1**

■ New ■ Renovated

38 Pitches	
Accommodation	Natural grass pitches
Changing rooms	Offices
Fencing	Other
Fitness centre	

**1**  
NATIONAL TEAM SUPPORT

**6**  
Training Camps



**2**  
COMPETITIONS

**4**  
League

	♀	♂
Players	0	1,338
Teams/Clubs	0	51
Referees	5	99
Matches	0	249

**2**  
OTHER PROJECTS

**1**  
Training equipment



**1**  
Other



**1**  
CAPACITY DEVELOPMENT

**2** Coaching  
**1** Grassroots  
**1** Refereeing

**122** Participants  
♀ 18  
♂ 104





# Forward Legacy & Impact OMAN

Oman's success in delivering numerous competitions and staging both domestic and international matches in the Sultanate was becoming an ever-increasing financial burden until FIFA Forward 1.0 and 2.0 provided a solution in the form of the Oman Football Association (OFA) technical centre and accommodation project.

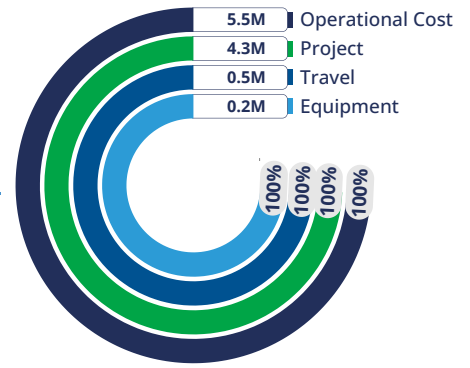
Built next to the OFA offices, close to the Al-Seeb Stadium and a short drive to the airport, the project instantly provided savings of more than USD 1.5m per annum for the OFA but also just as importantly created a facility that benefited players, officials, clubs and delegates.

The centre provides technical assistance as well as a venue to host seminars, courses and workshops for referees and coaches without the need for hotels. It also means that OFA meetings or conferences can be hosted on site.

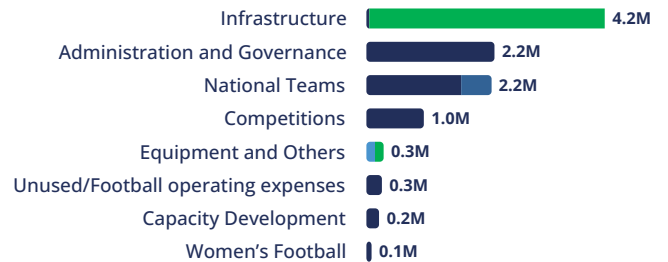
FIFA Forward funding, which amounted to USD 3.19m for a six-year period, gave the OFA the chance to create world-class facilities as well as to make its operations more financially efficient.

**TOTAL ENTITLEMENT**  
10.4M

**TOTAL APPROVED FUNDS**  
100.0% (10.4M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

### 4 INFRASTRUCTURE

3 Technical Centre      1 Stadium



Accommodation  
Changing rooms  
Conference facility  
Fitness centre

Floodlights  
Offices  
Seating

### 1 OTHER PROJECTS

1 IT





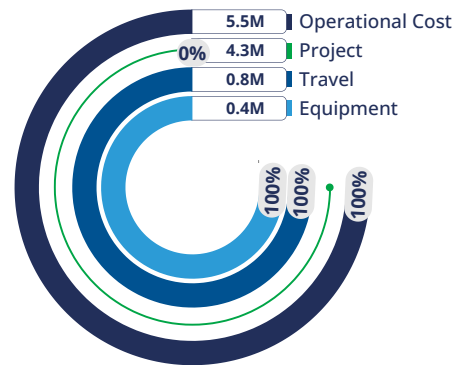
# Forward Legacy & Impact PAKISTAN



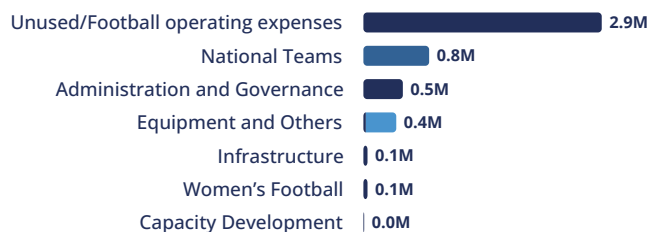
**TOTAL ENTITLEMENT**  
10.9M

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**TOTAL APPROVED FUNDS**  
61.1% (6.7M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD





# Forward Legacy & Impact PALESTINE

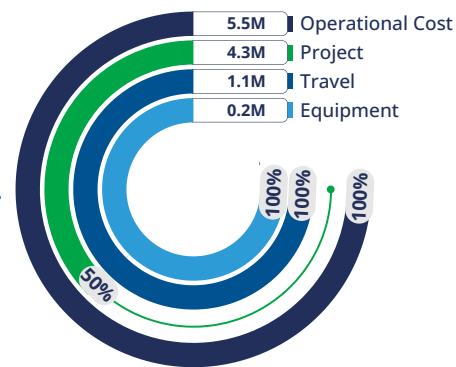
The Faisal Al-Husseini International Stadium in Al-Ram staged Palestine's first-ever international match against Jordan in October 2008 and then, a year later, the Palestinian women's national team played their first game – also against Jordan. Over a decade later, however, the venue needed renovation.

The PFA received support from the FIFA Forward Programme to develop and improve the stadium's facilities to meet international standards. Thanks to the FIFA Forward funding, the member association carried out the renovation work and installed additional seats, a drainage system and the latest generation of artificial turf.

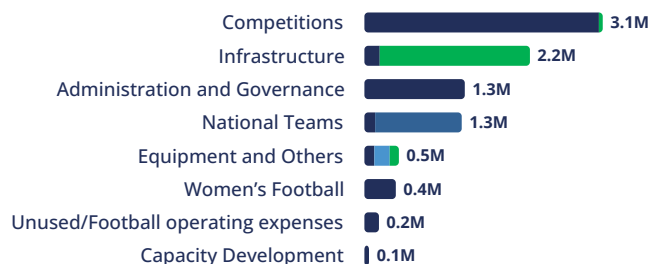
The PFA can now host official international and domestic matches, allowing the facility, which has set the standards for all new pitches in Palestine, to provide a home for youth development as well as for Palestine's passionate followers.

**TOTAL ENTITLEMENT**  
11.1M

**TOTAL APPROVED FUNDS**  
80.8% (9.0M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**3**  
INFRASTRUCTURE

Futsal / Beach Soccer Complex 1  
Stadium 1  
Technical Centre 1

■ New ■ Renovated

**2** Pitches

Accommodation  
Artificial pitches  
Futsal pitches

Other  
Seating

**2**  
COMPETITIONS

**2**  
League

	♀	♂
Players	0	4,046
Teams/Clubs	0	142
Referees	0	120
Matches	0	800

**1**  
OTHER PROJECTS

**1**  
IT





# Forward Legacy & Impact PHILIPPINES

Breaking new ground was a familiar theme for the Philippine Football Federation (PFF) in 2022 with the historic qualification of their women's team for the FIFA Women's World Cup Australia and New Zealand 2023™, and then in July of that year they broke ground on their new headquarters project.

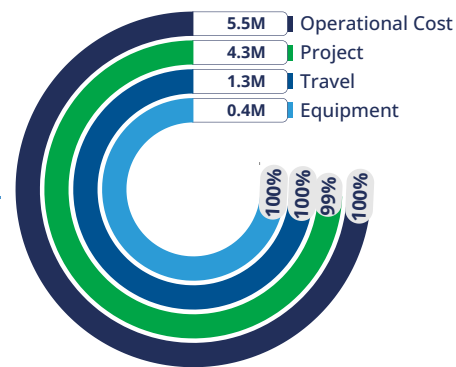
Replacing the old FIFA-funded offices in Pasig City, the new 4,231 m<sup>2</sup> complex in Carmona Cavite has been made possible thanks to further significant financial support from FIFA through the FIFA Forward Programme.

When completed, the five-storey building will be located within 900 metres of the FIFA-funded artificial turf pitch at the PFF national training centre and will meet the growing demands of football development in the country.

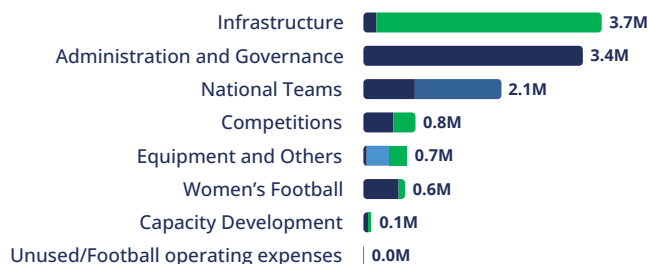
It will also provide the PFF with sufficient space to expand its administration in a modern, high-quality working environment for the ambitious national body that took great pride in the first qualification of its women – the first by a Philippines side for a FIFA tournament.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
99.7% (11.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

**1**

Headquarters



**1**

Playing Surface



Other



**3**  
COMPETITIONS

League	1
Cup	1
Championship/ tournament	1

	♀	♂
Players	300	798
Teams/Clubs	10	39
Referees	0	23
Matches	45	15



**6**  
CAPACITY DEVELOPMENT

4	Coaching
1	Refereeing
1	Grassroots

**144**  
Participants

♀ 29  
♂ 115



**1**  
OTHER PROJECTS

**1**

Other





# Forward Legacy & Impact

## QATAR

Innovation is a constant theme in the FIFA World Cup 2022™ host country of Qatar, and while the focus for many onlookers was on the magnificent stadiums that inspired the watching world, the Qatar Football Association (QFA) and the Qatar Stars League (QSL) turned their attentions to player development.

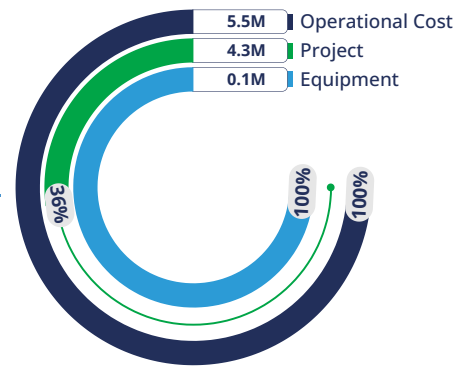
Working with FIFA through the FIFA Forward Programme, the QFA and QSL were able to launch a data analytics process in August 2019, which allowed them to fully appraise the physical performances of players and match officials.

By working with the world-renowned Aspire Academy, the FIFA-funded project aims to capture data for more than 5,000 sessions of 17 QSL and QFA teams involving 329 players, including 172 Qatar national-team players as well as 35 referees.

The value of the FIFA-backed system could be seen in more efficient “real time” access to data, and this proved to be invaluable, not only for players and coaches but also for match officials.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
72.5% (7.1M)



### APPROVED FUNDS SPENT PER CATEGORY



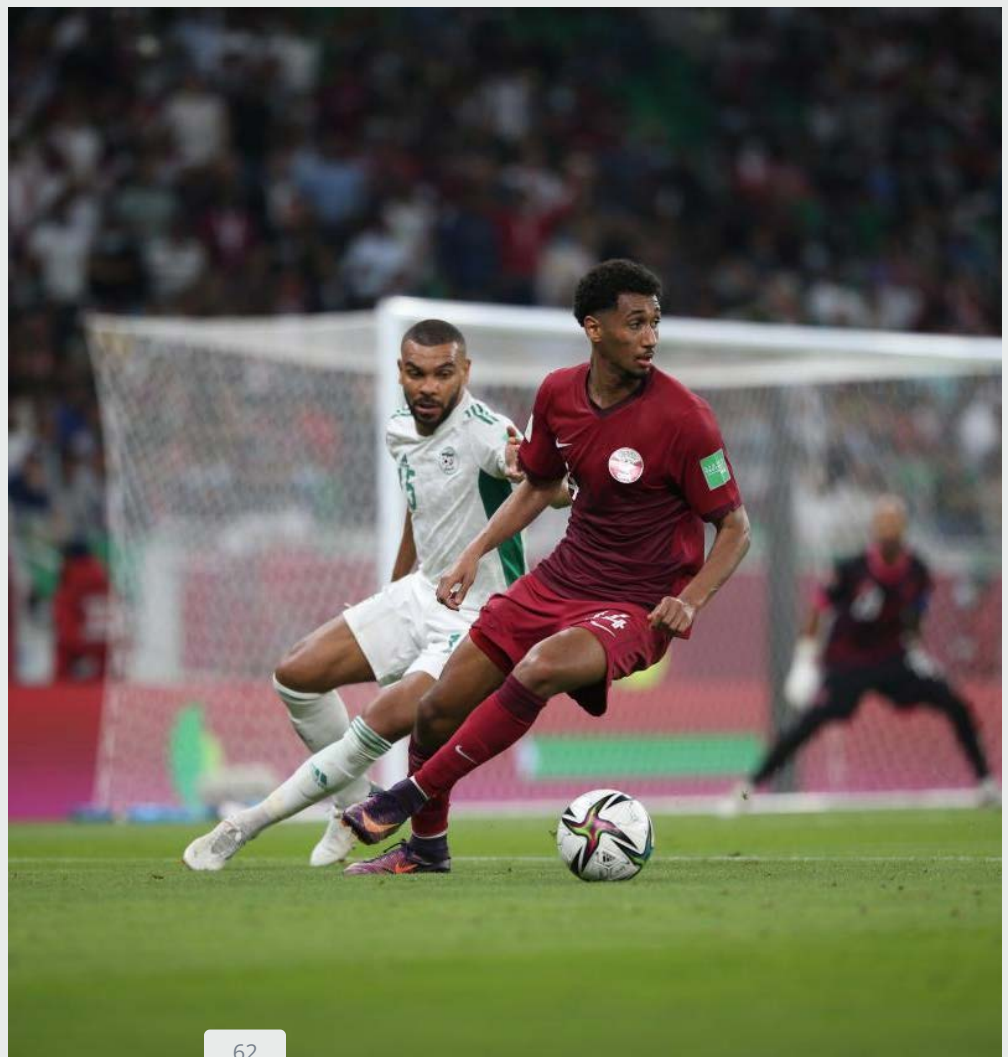
All amounts are in USD

## SPECIFIC PROJECTS



**1**  
OTHER PROJECTS

**1**  
Training equipment





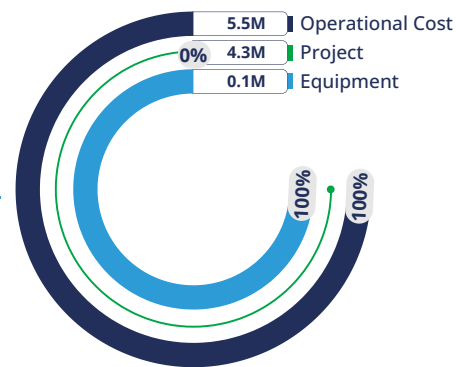
Forward Legacy & Impact  
**SAUDI ARABIA**



**TOTAL ENTITLEMENT**  
**9.9M**

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**TOTAL APPROVED FUNDS**  
**56.9%** (5.6M)



**APPROVED FUNDS SPENT PER CATEGORY**



All amounts are in USD





# Forward Legacy & Impact SINGAPORE

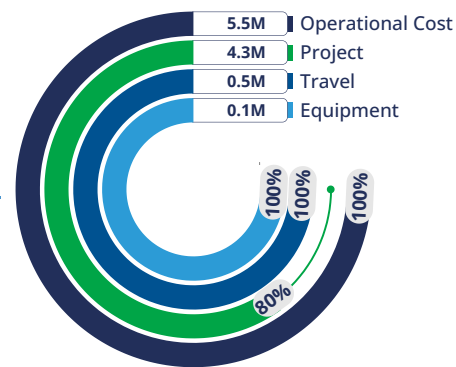
The Football Association of Singapore (FAS) has used FIFA Forward funds for facilities on and off the pitch.

Off the pitch, the FAS has built new headquarters, opened by the FIFA President in November 2021, to help ensure football administration excellence as well as strong governance. Meanwhile, the installation of an artificial-turf pitch means that all footballers, whether they play in the Singapore Premier League or at community level, can enjoy world-class facilities, aiding the growth and improving the skill sets of younger players.

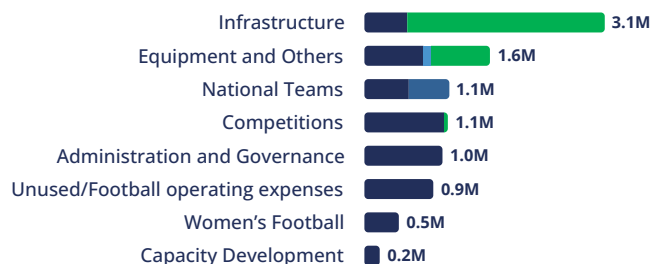
To further boost the vibrant football culture in Singapore and build capacity as well as excellence, the FAS has presented plans for a further FIFA Forward investment of USD 500,000 to introduce VAR for the Singapore Premier League.

**TOTAL ENTITLEMENT**  
10.4M

**TOTAL APPROVED FUNDS**  
91.8% (9.5M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**3**  
INFRASTRUCTURE

**2**

Headquarters



**1**

Playing Surface



**1** Pitch(es)

Artificial pitches  
Conference facility  
Other



**1**  
CAPACITY DEVELOPMENT

- 1 Grassroots
- 1 League Development
- 1 Coaching
- 1 Refereeing



**155**  
Participants



155



**4**  
OTHER PROJECTS

- 2 IT
- 1 Broadcasting/ TV
- 1 Other







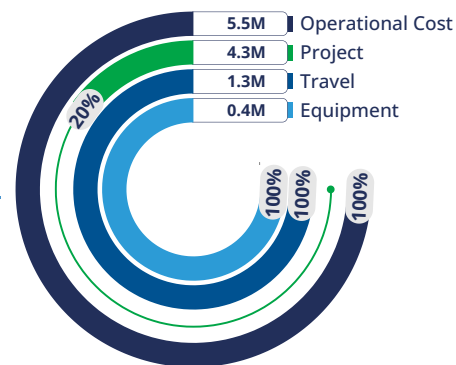
# Forward Legacy & Impact

# SRI LANKA

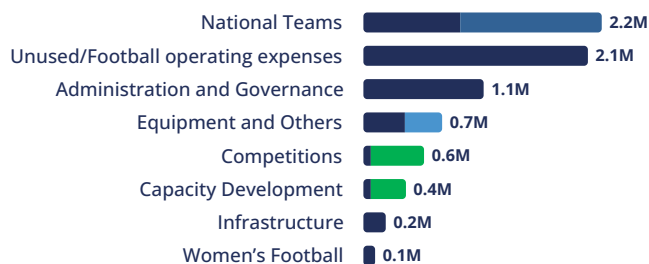


**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
70.1% (8.0M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
COMPETITIONS

**1**  
League

	♀	♂
Players	-	300
Teams/Clubs	-	10
Referees	-	55
Matches	-	-



**1**  
SUBVENTIONS

**68**  
Local associations





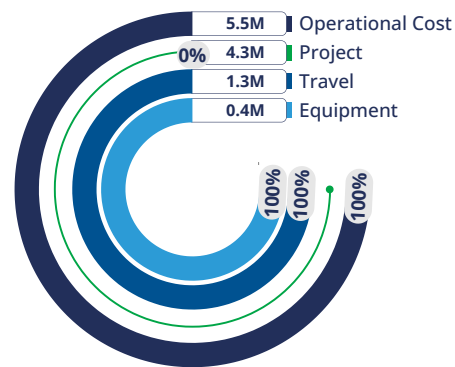
Forward Legacy & Impact  
**SYRIA**



**TOTAL ENTITLEMENT**  
11.4M

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**TOTAL APPROVED FUNDS**  
62.9% (7.2M)



**APPROVED FUNDS SPENT PER CATEGORY**



All amounts are in USD





# Forward Legacy & Impact TAJIKISTAN

Creating a clear player pathway from grassroots to elite level that guarantees a conveyor belt of talent was a priority for the Tajikistan Football Federation (TFF), and so the establishment of the TFF Academy was crucial when it was launched in June 2016 with the help of the FIFA Forward Programme.

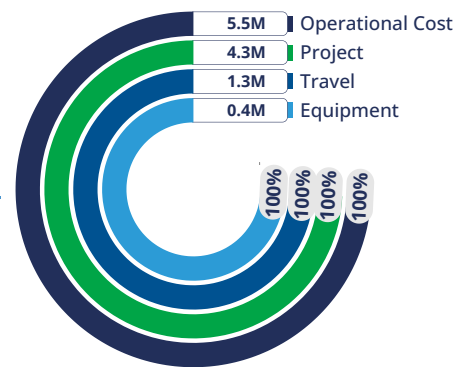
Focusing on the training and education of players, the TFF Academy is based at FC Istiklol, one of the leading club sides, and has attracted young talent from across the country.

In addition to the training and education curriculum, teams from the TFF Academy have also entered the national youth leagues and cups thanks to the generous support of FIFA Forward 1.0 and 2.0 funds.

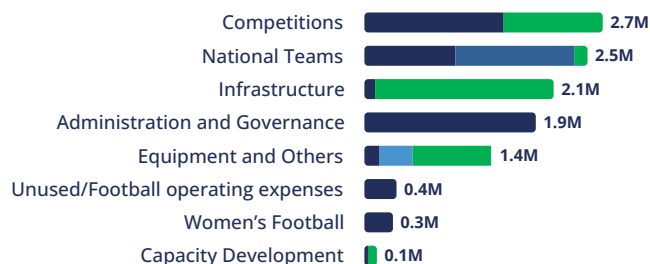
FIFA committed more than USD 900,000 to the operating costs as well as match official and transportation costs, which has allowed the academy to flourish and generate a natural admission and graduation cycle of players. The TFF will now continue to fund the academy going forward.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
100.0% (11.4M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Technical Centre



Accommodation



**2**  
COMPETITIONS

**1**

Championship/  
tournament

**1**

League

	♀	♂
Players	0	1,092
Teams/Clubs	0	29
Referees	0	222
Matches	0	400



**1**  
CAPACITY DEVELOPMENT

**1**

Coaching



**150**  
Participants

♀ 5

♂ 145



**1**  
NATIONAL TEAM SUPPORT

**1**

Competitions



**4**  
OTHER PROJECTS

**3**

Other



**1**

Broadcasting/ TV





# Forward Legacy & Impact THAILAND

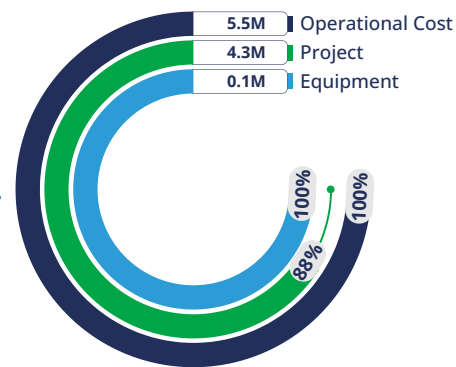
Thailand's position as one of Asia's strongest futsal nations was further reinforced in January 2023 when the brand-new Football Association of Thailand (FAT) Futsal Centre in Bangkok was completed and then visited by FIFA President Gianni Infantino.

In 2021, the FAT requested FIFA Forward 1.0 and 2.0 funds amounting to USD 2.4m to establish a state-of-the-art complex known as the "House of Thai Football", which serves as the national futsal centre, match operation centre and the FAT headquarters with office space for up to 150 employees.

The new facility acts as the centre of excellence for the Thai futsal team whilst operating as a football hub that coordinates match operations, competitions and technical matters whilst also housing Thai league employees. Additionally, all refereeing and VAR matters are also conducted from the centre's video operation room.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
95.0% (9.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

Futsal / Beach Soccer Complex ■ 1  
Headquarters ■ 1

■ New ■ Renovated

■ **1** Pitches

Changing rooms  
Conference facility  
Futsal pitches  
Other



**2**  
OTHER PROJECTS

**1**  
Digital media



**1**  
IT





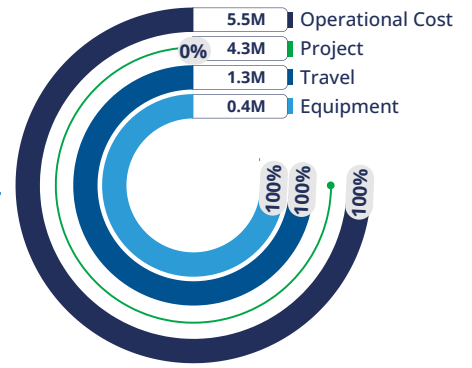
Forward Legacy & Impact

# TIMOR-LESTE

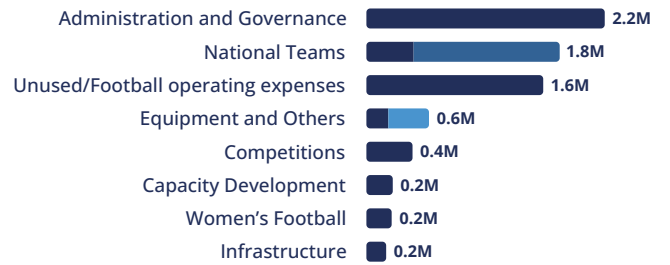


**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
62.9% (7.2M)



**APPROVED FUNDS SPENT PER CATEGORY**



All amounts are in USD





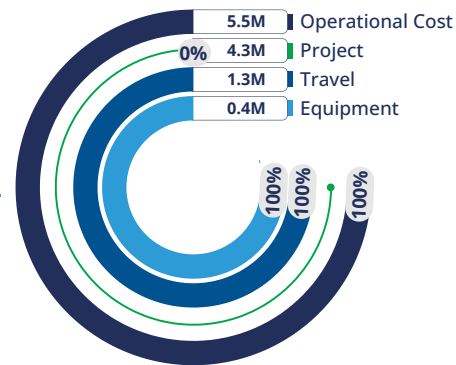
# Forward Legacy & Impact

## TURKMENISTAN

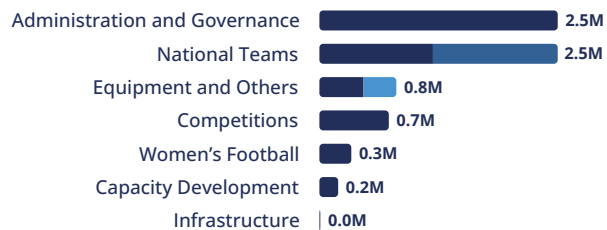


**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
62.8% (7.2M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD





# Forward Legacy & Impact UNITED ARAB EMIRATES

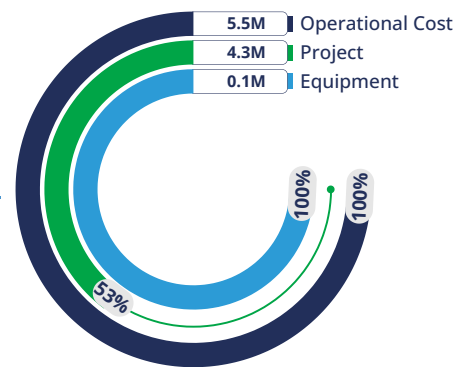
As part of its bid to develop young talent and strengthen its national teams, the United Arab Emirates Football Association (UAEFA) has used FIFA Forward funding to make significant improvements to its national technical centre in Dubai.

The UAEFA used USD 1.7 million of funding to renovate the centre, which is vitally important to all national teams and their aspirations in international competitions. The most noticeable upgrade has been the addition of state-of-the-art floodlights which ensures that training can continue for men, women and youth players later into the evening.

The modernisation of the centre will also allow the United Arab Emirates to host visiting teams at the facility and provide grassroots activities for all age groups.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
79.9% (7.9M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

**1**

Technical Centre



**1**

Playing Surface



Accommodation  
Changing rooms  
Conference facility  
Fitness centre

Floodlights  
Other  
Seating



**1**  
CAPACITY DEVELOPMENT

**1**

Coaching



**25**  
Participants

♀ 0  
♂ 25





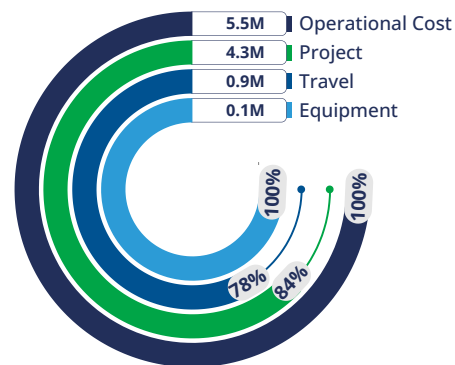
# Forward Legacy & Impact

# UZBEKISTAN

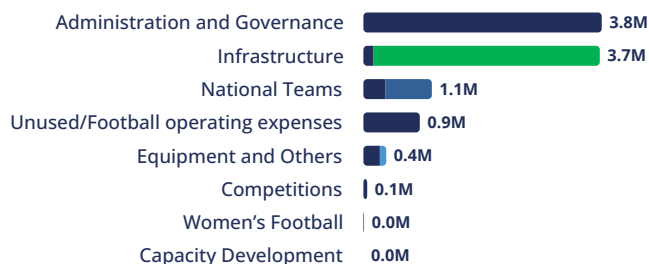


**TOTAL ENTITLEMENT**  
10.8M

**TOTAL APPROVED FUNDS**  
91.8% (9.9M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

Technical Centre  1

Playing Surface  1

■ New    ■ Renovated

**4** Pitches

Accommodation	Natural grass pitches
Artificial pitches	Other
Changing rooms	Seating
Floodlights	







# Forward Legacy & Impact VIETNAM

Years of FIFA Forward investment are paying off for the Vietnam Football Federation (VFF), which now possesses some of the most improved and modern facilities in the region.

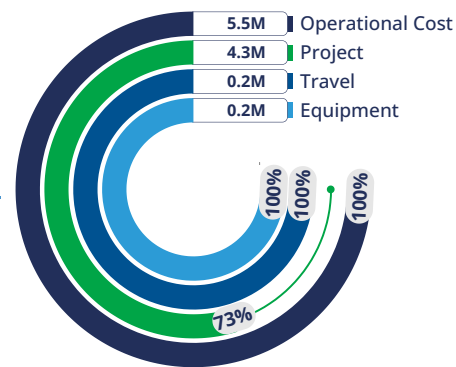
By using more than USD 2.7m of funding from FIFA Forward 1.0 and 2.0, the VFF, with strong support from FIFA, has revived the Vietnam Youth Football Training Centre in Hanoi.

The latest FIFA-backed project was the renovation of the players' dormitories with an investment of USD 547,509 in addition to the already installed new floodlight system, the renovation of an artificial pitch as well as the upgrading of training equipment and medical equipment.

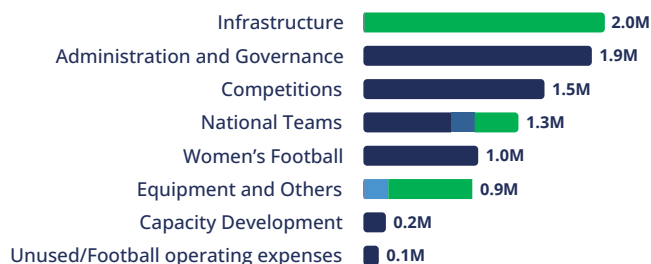
The training centre serves as a footballing home to all Vietnamese national teams, both women and men, across all age groups. The centre has also hosted domestic and continental competitions, as well training camps for other Asian national teams. There are facilities to host technical workshops, coaching courses and refereeing seminars.

**TOTAL ENTITLEMENT**  
10.2M

**TOTAL APPROVED FUNDS**  
88.8% (9.0M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**7**  
INFRASTRUCTURE



■ New ■ Renovated

**2** Pitches

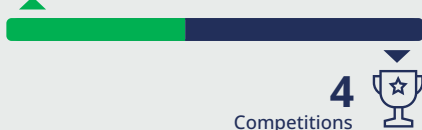
Accommodation  
Artificial pitches  
Floodlights

Futsal pitches  
Other



**4**  
NATIONAL TEAM SUPPORT

**3**  
Training Camps



Competitions



**3**  
OTHER PROJECTS

**3**  
Training equipment





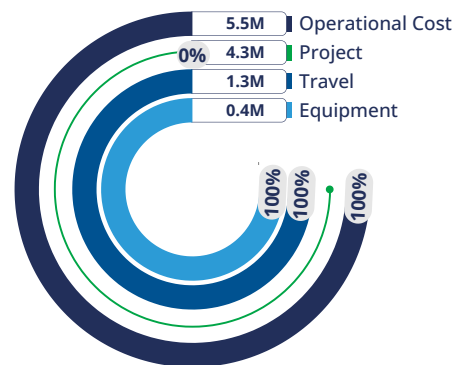
Forward Legacy & Impact  
**YEMEN**



**TOTAL ENTITLEMENT**  
11.4M

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**TOTAL APPROVED FUNDS**  
62.9% (7.2M)



**APPROVED FUNDS SPENT PER CATEGORY**



All amounts are in USD





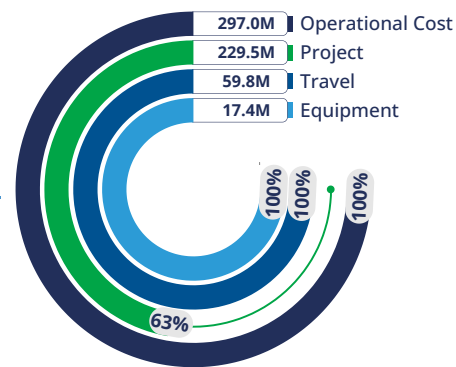
# Forward Legacy & Impact

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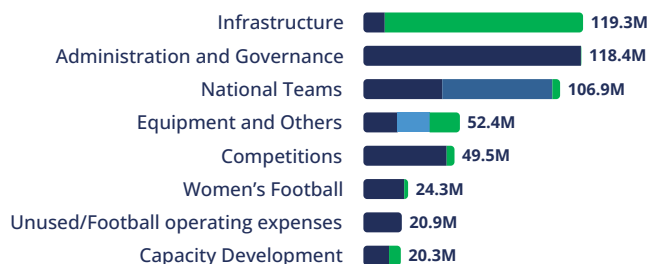


**TOTAL ENTITLEMENT**  
603.7M

**TOTAL APPROVED FUNDS**  
85.9% (518.7M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD



## SPECIFIC PROJECTS



**144**  
INFRASTRUCTURE



Futsal / Beach Soccer Complex | 1

■ New ■ Renovated

**94** Pitch(es)

- Accommodation
- Artificial pitches
- Beach soccer pitches
- Changing rooms
- Conference facility
- Consultant
- Fencing
- Fitness centre



**36**  
COMPETITIONS

Championship/ tournament	24
League	19
Other	3
Cup	2

	♀	♂
Players	10,531	30,672
Teams/Clubs	547	1,770
Referees	451	1,648
Matches	2,018	6,836



**46**  
CAPACITY DEVELOPMENT

28	Administration & Management
8	Other
6	Grassroots
6	Coaching
3	Refereeing
1	League Development



**15,112**  
Participants

♀ 4,536  
♂ 10,576



**24**  
NATIONAL TEAM SUPPORT

**11**  
Training Camps



**24**  
Competitions



**13**  
SUBVENTIONS



**81**  
Local associations



**387**  
Clubs



**1**  
Leagues



**89**  
OTHER PROJECTS

45	Other
20	Vehicle purchase
12	IT
9	Training equipment
5	Digital media
3	Broadcasting/ TV
2	Income generation
2	Marketing/ Commercial
1	Merchandising

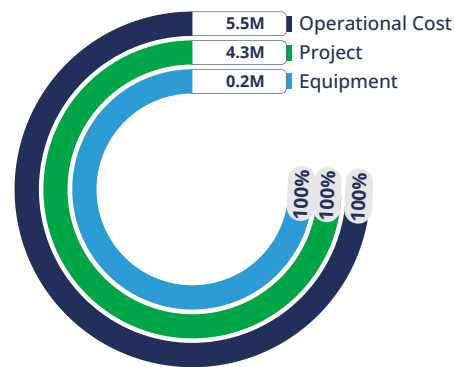


Forward Legacy & Impact  
**ALGERIA**



**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
100.0% (9.9M)



**APPROVED FUNDS SPENT PER CATEGORY**



All amounts are in USD





# Forward Legacy & Impact

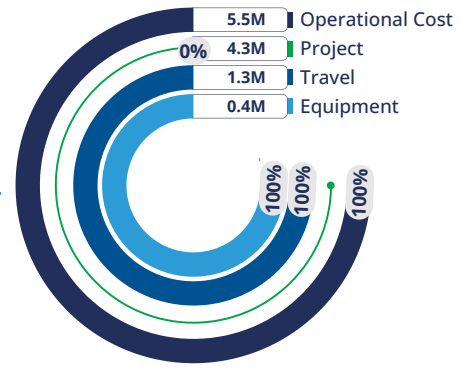
# ANGOLA

The Football Executive Programme, held from November 2019 to February 2021, provided an opportunity for the Angolan Football Association (FAF) to bring its management into line with the demands of modern football. The capacity-building programme brought together general secretaries from several African member associations.

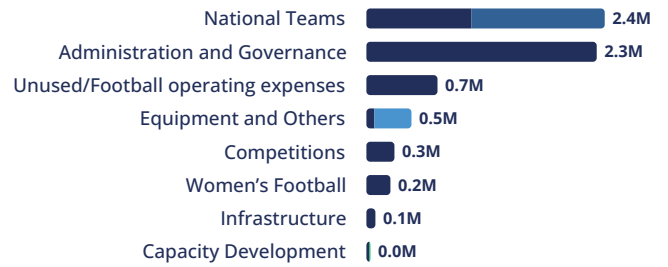
The FAF used FIFA Forward funds to finance its participation in the programme. The FAF benefited from the training, helping it to professionalise its management to efficiently address local needs and produce significant outputs for the growth of the game.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
63.0% (7.2M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
CAPACITY DEVELOPMENT

**1**

Administration & Management



**2**  
Participants

♀ 0  
♂ 2





# Forward Legacy & Impact

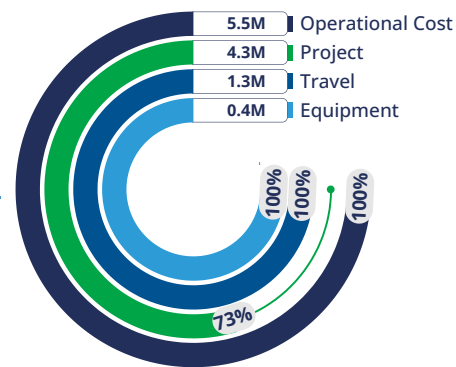
## BENIN

To try and get children involved in football from a young age in Benin, the FIFA Forward Programme was used to fund an initiative to promote football among schools. The initiative promotes safe and healthy lifestyles for young people and teaches them life skills through football.

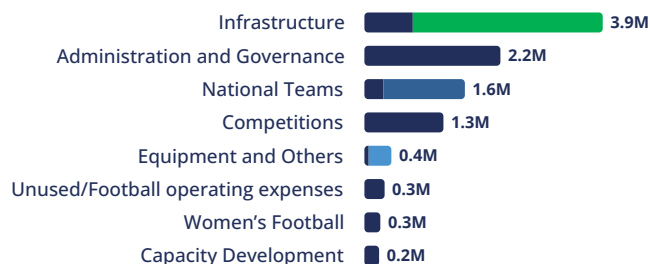
The programme also funded the construction of the North Benin football centre, which plays a significant role in finding and training talents from the municipalities in the northern part of the country, with the aim of strengthening the national teams. The ten-hectare centre was built with funding in the amount of USD 1.5 million.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
89.9% (10.3M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

Technical Centre  **2**

■ New    ■ Renovated

**3** Pitch(es)

- |                     |                       |
|---------------------|-----------------------|
| Accommodation       | Natural grass pitches |
| Artificial pitches  | Offices               |
| Conference facility | Other                 |
| Fitness centre      |                       |





# Forward Legacy & Impact

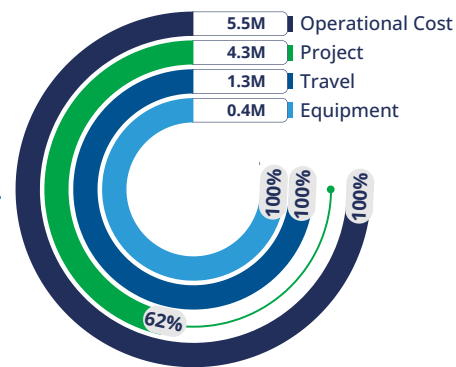
# BOTSWANA

Botswana has made excellent use of the FIFA Forward initiative for the development of football. At the end of 2018, a new artificial pitch was inaugurated at the Lekidi Football Centre. The plan was to use the FIFA Forward-funded pitch as a training facility for the Botswana national team (The Zebras). The pitch was also developed with youth and league teams in mind, as they can use the facility for matches.

The Lekidi Football Centre was further developed into a modern hub for the various national sides in Botswana to prepare for matches. One fascinating aspect of this project is how the Botswana Football Association has taken a lot of care to ensure the facility's maintenance by appointing two expert workers to look after the artificial pitch so that it can be used by the people of Botswana for a long time. The future of football in Botswana is looking very bright.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
85.7% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Technical Centre



**1** Pitch(es)

Artificial pitches  
Changing rooms  
Seating



**1**  
COMPETITIONS

**1**

League

	♀	♂
Players	-	400
Teams/Clubs	-	20
Referees	-	-
Matches	-	87



**4**  
CAPACITY DEVELOPMENT

- 3 Administration & Management
- 1 Grassroots
- 1 Coaching



**1,398**  
Participants

♀ 199  
♂ 1,199



**1**  
NATIONAL TEAM SUPPORT

**1**

Competitions



**2**  
SUBVENTIONS

**17**

Local associations



**1**

Leagues



**4**  
OTHER PROJECTS

**4**

Other



**1**

IT





# Forward Legacy & Impact

## BURKINA FASO

The Issoufou Joseph Conombo Stadium in Ouagadougou, Burkina Faso, has been a mythical facility for decades hosting games of the first and second divisions.

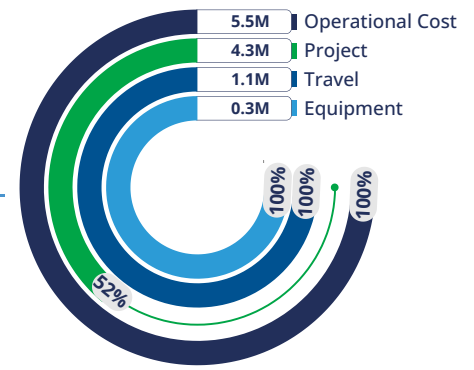
However, the state of the pitch made it almost impossible to play good football and led to the injury of players.

Thanks to FIFA Forward funds, the Burkinabe Football Association was able to renovate the pitch with an ultra-modern synthetic pitch. Works that started on 4 October 2019 and ended on 30 November 2020 cost USD 445,923 and the entire project was funded by FIFA.

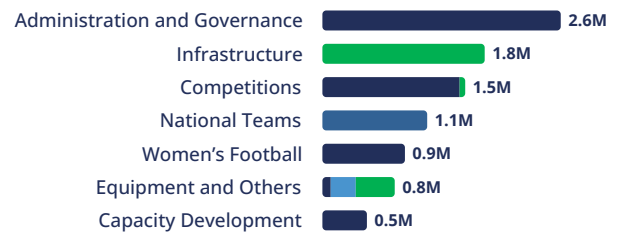
The renovation of the pitch and the adjacent works have improved the quality of football played on the pitch. The immediate indicator is the increased number of fans who come to watch games and a decrease in injuries suffered by players playing on the new pitch.

**TOTAL ENTITLEMENT**  
11.1M

**TOTAL APPROVED FUNDS**  
81.9% (9.1M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**9**  
INFRASTRUCTURE



■ New ■ Renovated

**1** Pitches

Artificial pitches  
Conference facility  
Floodlights  
Other



**1**  
COMPETITIONS

**1**  
Other

	♀	♂
Players	200	800
Teams/Clubs	13	50
Referees	20	50
Matches	120	360



**5**  
OTHER PROJECTS

- 2 IT
- 2 Vehicle purchase
- 1 Other







# Forward Legacy & Impact BURUNDI

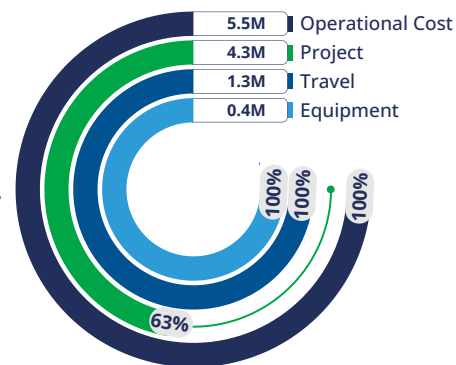
The Stade Urumuri in Ruyigi, Burundi, is one of the most famous stadiums in the country. It now hosts important league games and serves as a training facility for youth and female teams. However, before 2018, this was not the case, as many young talents in Burundi had no access to good playing facilities to improve their skills.

Recognising the need to develop grassroots football in the country by providing suitable facilities, the Burundian Football Association applied for FIFA Forward funds to build a proper synthetic pitch in Ruyigi. The application was approved, and the facility, a 3,000 capacity stadium, was completed in 2018 with a FIFA-certified pitch surface. Boys and girls in Burundi now have a chance to play football on a smooth surface.

Between 2016 and 2018, almost USD 2 million in FIFA Forward funding was invested in infrastructure in Burundi, especially the installation of artificial pitches. The results are already evident as the Burundi women's national team debuted at the 2022 Women's Africa Cup of Nations in 2022.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
86.3% (9.9M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**5**  
INFRASTRUCTURE

Playing Surface  4  
Stadium  1

■ New ■ Renovated



**1**  
OTHER PROJECTS

**1**  
Other



**1**  
CAPACITY DEVELOPMENT

**1**  
Administration & Management



**2** Participants

♀ 0  
♂ 2

**1**  
NATIONAL TEAM SUPPORT

**1**  
Competitions





# Forward Legacy & Impact

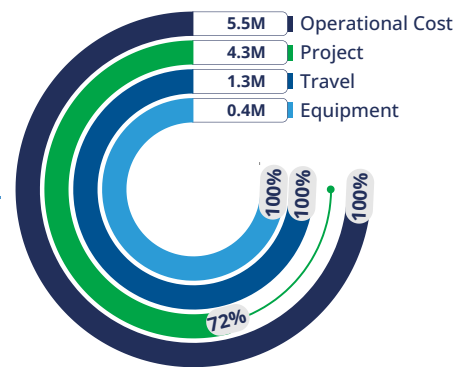
## CABO VERDE

Qualifying for the FIFA World Cup™ is every country's dream, regardless of their size. The opportunity to participate in such a global event is incomparable. On 7 September 2021, the people of Cabo Verde experienced this excitement when they faced Nigeria in the FIFA World Cup 2022™ qualifiers. After a gap of two decades, hosting this crucial game at their iconic Estádio Municipal Adérito Sena in Mindelo is a testament to how FIFA Forward funding supports the passion of smaller nations like Cabo Verde for football.

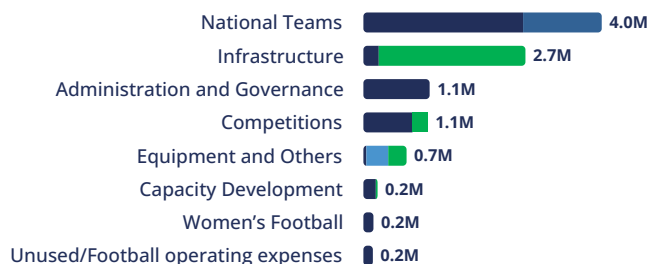
Using FIFA Forward funds, the country embarked on a drive to improve sports infrastructure. As a result, Estádio Municipal Adérito Sena underwent significant renovations and is now equipped to host World Cup qualifier matches. Upgrades included renovated dressing rooms, spectator-friendly grounds, and improved press facilities and hospitality areas, amounting to a cost exceeding USD 600,000.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
89.7% (10.3M)



### APPROVED FUNDS SPENT PER CATEGORY

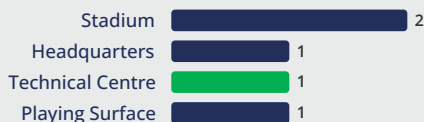


All amounts are in USD

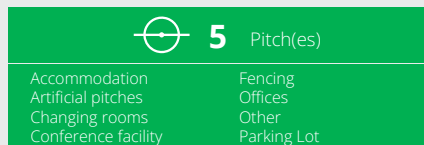
## SPECIFIC PROJECTS



**5**  
INFRASTRUCTURE



■ New ■ Renovated



**1**  
COMPETITIONS

**1**  
Other

	♀	♂
Players	0	300
Teams/Clubs	0	12
Referees	0	63
Matches	0	41



**1**  
CAPACITY DEVELOPMENT

**1**  
Administration & Management



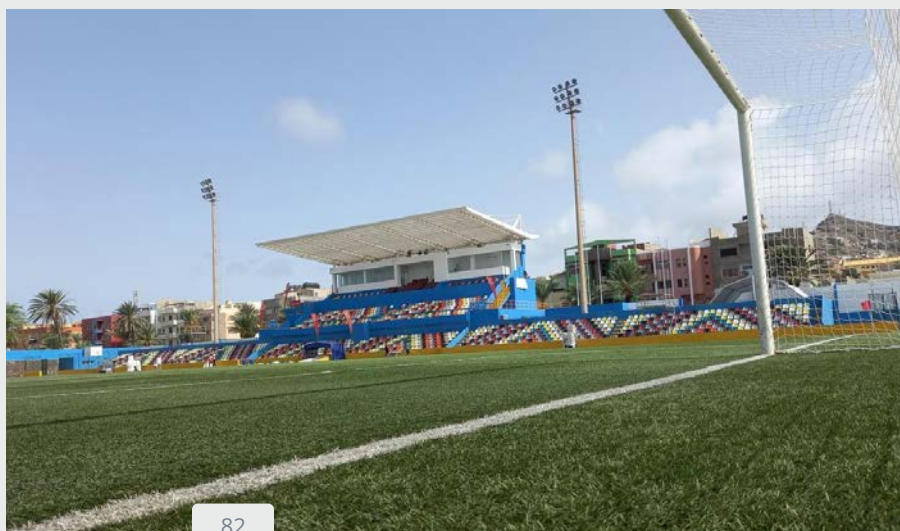
**1**  
Participants

♀ 0  
♂ 1



**2**  
OTHER PROJECTS

- 1 Training equipment
- 1 Vehicle purchase
- 1 Other





# Forward Legacy & Impact CAMEROON

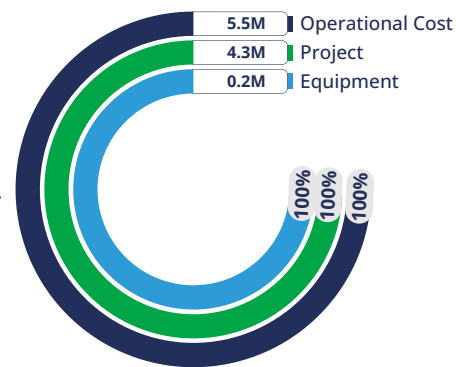
The Cameroonian Football Association (FECAFOOT) technical centre in Odza was designed and built to be the main facility where Cameroon's national teams and top and second-tier teams could train in the best conditions.

In 2020, FECAFOOT launched the renovation and modernisation project of the centre with the construction of a state-of-the-art pitch and a hotel, as well as the refurbishment of dormitories within the complex. The artificial-turf pitch now hosts Cameroon's women's championship matches as well as training sessions for the first and second-tier teams based in the capital Yaoundé.

FECAFOOT officials have welcomed the positive and significant impact on the performances of Cameroon's national teams and of the club sides that train on the pitch.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
99.8% (9.9M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**3**  
INFRASTRUCTURE

**2**

Playing Surface



**1**

Technical Centre



**2** Pitch(es)

Accommodation  
Artificial pitches  
Conference facility

Fitness centre  
Floodlights  
Other





# Forward Legacy & Impact CENTRAL AFRICAN REPUBLIC

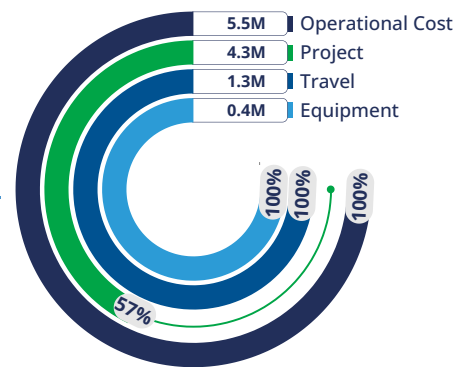
The Central African Republic Football Association (FCF) is working to develop the country's sports infrastructure so that it can provide the environment to develop talented players and raise the level of the national teams.

As part of this strategy, the FCF has used FIFA Forward funds to extend and improve its technical centre in Gbangouma on the outskirts of the capital Bangui. The extension included the construction of a new lesson hall, improvements to the water system and the building of new changing facilities.

Costing USD 219,776, the works took place in the first quarter of 2022. The centre is now properly equipped for the country's top talents to improve their skills and thrive in their respective national teams.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
84.2% (9.6M)



### APPROVED FUNDS SPENT PER CATEGORY



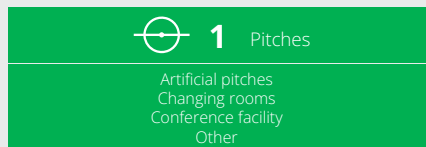
All amounts are in USD

## SPECIFIC PROJECTS

### 3 INFRASTRUCTURE

Headquarters	1
Technical Centre	1
Playing Surface	1

■ New ■ Renovated



### 2 NATIONAL TEAM SUPPORT

0 Training Camps

2 Competitions

### 1 COMPETITIONS

1 Championship/tournament

	♀	♂
Players	0	120
Teams/Clubs	0	4
Referees	4	12
Matches	0	12

### 5 OTHER PROJECTS

- 2 Training equipment
- 2 Vehicle purchase
- 1 IT
- 1 Other

### 2 CAPACITY DEVELOPMENT

2 Administration & Management





# Forward Legacy & Impact

## CHAD

The city of Moundou, Chad's second largest city and economic capital, has for several years been home to one of the country's oldest football facilities, Stade de Moundou.

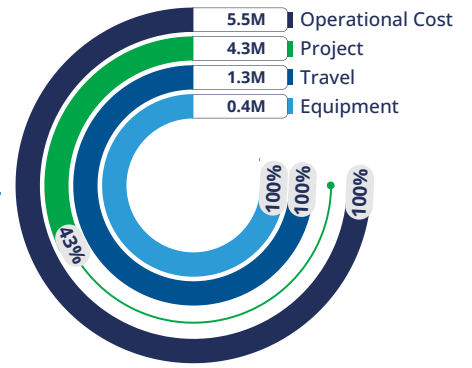
The facility has been a go-to destination for football lovers and teams in the city.

Thanks to FIFA Forward funding, officials of the Chadian Football Association (FTFA) engaged in refurbishing the stadium and building an artificial turf pitch.

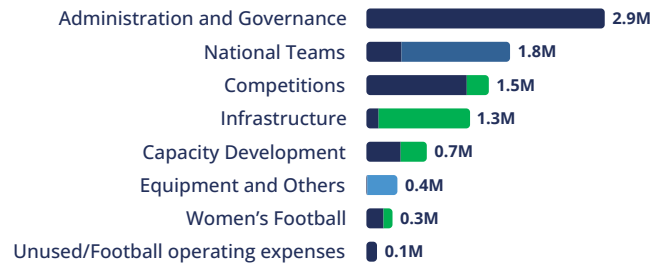
Officials of the FTFA believe the new pitch will significantly help to groom young players and improve the quality of football played by local clubs, academies and university teams that train and play on it.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
78.7% (9.0M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

### 2 INFRASTRUCTURE

2 Stadium



3 Pitch(es)

Artificial pitches

### 4 COMPETITIONS

Championship/ tournament	3
Other	1
League	1

	♀	♂
Players	1,200	7,936
Teams/Clubs	50	265
Referees	18	276
Matches	220	1,334

### 1 CAPACITY DEVELOPMENT

1 Administration & Management



2 Participants

♀	0
♂	2





# Forward Legacy & Impact

# COMOROS

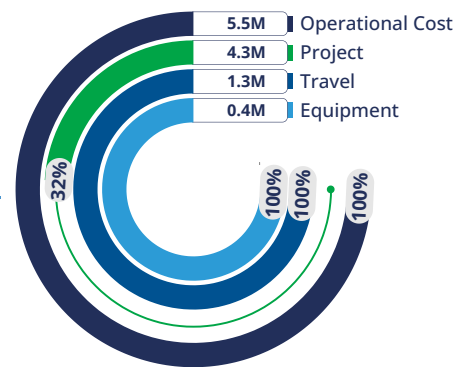
The Comoros focuses on reinforcing the attachment of its youth to football as part of its development plan. It does so by providing them with platforms to train, proper coaches to facilitate their training, and support for their physical development. This is made possible through the FIFA Forward Programme, which focuses on developing national associations.

FIFA Forward backed the Comoran Football Association's initiative to promote football among the youth to increase the capacities of their national team in the future. In a meeting between the FIFA President Gianni Infantino and the President of the Union of the Comoros Azali Assoumani during the FIFA President's visit to the Comoros in April 2023, they discussed several ways of growing the football passion among the population of the Comoros.

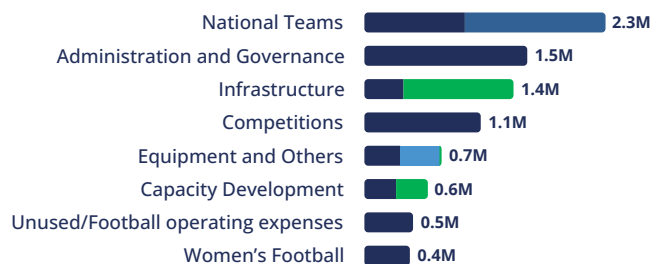
One of the FIFA Forward projects implemented in the country was the FIFA Football for Schools Programme, which kicked off in 2019 in an event attended by 40 coaches and over 130 children.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
74.6% (8.5M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**4**  
INFRASTRUCTURE

Stadium  2  
 Playing Surface  2

■ New ■ Renovated

**2** Pitches

Artificial pitches  
Other



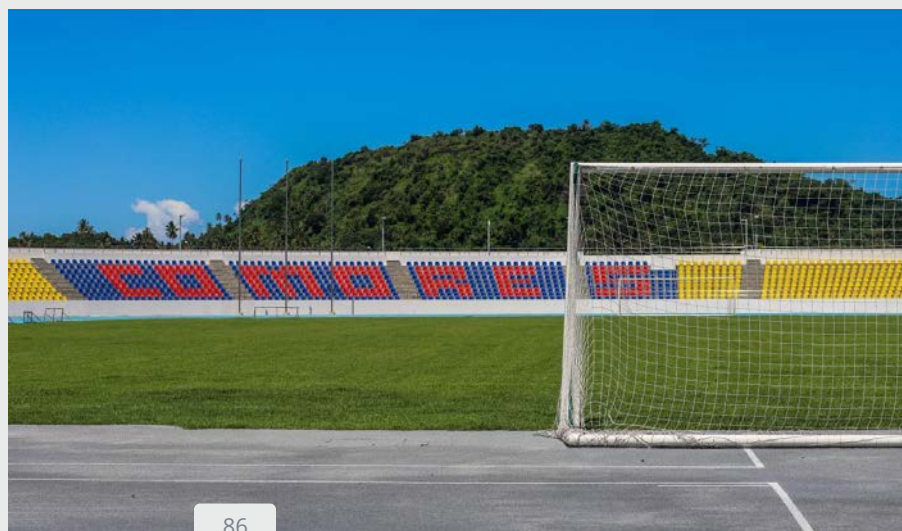
**1**  
SUBVENTIONS

**30**  
Clubs



**1**  
OTHER PROJECTS

**1**  
Other





# Forward Legacy & Impact

## CONGO

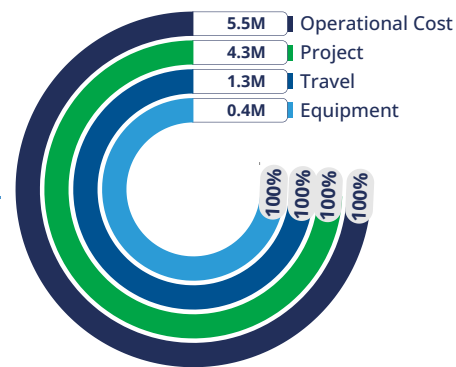
The Congolese Football Association (FECOFOOT) had long nursed the ambition of having more football pitches to host competitive games as well as training sessions of teams competing in domestic league championships.

Thanks to FIFA Forward funds, FECOFOOT was able to construct two artificial pitches at the technical centre in Ignyé. The first pitch hosts training sessions of several teams, while the second pitch, which is equipped with a proper floodlight system, is used for league matches.

FECOFOOT has therefore not only increased the number of training and competitive pitches, but it has also made it possible to play evening matches on the floodlit pitch. The association has also been able to increase its revenue from gate money taken at evening matches played on this pitch.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
100.0% (11.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

### 4 INFRASTRUCTURE



■ New ■ Renovated

3 Pitches

Accommodation  
Artificial pitches  
Fencing

Floodlights  
Other

### 1 CAPACITY DEVELOPMENT

1 Other



600 Participants

100 Female

500 Male

### 3 OTHER PROJECTS

- 1 IT
- 1 Vehicle purchase
- 1 Other





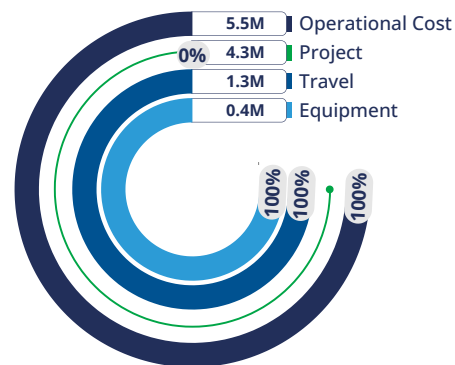
# Forward Legacy & Impact CONGO DR



**TOTAL ENTITLEMENT**  
11.4M

---

**TOTAL APPROVED FUNDS**  
62.9% (7.2M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD







# Forward Legacy & Impact

## CÔTE D'IVOIRE

The Yopougon Stadium, constructed in 1980, is a facility situated within the Yopougon sports complex.

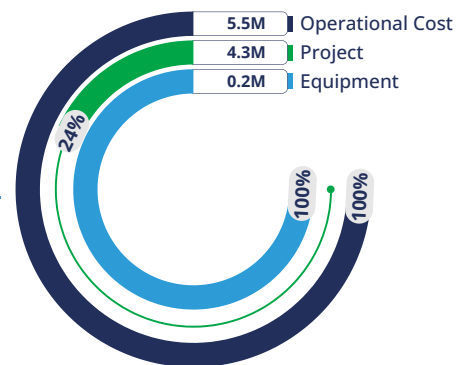
The football stadium previously hosted third-division matches, but eventually became obsolete as it needed refurbishing.

In 2016, courtesy of an agreement between FIFA and the Ivorian Football Association (FIF), the stadium pitch was refurbished using FIFA Forward funds, with the works amounting to USD 524,215. An artificial turf pitch was completed in April 2018.

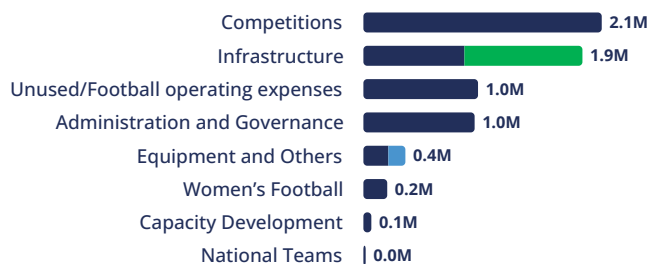
The upgrade of the pitch to an ultra-modern artificial turf pitch was considered by the FIF to be significant, as the pitch was to host second- and third-division matches, as well as district games. The availability of the pitch has helped decongest other football stadiums across Abidjan.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
67.5% (6.7M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

**2**

Playing Surface



**2** Pitch(es)

Artificial pitches  
Floodlights





# Forward Legacy & Impact DJIBOUTI

For several years, Djibouti has been without a football academy, a component inherent in the development of young players.

Thanks to FIFA Forward funds amounting to USD 1,497,998, the Djiboutian Football Association was able to construct a football academy in the coastal city of Douda. Another USD 1,237,307 in FIFA Forward funding was used to build two artificial turfs in the academy.

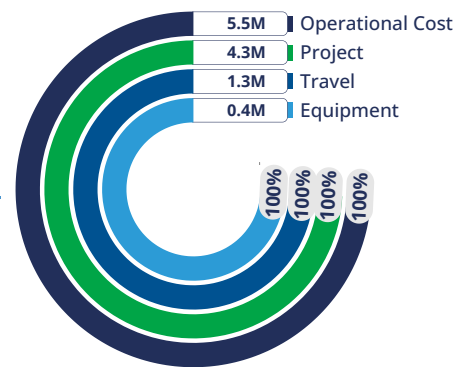
The academy has three buildings, which include a shop, a refectory for 100 people, an 84 bed dormitory, an administrative block, an infirmary and a gymnasium.

The academy is the first of its kind to be established in Djibouti, where young talented players will be groomed across various categories, selected from all over the country for their skills and technical abilities.

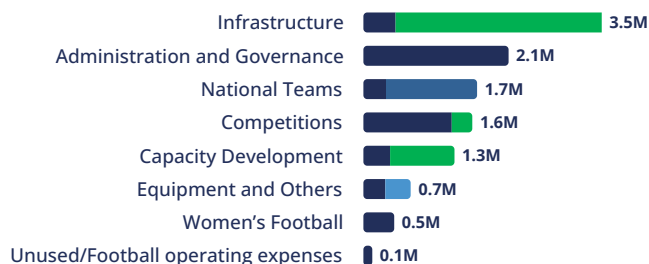
Linked to this project are the inclusive academies set up by FIFA and the Agence française de développement (AFD) in June 2023, where Djibouti was selected to take part in a programme that will prepare young kids for life outside football.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
100.0% (11.4M)



### APPROVED FUNDS SPENT PER CATEGORY



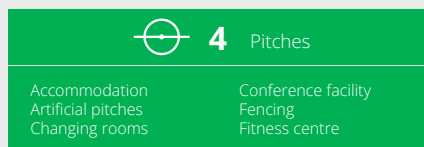
All amounts are in USD

## SPECIFIC PROJECTS

**5**  
INFRASTRUCTURE



■ New ■ Renovated



**1**  
COMPETITIONS

**1**  
Championship/  
tournament

	♀	♂
Players	264	1,364
Teams/Clubs	12	62
Referees	-	-
Matches	-	-

**3**  
CAPACITY DEVELOPMENT

- 1 Other
- 1 Administration & Management
- 1 Grassroots





# Forward Legacy & Impact EGYPT

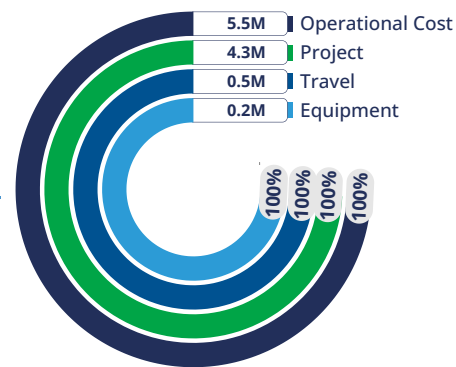
Football holds a special place in the hearts of most Egyptians, transcending passion to become an integral part of their identity. The Egyptian national team and top clubs boast a remarkable number of African titles, surpassing any other country on the continent. Recognising the need for a fitting football facility, FIFA has invested around USD 5.75 million in the upgrade of the Egyptian Football Association building.

Over the past five years, construction has been under way in the Egyptian capital, thanks to FIFA Forward funds. The project aims to create a new football hub, including renovating and reconstructing the national technical centre in 6th of October City. This ambitious endeavour will also establish the facility as a central hub for Egyptian teams, featuring 288 beds.

The second phase of the project, initiated in 2019, focuses on constructing new headquarters and developing three football pitches and a gymnasium within the facility. Although the building is still a work in progress, it is anticipated to reach completion during the third phase.

**TOTAL ENTITLEMENT**  
10.4M

**TOTAL APPROVED FUNDS**  
100.0% (10.4M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Technical Centre



**3** Pitch(es)

- |                     |                       |
|---------------------|-----------------------|
| Accommodation       | Fitness centre        |
| Artificial pitches  | Floodlights           |
| Changing rooms      | Natural grass pitches |
| Conference facility | Seating               |



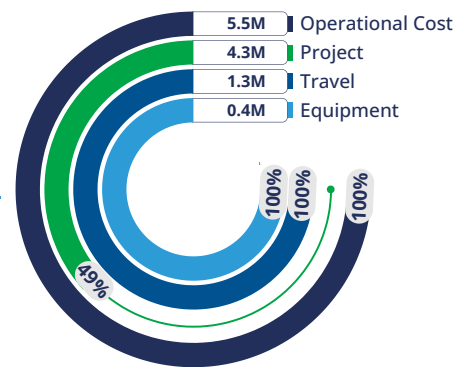


# Forward Legacy & Impact EQUATORIAL GUINEA

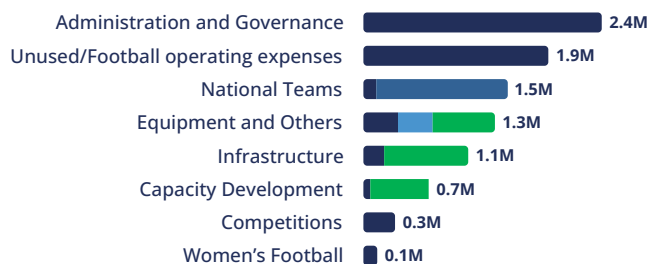


**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
80.9% (9.2M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Playing Surface



**1** Pitch(es)

Artificial pitches  
Floodlights



**1**  
CAPACITY DEVELOPMENT

**1**

Administration & Management



**2**  
Participants

♀ 1

♂ 1



**2**  
SUBVENTIONS

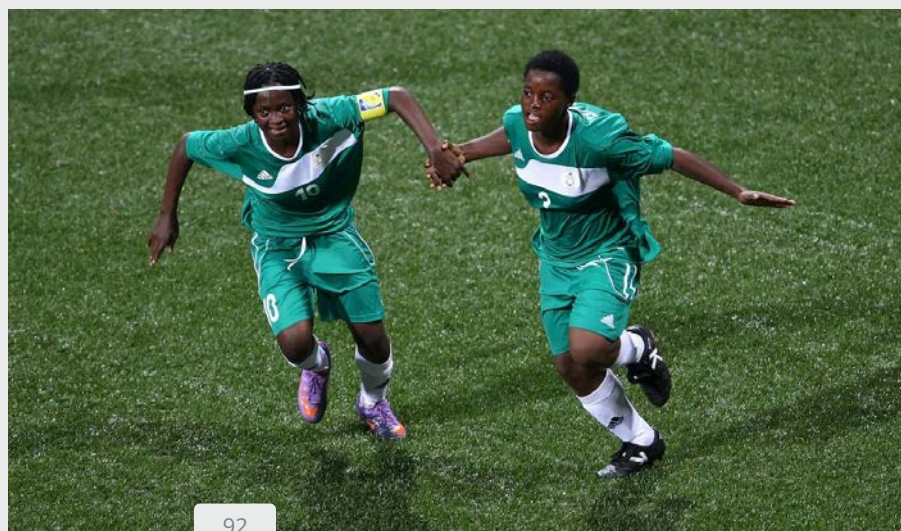
**188**

Clubs



**4**  
OTHER PROJECTS

- 2 Digital media
- 1 Vehicle purchase
- 1 Other



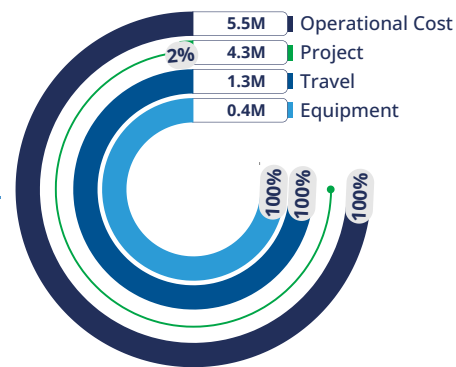


# Forward Legacy & Impact ERITREA

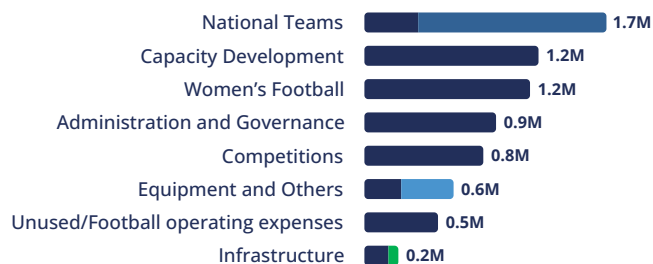
The Eritrean National Football Federation (ENFF) has used FIFA Forward funds in the amount of USD 64,000 to improve safety at its technical centre by building a new fence.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
63.5% (7.3M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Technical Centre



Fencing





# Forward Legacy & Impact

## ESWATINI

The Eswatini Football Association requested and secured FIFA Forward funding for its KaLanga Technical Centre, which was completed in August 2019.

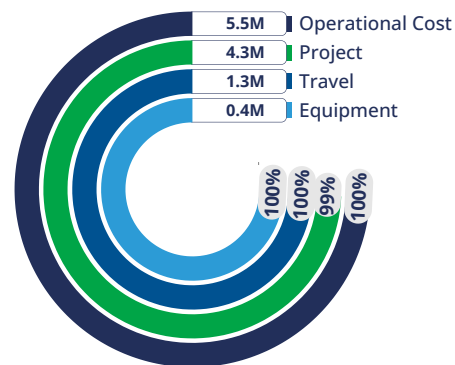
The two-story building includes a players' tunnel, dressing rooms with washrooms and private entrances, as well as referees' rooms. There is of course a standard football pitch.

The centre was also fitted with administrative offices, conference/meeting rooms and a VIP stadium seating area. Boundary walls and fencing of the perimeters of the centre were added too. Provisions were made for borehole, irrigation systems, a transformer and generator room and public ablutions.

The centre has proved to be a veritable football development facility, serving the Eswatini football fraternity.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
99.5% (11.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**6** INFRASTRUCTURE

Technical Centre **5**  
Stadium **1**

■ New ■ Renovated

**2** Pitches

Artificial pitches  
Changing rooms  
Conference facility

Offices  
Other  
Seating

**1** CAPACITY DEVELOPMENT

**1** Administration & Management



**2** Participants

♀ 0  
♂ 2





# Forward Legacy & Impact

# ETHIOPIA

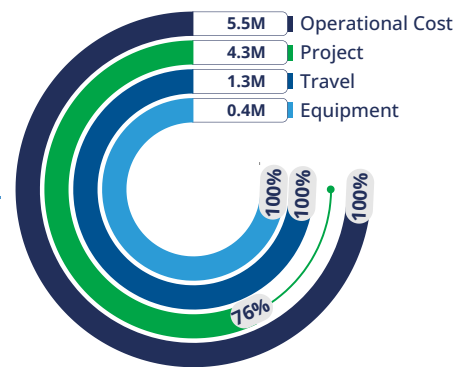
Ethiopia participated in the 2022 African qualifiers for the FIFA World Cup™ alongside Ghana, South Africa and Zimbabwe. However, none of the stadiums in Ethiopia were compliant with CAF's criteria for hosting World Cup qualifying matches, forcing Ethiopia to play their home games at neutral venues. This decision increased their expenses significantly.

For instance, their matchday 5 game against Ghana was held in Johannesburg, South Africa, while their matchday 6 match against Zimbabwe took place in Harare. To cover the costs of flights, accommodation and allowances for both matches, the Ethiopian Football Federation sought financial assistance through the FIFA Forward initiative. Approximately USD 166,212 was used from Forward funds for these purposes.

Despite the challenges, Ethiopia drew in the matches against both Ghana and Zimbabwe and gained valuable experience. Although they did not qualify for the FIFA World Cup 2022™, they are now better experienced for future World Cup qualifiers.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
91.0% (10.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**  
Headquarters



Conference facility  
Offices  
Parking Lot



**1**  
CAPACITY DEVELOPMENT

**1**  
Administration & Management



**3**  
Participants

♀ 0  
♂ 3



**1**  
NATIONAL TEAM SUPPORT

**2**  
Competitions





# Forward Legacy & Impact

## GABON

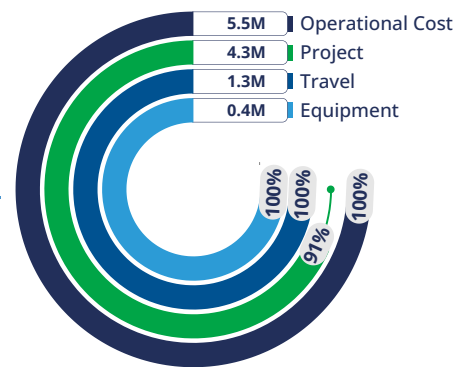
The headquarters of the Gabonese Football Federation (FEGAFOOT) in Owendo have undergone a significant facelift following renovations on the infrastructure.

The refurbishment works cost USD 244,770 and were financed thanks to FIFA Forward funds.

The building was updated to meet the needs of disabled people. Renovations started on 26 April 2019 and ended on 4 March 2020. The renewed building has significantly improved the working conditions and environment in which staff of FEGAFOOT operate.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
96.8% (11.1M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

### 5 INFRASTRUCTURE



■ New ■ Renovated

Category	Count
Accommodation	3
Changing rooms	2
Other	0

### 1 COMPETITIONS

3 Championship/tournament

	♀	♂
Players	200	400
Teams/Clubs	10	20
Referees	8	39
Matches	21	42

### 5 OTHER PROJECTS

- 3 Other
- 1 Broadcasting/ TV
- 1 Marketing/ Commercial







# Forward Legacy & Impact GAMBIA

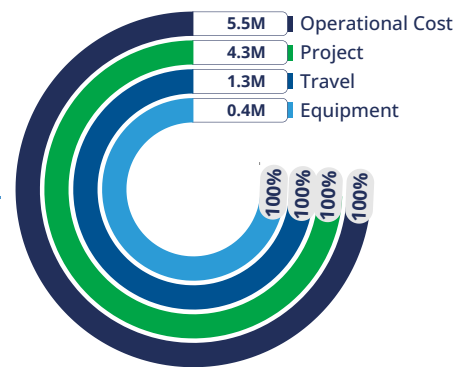
The Gambia joined FIFA in 1968 and has made steady progress in football since then. In 2022, the country participated in the Africa Cup of Nations for the first time and impressively reached the quarter-finals. The Gambia Football Federation (GFF) fosters financial self-sustainability to ensure continuous growth.

This financial sustainability drive prompted the GFF to develop plans around income generating products and services like the national technical training centre hotel facility, which accommodates the association's national teams and, when not in use by the teams, is rented out to third parties. The centre, however, needed to be equipped with facilities that would meet a desirable standard.

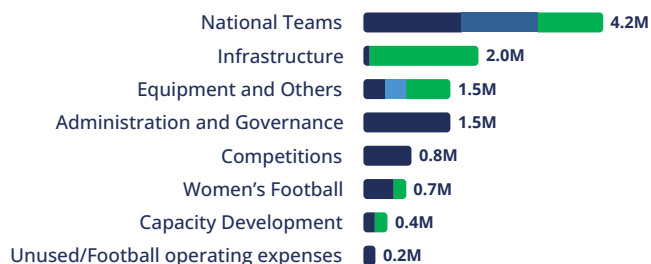
The cost of equipping the facility amounted to USD 350,000 and was financed by the FIFA Forward Programme. The project has been completed and the revenue from renting out the facility contributes to football development in The Gambia.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
100.0% (11.4M)



## APPROVED FUNDS SPENT PER CATEGORY



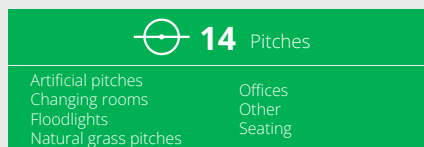
All amounts are in USD

## SPECIFIC PROJECTS

### 4 INFRASTRUCTURE



■ New ■ Renovated



### 3 NATIONAL TEAM SUPPORT



### 1 COMPETITIONS

1 League

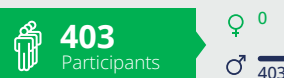
	♀	♂
Players	1,260	0
Teams/Clubs	42	0
Referees	14	70
Matches	140	0

### 3 OTHER PROJECTS



### 2 CAPACITY DEVELOPMENT

2 Other





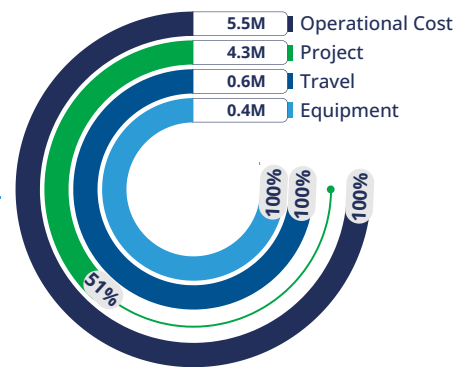
# Forward Legacy & Impact GHANA

A national footballing philosophy is crucial for developing strong national teams, but creating one is complex and requires expertise. Ghana, traditionally one of the top teams in Africa, recognised that, to compete with the best teams globally, they needed a unique philosophy embraced by all their national sides.

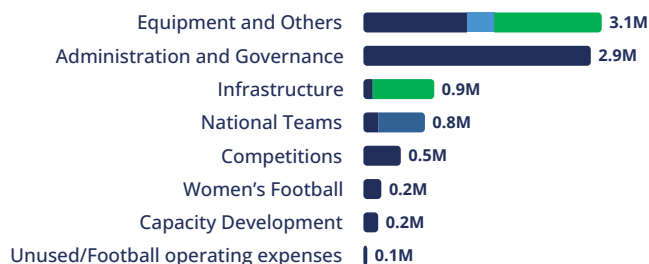
In 2020, the Ghana Football Association (GFA) decided to use funding from the FIFA Forward Programme to fund the development of a national philosophy for the growth of men's and women's football, coach education and technical management. The project included the hiring of an experienced technical director from abroad to set up the project and train a Ghanaian successor.

**TOTAL ENTITLEMENT**  
10.7M

**TOTAL APPROVED FUNDS**  
80.6% (8.6M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Playing Surface



**1** Pitch(es)

Artificial pitches



**5**  
OTHER PROJECTS

- 3 Other
- 1 IT
- 1 Training equipment





# Forward Legacy & Impact

## GUINEA

Guinea is a West African country that undoubtedly has a very rich football culture on the continental scene, thanks to the prowess of Hafia and Horoya.

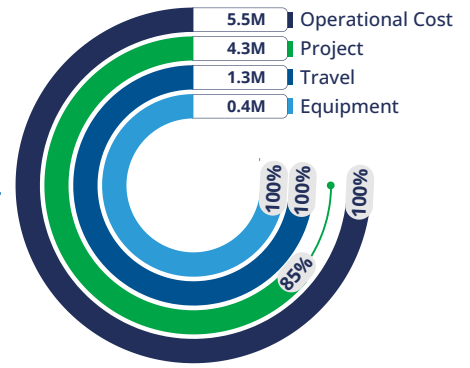
Guinea's football leadership supports the drive for the continental resurgence of football and they have set their eyes on grassroots development as the key to producing top talents for the future.

Thanks to FIFA Forward funding, the Guinean Football Association (FGF) was able to launch a detection and selection campaign where teenage sensations were scouted. A total of 23,654 young footballers took part in the preliminary phase, amongst them 2,645 girls. In the end, 125 young footballers, including 25 girls aged between 11 and 14, were selected and spread across two academies in Nongo and Kindia, where they were expected to blend education with playing football.

Decision-makers at the FGF are confident that from this crop of players world class players will emerge.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
94.4% (10.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

### 2 INFRASTRUCTURE

Technical Centre 1  
Playing Surface 1

■ New ■ Renovated

1 Pitches

Artificial pitches  
Other

### 1 CAPACITY DEVELOPMENT

2 Coaching



113 Participants

♀ 0  
♂ 113

### 4 OTHER PROJECTS

4 Other





## Forward Legacy & Impact

# GUINEA-BISSAU

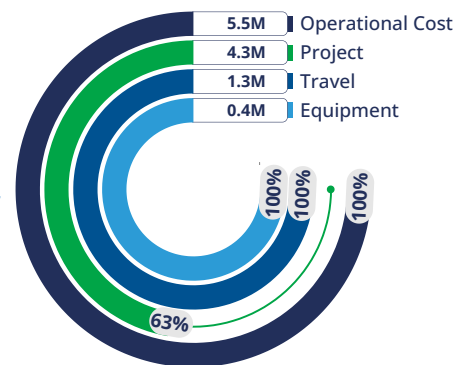
In 2021, the Bissau-Guinean Football Association obtained FIFA Forward funds amounting to USD 298,811 for the purchase of three buses to transport their national teams.

A bus was dedicated for Guinea-Bissau's men's team, another for the women's sides, while the third was to be used by the country's youth teams.

The acquisition of these buses has significantly reduced the cost of transport incurred by the association and has enabled it to provide a better environment for its players for an improved performance.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
86.2% (9.9M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD



## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Stadium



**2** Pitch(es)

Artificial pitches  
Seating



**1**  
OTHER PROJECTS

**1**

Vehicle purchase





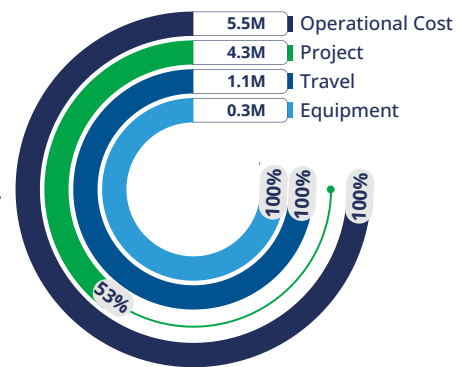
# Forward Legacy & Impact KENYA

Kenya's hope of qualifying for a FIFA Women's World Cup™ for the first time and becoming a regular at the Women's Africa Cup of Nations depends on how active the women's league is in the country. The Football Kenya Federation (FKF) is well aware of this and therefore used its Forward funds in 2018 to organise the Kenyan Women Premier League and the Women Division 1 League with high hopes of getting more Kenyan women involved in football and producing top talents for the various national sides.

To fund the operations of these leagues, the FKF sought assistance from the FIFA Forward Programme. Since 2018, FIFA Forward has financed the purchase of equipment, cost of medical services, venue hire and remuneration of match officials of all 32 teams, totaling approximately USD 300,000. With the establishment of these leagues and the support of FIFA Forward, Kenya is poised for great things in women's football in the not-so-distant future.

**TOTAL ENTITLEMENT**  
11.1M

**TOTAL APPROVED FUNDS**  
82.1% (9.1M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**3**  
CAPACITY DEVELOPMENT

- 2 Grassroots
- 1 Refereeing
- 1 Coaching



**5,638**  
Participants

♀ 726  
♂ 4,912



**2**  
OTHER PROJECTS

- 1 IT
- 1 Training equipment
- 1 Other





# Forward Legacy & Impact

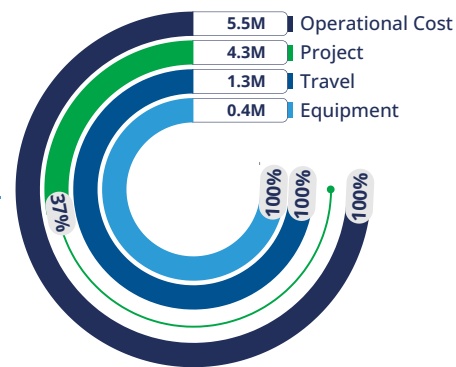
## LESOTHO

The Lesotho Football Association (LEFA) decided to upgrade the Bambatha headquarters facility, including with the construction of a technical centre and gym to cater for the training needs of the Lesotho national teams, referees and clubs, as well as offices and boardrooms for technical staff.

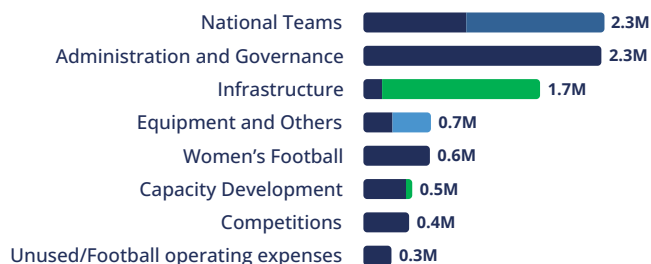
The project has greatly improved the technical development of football in Lesotho, as national coaches and players have facilities to operate, plan and carry out development programmes and training.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
76.7% (8.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**7** INFRASTRUCTURE

Technical Centre **4**  
Headquarters **3**

■ New ■ Renovated

**2** Pitches

Artificial pitches  
Changing rooms  
Offices

Other  
Seating

**1** CAPACITY DEVELOPMENT

**1**  
Administration & Management



**2** Participants

♀ 1  
♂ 1

**1** SUBVENTIONS

**10**  
Local associations





# Forward Legacy & Impact

## LIBERIA

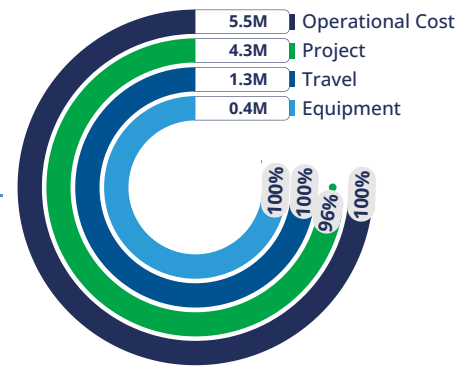
Until September 2022, football enthusiasts in Monrovia, Liberia's capital, could not experience the joy of playing under the night sky due to the lack of functional floodlights at the Antoinette Tubman Stadium. This deprived young boys and girls of the opportunity to play the game after school.

However, a collaboration between FIFA and the Liberia Football Association (LFA) through the FIFA Forward initiative changed the situation. Floodlights were installed at the stadium, allowing young Liberians to enjoy night football. This is also expected to boost the participation of young girls in football in Monrovia, which will positively impact the growth of the women's game in the country.

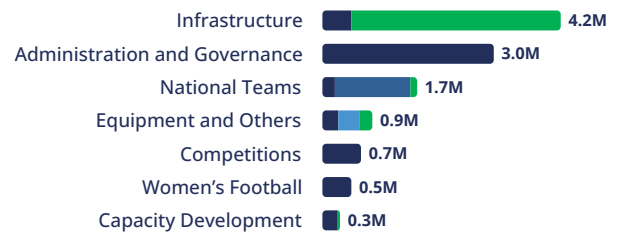
Under the same partnership, the LFA now has its own headquarters, which was completed and inaugurated in 2023. Additionally, the refurbishment of another stadium in Monrovia, the Samuel Kanyon Doe Sports Stadium, has also been finished.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
98.4% (11.3M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**5**  
INFRASTRUCTURE



■ New ■ Renovated

**3** Pitches

Artificial pitches	Offices
Conference facility	Other
Floodlights	



**1**  
CAPACITY DEVELOPMENT

**1**  
Administration & Management



**2**  
Participants



**1**  
NATIONAL TEAM SUPPORT

**4**

Competitions



**2**  
OTHER PROJECTS

**2**

Vehicle purchase





# Forward Legacy & Impact

## LIBYA

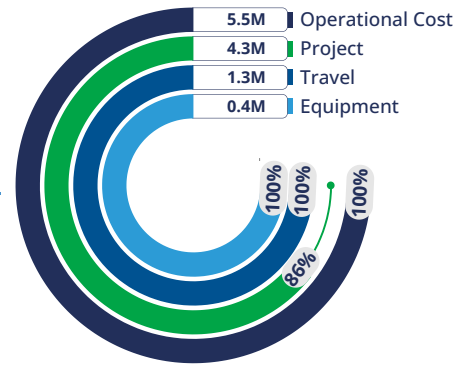
With the support of the FIFA Forward Programme, the Libyan Football Federation (LFF) funded the purchase of its first-ever headquarters in Tripoli.

In 2021, the programme provided funds amounting to USD 5 million to ensure a functioning work environment for its 35 staff members and future expanded operations.

The new building allows the LFF to provide better services and administration to its different members and engage potential sponsors and relevant stakeholders. The facility will also enable the LFF to embark on important development initiatives, like the growth of women's football in the country.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
94.6% (10.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



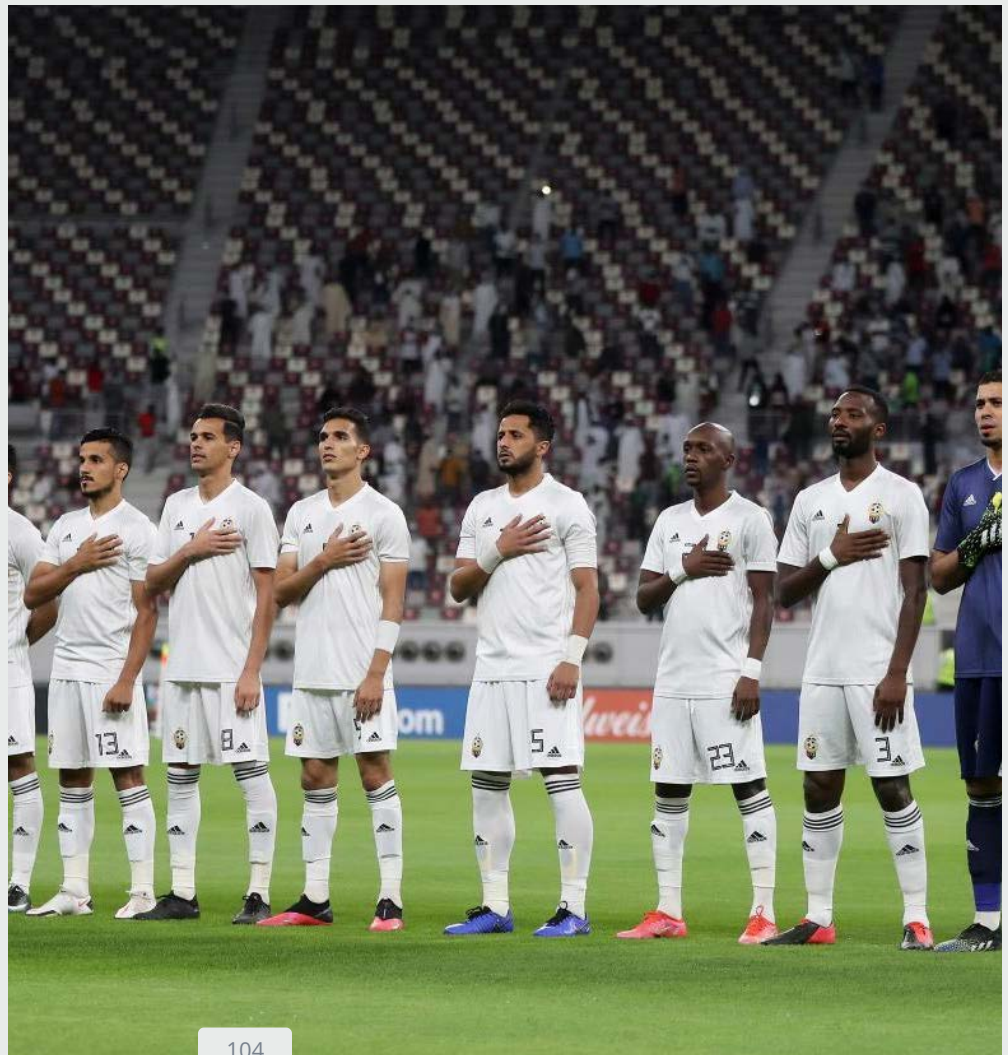
**1**  
INFRASTRUCTURE

**1**

Headquarters



Other







# Forward Legacy & Impact

## MADAGASCAR

In 2019, when Madagascar's football team played in its maiden Africa Cup of Nations, sailing through to the quarter-finals, it revealed the country's football potential and its ability to thrive on the continental scene if a proper blueprint is drafted and significant investments are made.

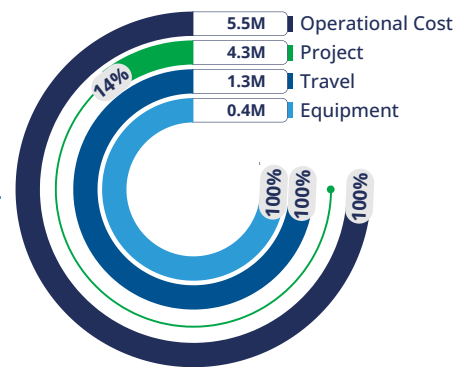
In December 2019, thanks to FIFA Forward funding amounting to USD 72,092, the Malagasy Football Association was able to convene and stage a national conference for the development of football in the country. The gathering brought together 1,000 people with representatives from all 22 regional leagues, including players, referees, educational institutions and other football stakeholders.

The goal of the conference was to chart a national strategy for football development via the improvement of existing facilities and the construction of new ones.

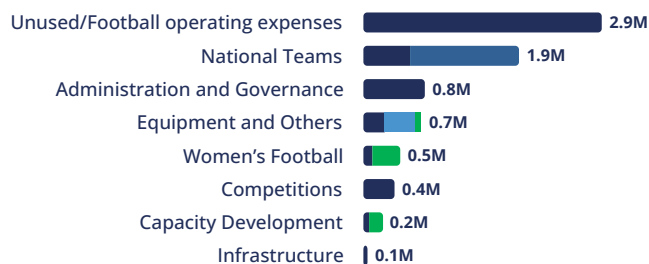
Courtesy of the national football conference, football officials in Madagascar were able to establish the major avenues of the development of football in the country as well as sources of financing. There is a strong conviction that, thanks to the outcome of the conference, Malagasy football is set for better fortunes.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
67.9% (7.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
COMPETITIONS

**1**

Championship/  
tournament

	♀	♂
Players	177	0
Teams/Clubs	8	0
Referees	16	0
Matches	16	0



**3**  
CAPACITY DEVELOPMENT

**3**

Administration &  
Management



**135**  
Participants



**1**  
OTHER PROJECTS

**1**

Other





# Forward Legacy & Impact MALAWI

In 2015, the Football Association of Malawi submitted a proposal at its General Assembly for the construction of changing rooms and a spectator stand at the Chiwembe Technical Centre, which was approved.

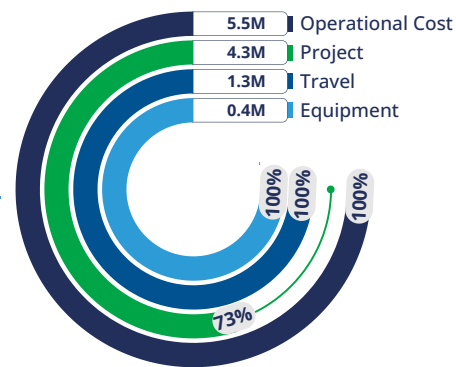
Surveyors, architects and building contractors were hired, but the project was stalled due to changes at FIFA in 2015.

However, a review was held in May 2016, following which the scope of work was modified to include the extension of existing terraced covered stands and an installation of stands, a player tunnel and ablution facilities.

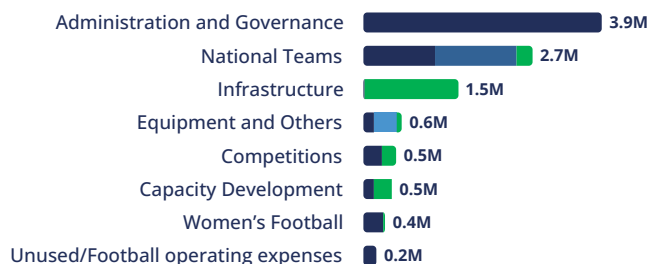
The completed mini stadium has become an alternative venue, serving as a national team training facility and a venue for junior national team matches, and has helped to reduce the congestion of matches at the national stadium, also situated in Blantyre.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
90.1% (10.3M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

Technical Centre  2

■ New ■ Renovated

Category	Status
Changing rooms Other Parking Lot Seating	New
	Renovated
	New
	Renovated



**3**  
COMPETITIONS

**3**  
League

	♀	♂
Players	360	1,960
Teams/Clubs	24	123
Referees	0	88
Matches	336	794



**6**  
CAPACITY DEVELOPMENT

- 2 Grassroots
- 2 Administration & Management
- 2 Refereeing
- 2 Other
- 1 Coaching



**5,974**  
Participants

♀ 3,092  
♂ 2,882



**1**  
NATIONAL TEAM SUPPORT

**1**  
Training Camps



**3**  
OTHER PROJECTS

**2**  
Other



**1**  
Training equipment





# Forward Legacy & Impact

## MALI

For decades, the Malian Football Association (FEMAFoot) has aspired to own an ultra modern technical centre that Mali's national teams would use as a training camp while preparing for major competitions. As part of FEMAFoot's blueprint, the facility's purpose was to serve as a centre to train coaches, referees, football officials and medical staff.

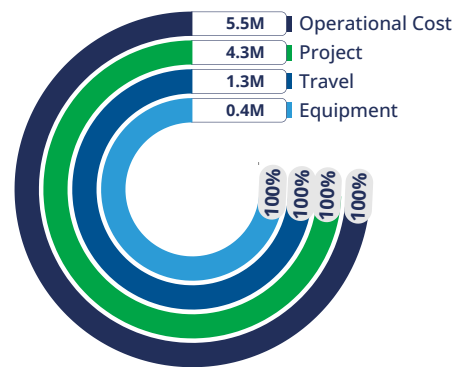
FEMAFoot was able to obtain USD 3,954,585 in FIFA Forward funds, with the money channelled towards constructing an ultra-modern complex that has facilities equivalent to a four star hotel, dormitories, a gym, an infirmary, an amphitheatre, two pitches with a natural turf and an artificial turf pitch.

The modern infrastructure is expected to be ready in early 2024, with Malian officials hoping that upon completion, it will provide an adequate environment resulting in an enhanced performance of Mali's national teams on the continental and global scene.

The technical centre will be a perfection centre for young players, coaches, referees and administrators, with the immediate impact being the creation of more enchanting football produced by football stakeholders.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
100.0% (11.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Technical Centre



**3** Pitch(es)

Accommodation  
Artificial pitches  
Changing rooms  
Conference facility

Fitness centre  
Natural grass pitches  
Other



**1**  
COMPETITIONS

**1**

League

	♀	♂
Players	0	805
Teams/Clubs	0	23
Referees	12	108
Matches	0	272





# Forward Legacy & Impact

## MAURITANIA

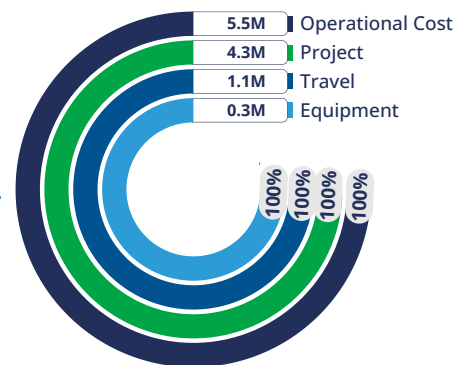
Mauritania qualified for the CAF Africa Cup of Nations in 2019 for the first time. Their dreams of joining the FIFA World Cup™ have grown more prominent, with their players firmly focused on engraving their country's name in history with a deep rooted belief that the dream is not far away, even if it takes tremendous effort and training.

The FIFA Forward Programme has supported their dreams by funding the reconstruction of Cheikha Boïdiya Stadium in Nouakchott, the capital of Mauritania. The age-old stadium has undergone a massive makeover, leading it to open its doors to the 2021 Africa U-20 Cup of Nations with a capacity of 8,200 spectators from only 500. It was officially inaugurated in 2019.

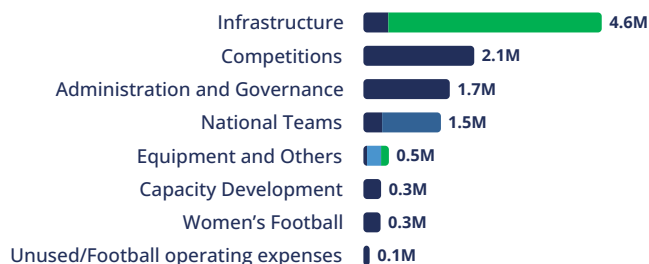
During his visit to the stadium, FIFA President Gianni Infantino expressed his pride in the role that the FIFA Forward Programme played in refurbishing the historic stadium.

**TOTAL ENTITLEMENT**  
11.1M

**TOTAL APPROVED FUNDS**  
100.0% (11.1M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**5**  
INFRASTRUCTURE

Stadium **4**  
Headquarters **1**

■ New ■ Renovated

**1** Pitches

- |                     |             |
|---------------------|-------------|
| Artificial pitches  | Floodlights |
| Changing rooms      | Offices     |
| Conference facility | Other       |
| Fencing             | Parking Lot |

**1**  
OTHER PROJECTS

**1**  
Vehicle purchase





# Forward Legacy & Impact MAURITIUS

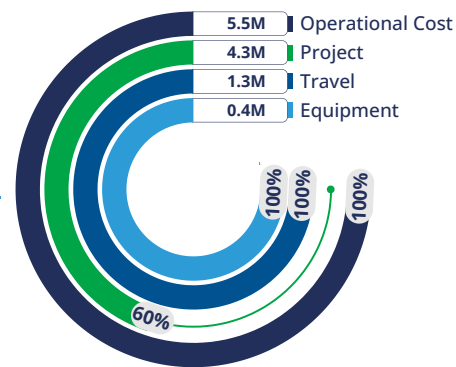
Women's football development in Africa continues to evolve, with more and more tournaments at pan-African and regional levels, and Mauritius was chosen as a venue for one of the newest competitions.

The Mauritius Football Association (MFA) was granted hosting rights to the inaugural COSAFA U 17 Women's Championship in September 2019.

The tournament, which includes teams from 14 member associations with a budget of USD 99,416.67, was funded by the MFA through the support of the FIFA Forward Programme. It was successfully staged in Mauritius with positive reviews.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
85.0% (9.7M)



## APPROVED FUNDS SPENT PER CATEGORY

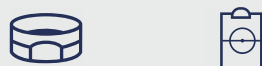


All amounts are in USD

## SPECIFIC PROJECTS

### 2 INFRASTRUCTURE

1 Stadium  
1 Playing Surface



Floodlights  
Other

### 13 COMPETITIONS

League 10  
Championship/ tournament 6  
Cup 1

	♀	♂
Players	2,830	7,279
Teams/Clubs	232	832
Referees	94	290
Matches	571	2,144

### 1 CAPACITY DEVELOPMENT

1 Administration & Management



2 Participants  
♀ 0  
♂ 2

### 6 NATIONAL TEAM SUPPORT

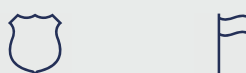
2 Training Camps



4 Competitions

### 1 SUBVENTIONS

52 Clubs  
38 Local associations



### 1 OTHER PROJECTS

1 Vehicle purchase





# Forward Legacy & Impact

# MOROCCO

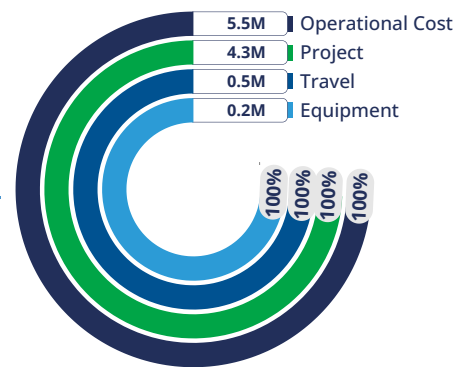
Women's football has grown tremendously worldwide in recent years, garnering attention from stakeholders and fans alike. More countries are now prioritising the development of solid leagues and teams, and Morocco is among them.

Before the pandemic, Morocco focused on establishing a competitive women's football league. However, COVID-19 halted progress, forcing a restart amid global economic turmoil after the lockdown. The Moroccan funds Association (FRMF) used over USD 500,000 from the FIFA Forward funds to support the league's development, focusing on football education, infrastructure and standard remuneration for the players.

The results are already evident, as the Atlas Lionesses, the Moroccan women's national team, secured a second-place finish at the CAF 2022 Women's Africa Cup of Nations and booked their first-ever qualification for the FIFA Women's World Cup™ in 2023 while the U-17 team participated in the FIFA U-17 Women's World Cup 2022™ in India. Women's football in Morocco is flourishing thanks to the collaboration between FIFA via the Forward funds and the FRMF.

**TOTAL ENTITLEMENT**  
10.4M

**TOTAL APPROVED FUNDS**  
100.0% (10.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
OTHER PROJECTS

**2**

Other





# Forward Legacy & Impact

## MOZAMBIQUE

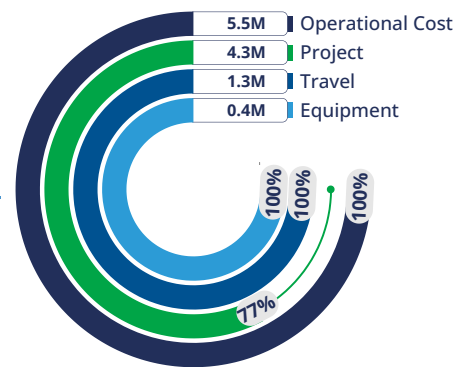
The Mozambican Football Association has an existing blueprint for the development of football across different regions via the rehabilitation of football facilities.

One such stadium that has been refurbished thanks to FIFA Forward funds is the Maxixe municipal stadium, where the construction of a 2,700-seat tribune, dressing rooms, a utility block, public toilets, an outer perimeter wall and an administrative car park was carried out at a cost of USD 617,561.

The refurbishment of the stadium will significantly improve the quality of the football facilities available within the country, with the Maxixe municipal stadium serving as a safe stadium for local games of the men's and women's leagues.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
91.3% (10.5M)



### APPROVED FUNDS SPENT PER CATEGORY

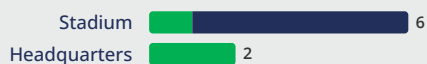


All amounts are in USD

## SPECIFIC PROJECTS



**6**  
INFRASTRUCTURE



■ New ■ Renovated

**4** Pitches

Artificial pitches  
Beach soccer pitches  
Changing rooms

Other Seating



**1**  
CAPACITY DEVELOPMENT

**1**  
Administration & Management



**1** Participants

♀ 0  
♂ 1



**5**  
OTHER PROJECTS

**4**  
Other



**1**  
IT





## Forward Legacy & Impact

# NAMIBIA

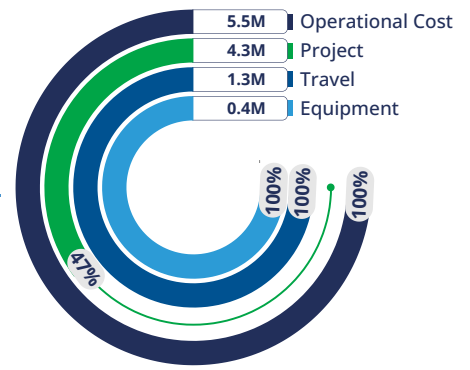
The Namibia Football Association (NFA) engaged with FIFA in 2016 to fund the installation of floodlighting at the NFA Technical Centre located at the Katutura Stadium in Windhoek.

Funding was secured in 2017 and floodlights with illuminance levels of 350-500 lux, as recommended by FIFA, were installed.

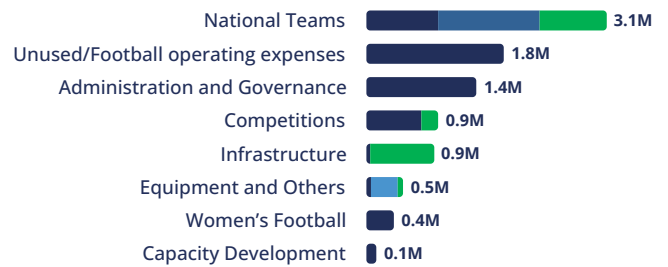
The NFA was delighted with the completion of the project they can now play league matches and hold training sessions at night.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
80.4% (9.2M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD



## SPECIFIC PROJECTS



**3**  
INFRASTRUCTURE



■ New ■ Renovated

**1** Pitches

Artificial pitches  
Floodlights  
Other



**3**  
NATIONAL TEAM SUPPORT

**1**  
Training Camps



**2**  
Competitions



**3**  
OTHER PROJECTS

- 1 Training equipment
- 1 Vehicle purchase
- 1 Other







# Forward Legacy & Impact

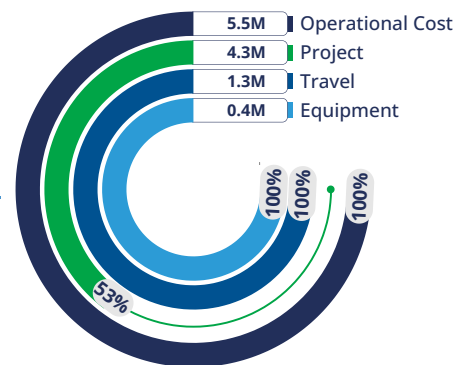
## NIGER

The Nigerien Football Association (FENIFOOT) is committed to developing all aspects of football nationwide, from top-tier and second-tier leagues to vibrant regional leagues. To support this endeavour, FENIFOOT received FIFA Forward funds of USD 1,000,000 in July 2022 to construct and equip headquarters for eight regional leagues in Agadez, Dosso, Zinder, Tillabéri, Niamey, Maradi, Tahoua and Diffa, granting them autonomy and improving working conditions. Additionally, FENIFOOT used USD 280,290 to erect fences around all eight regional league buildings, ensuring their security.

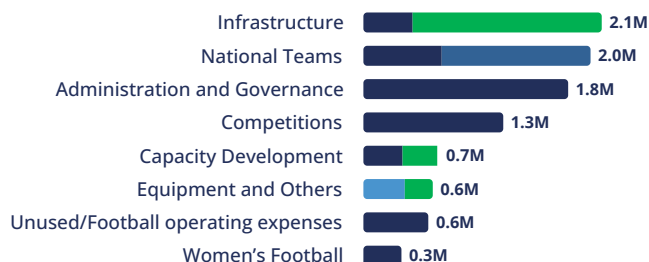
These initiatives have already positively impacted local football by enhancing the working conditions within the leagues. The regional bodies are now more active, aligning with FENIFOOT's objective of strengthening regional leagues to nurture young and talented players who could contribute to the country's national teams.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
82.5% (9.4M)



### APPROVED FUNDS SPENT PER CATEGORY

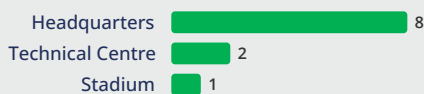


All amounts are in USD

## SPECIFIC PROJECTS



**3**  
INFRASTRUCTURE



■ New ■ Renovated

Changing rooms	Other
Fitness centre	Seating
Offices	



**1**  
SUBVENTIONS

**91**  
Clubs



**2**  
OTHER PROJECTS

**2**  
Other





# Forward Legacy & Impact NIGERIA

Nigeria's football heritage is undeniably impressive, with past and present stars captivating audiences worldwide. Great players like Nwankwo Kanu, Jay-Jay Okocha, Daniel Amokachi and Victor Osimhen readily come to mind. However, there is a shared belief that Nigeria can produce even more global stars if proper infrastructure is implemented, particularly in remote areas.

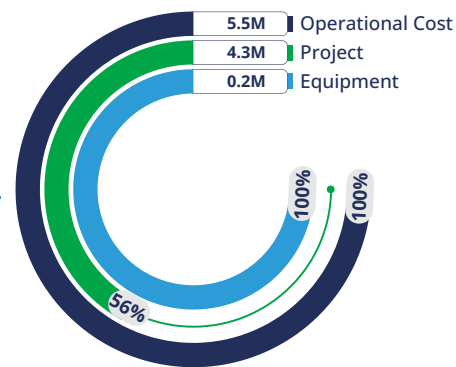
Recognising the need for enhanced infrastructure, FIFA and the Nigeria Football Federation joined forces in 2020 to deliver two mini stadiums in remote areas of the country: Birnin Kebbi, in the North West region, and Ugborodo, in the South South region, under the FIFA Forward initiative.

With an investment of USD 2 million in these mini stadiums, the project aims to encourage greater male and female participation in the sport, foster the growth of future football stars and address youth restiveness and unemployment. The mini stadium in Kebbi State is almost ready for commissioning, while work is still under way on the Ugborodo mini stadium.

The mini stadiums are expected to revolutionise football development in Kebbi State and Delta State when fully completed.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
81.0% (8.0M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

**2**

Stadium



**2** Pitch(es)

Artificial pitches  
Changing rooms  
Other  
Seating





## Forward Legacy & Impact

# RWANDA

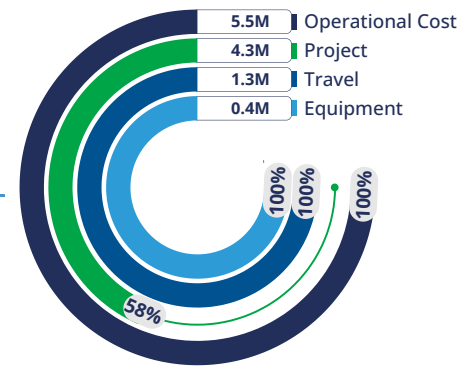
For football teams, having a place to call home where players can relax, recharge and reflect can make a massive difference and enhance performances.

The Rwandan Football Association (FERWAFWA) is aware of the importance of creating a suitable base for Rwanda's men's and women's national teams, the Amavubi (the Wasps) and therefore created a 42-room accommodation facility in Kigali with the help of FIFA Forward.

FERWAFWA's idea is to significantly reduce accommodation costs and reinvest the income from renting out the facility when not in use. FIFA Forward has supported this pivotal project by providing financial funding of USD 4.7 million. The facility boasts dining rooms, offices and large meeting rooms. It will be ready to welcome guests from the football and sports ecosystems whenever they visit Kigali.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
84.4% (9.7M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD



## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Technical Centre



Accommodation





# Forward Legacy & Impact SÃO TOMÉ AND PRÍNCIPE

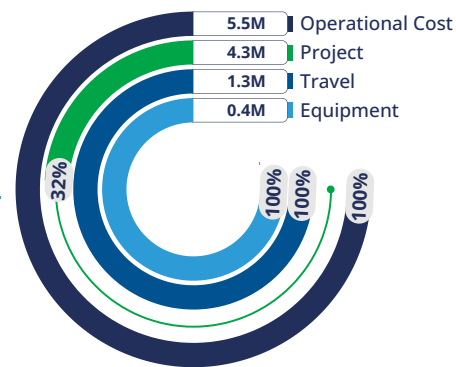
The demands of modern football require proper strength and muscle training for optimum performance, but an ultramodern gymnasium is something that the São Tomé and Príncipe Football Association (FSF) did not have.

The FSF therefore applied for FIFA Forward funds to allow them to construct and equip a state-of-the-art gymnasium to offer players improved training facilities and help them optimise their performances for their clubs and national teams.

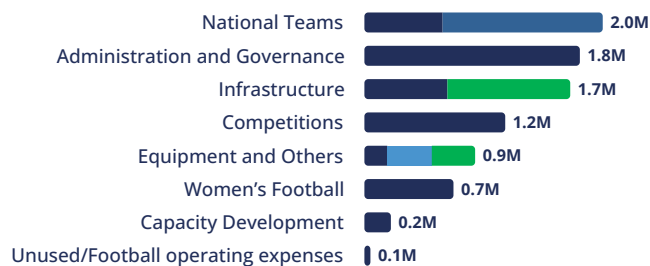
This facility has aided players immensely by providing them with a space for recuperation, performance and leisure. The FSF recognises the importance of this facility as a complement to the players' physical work and a way to help them recover from the pressures of competition.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
74.9% (8.6M)



## APPROVED FUNDS SPENT PER CATEGORY



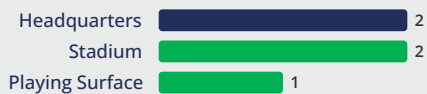
All amounts are in USD



## SPECIFIC PROJECTS



**5**  
INFRASTRUCTURE



■ New ■ Renovated

**1** Pitches

- Accommodation
- Artificial pitches
- Conference facility
- Fencing
- Fitness centre
- Floodlights
- Offices
- Other



**2**  
OTHER PROJECTS

**1**  
Income generation



**1**  
Other





# Forward Legacy & Impact SENEGAL

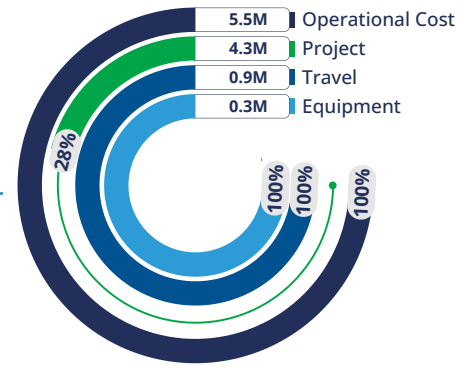
Since a tragic incident, the Senegalese Football Association (FSF) has consistently looked towards improving stadium security.

Courtesy of an initiative financed entirely with FIFA Forward funds, the FSF was able to train 300 stadium stewards over a three-month period from 28 September to 24 December 2020. The trainees learned about stadium security, ticketing, crisis management and protection of supporters. A quarter of the trainees, namely 75 stewards, were women.

FSF officials believe that the availability of 300 well-trained stewards has provided a significant boost in the association's quest to provide greater security to fans and ensure the proper management of domestic and international fixtures played in Senegal.

**TOTAL ENTITLEMENT**  
10.9M

**TOTAL APPROVED FUNDS**  
71.8% (7.8M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

### 1 INFRASTRUCTURE

1 Playing Surface



1 Pitch(es)

Artificial pitches

### 2 COMPETITIONS

6 Championship/  
tournament

	♀	♂
Players	1,640	1,960
Teams/Clubs	76	98
Referees	200	30
Matches	374	539

### 2 CAPACITY DEVELOPMENT

1 Coaching



1 Other



328 Participants

75 ♀  
253 ♂

### 1 OTHER PROJECTS

1 Broadcasting/ TV





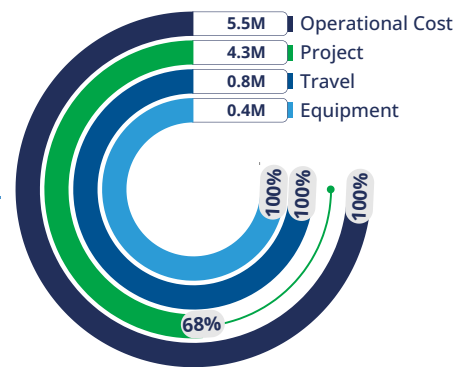
# Forward Legacy & Impact SEYCHELLES

Before winning the right to host the FIFA Beach Soccer World Cup 2025™ in late 2022, the Seychelles Football Federation (SFF) had begun renovating critical beach soccer facilities in the country, also by using FIFA Forward funds. In 2017, the SFF applied for USD 69,000 to maintain the beach soccer stadium in Roche Caiman. Maintenance work on the stadium included fixing floodlights and toilets, loading fresh beach sand and carrying out plumbing work.

As the Seychelles prepare to host the world in 2025, they can do so safe in the knowledge that they have with a well-maintained stadium ready for beach soccer action.

**TOTAL ENTITLEMENT**  
10.9M

**TOTAL APPROVED FUNDS**  
87.7% (9.6M)



## APPROVED FUNDS SPENT PER CATEGORY

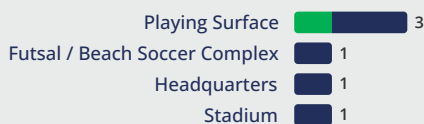


All amounts are in USD

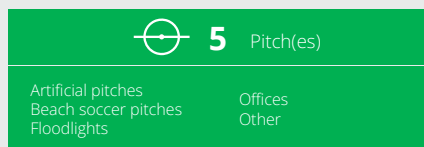
## SPECIFIC PROJECTS



**6**  
INFRASTRUCTURE



■ New ■ Renovated



**1**  
NATIONAL TEAM SUPPORT

**1**  
Competitions



**1**  
COMPETITIONS

**1** Cup      **1** League

	♀	♂
Players	0	2,068
Teams/Clubs	0	84
Referees	0	110
Matches	0	478



**1**  
SUBVENTIONS

**26**  
Clubs



**1**  
CAPACITY DEVELOPMENT

**1**  
Administration & Management



**2**  
Participants

♀ 0  
♂ 2



**7**  
OTHER PROJECTS

- 3 Vehicle purchase
- 2 Training equipment
- 1 IT
- 1 Other



# Forward Legacy & Impact

## SIERRA LEONE

To run a successful football association, continuous staff education is paramount. Training and retraining staff will also keep them up to date with the latest trends in the industry.

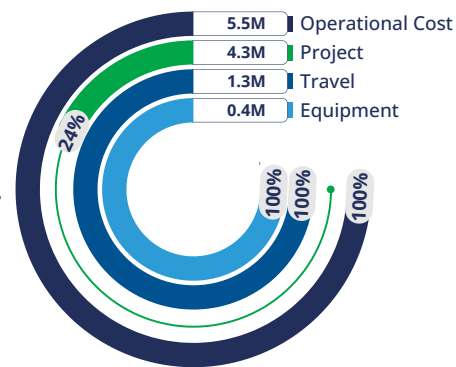
Against this backdrop, and in collaboration with the International Centre for Sports Studies (CIES), FIFA launched a Football Executive Programme for the general secretaries of African FIFA member associations to improve administration and management skills.

The Sierra Leone Football Association (SLFA) enrolled two of their employees on the programme, namely the SLFA General Secretary and the SLFA Finance Manager, who participated in the four-session programme at Nelson Mandela University, Port Elizabeth, South Africa.

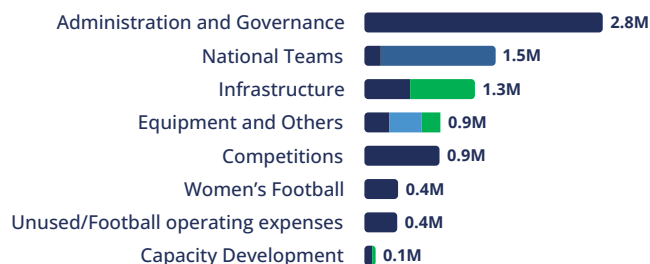
Their participation was financed entirely with FIFA Forward funds. At the end of the programme, the Sierra Leoneans presented their plans for the development of a women's football centre in the country.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
71.6% (8.2M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Playing Surface



**1** Pitch(es)

Artificial pitches



**1**  
CAPACITY DEVELOPMENT

**1**

Other



**2**  
Participants

♀ 0  
♂ 2



**1**  
OTHER PROJECTS

**1**

IT



**1**

Other





# Forward Legacy & Impact SOMALIA

Aiming to build the capacity of its workforce, the Somali Football Federation (SFF) enrolled some of its staff members in the FIFA/CIES Football Executive Programme at Nelson Mandela University in Port Elizabeth, South Africa.

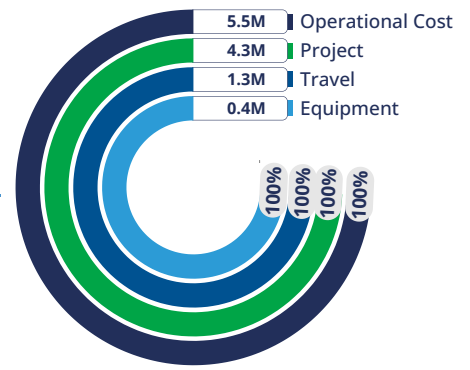
The programme was dedicated to upskilling and strengthening the professional capacities of African association executives. Due to the high costs associated with the programme, the SFF applied for FIFA Forward funding to cover the participation of their representatives in the programme.

During the programme, the participants attended various lectures highlighting the latest and most innovative best practices and research in football organisations, as well as topics such as administration, marketing, communication, strategy and finance.

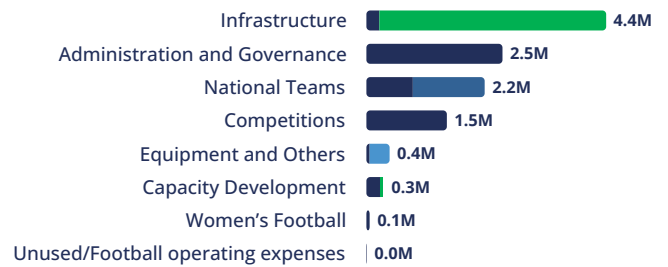
At the end of the programme, the representatives gave a presentation on their plans to innovatively develop football in their country. The participants left the programme equipped with many ideas to improve their association.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
100.0% (11.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

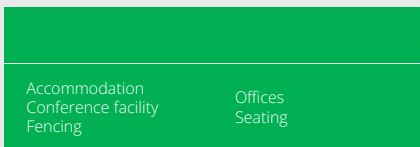
## SPECIFIC PROJECTS



**4**  
INFRASTRUCTURE



■ New ■ Renovated



**1**  
CAPACITY DEVELOPMENT

**1**  
Administration & Management



**2**  
Participants







# Forward Legacy & Impact

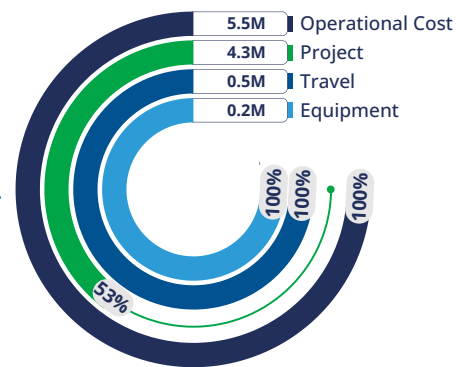
## SOUTH AFRICA

The South African Football Association (SAFA) headquarters in South Africa, commonly referred to as SAFA House, are a vital component of the nation's football infrastructure. In 2018, the building underwent significant refurbishment to improve its functionality and appearance. This renovation project involved addressing issues such as cracks in the walls, roof leakages and applying fresh coats of paint to the external walls.

To support this endeavour, SAFA secured substantial financial assistance of approximately USD 270,000 through FIFA Forward funding. This injection of funds enabled SAFA to carry out the necessary repairs and upgrades, ensuring that SAFA House is now in better condition than it was before the refurbishment exercise.

**TOTAL ENTITLEMENT**  
10.4M

**TOTAL APPROVED FUNDS**  
80.8% (8.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

### 3 INFRASTRUCTURE

Technical Centre ■ 2  
Headquarters ■ 1

■ New ■ Renovated

■ 1 Pitches

Artificial pitches  
Changing rooms  
Offices

Other Seating

### 1 COMPETITIONS

1  
Championship/  
tournament

### 1 CAPACITY DEVELOPMENT

1  
League  
Development



■ 53 Participants

♀ 53  
♂ 0

### 5 OTHER PROJECTS

- 2 Digital media
- 1 IT
- 1 Merchandising
- 1 Other





# Forward Legacy & Impact

## SOUTH SUDAN

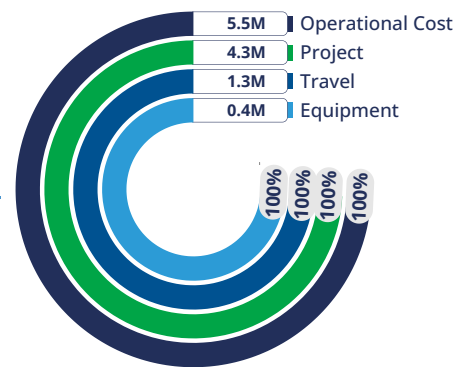
South Sudan is the youngest country in Africa. As part of efforts to promote sport to South Sudan's youngsters and women, FIFA Forward funds have been channelled into renovating the Juba Stadium, the country's national arena. The reconstruction aims to bring the stadium up to international standards.

Over USD 6 million of FIFA Forward funds has been spent on the stadium, including work to expand the facility from a capacity of 2,000 to a 7,500-seater stadium. The investment is part of FIFA's approach to capacity-building and will also help to strengthen women's football in the country. FIFA has organised several official visits to follow up on the stadium renovation work.

The project is ongoing and is expected to be completed by March 2024.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
100.0% (11.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

Stadium  9  
Playing Surface  1

■ New ■ Renovated

**1** Pitches

- |                    |             |
|--------------------|-------------|
| Artificial pitches | Other       |
| Changing rooms     | Parking Lot |
| Fencing            | Seating     |
| Floodlights        |             |





# Forward Legacy & Impact

# SUDAN

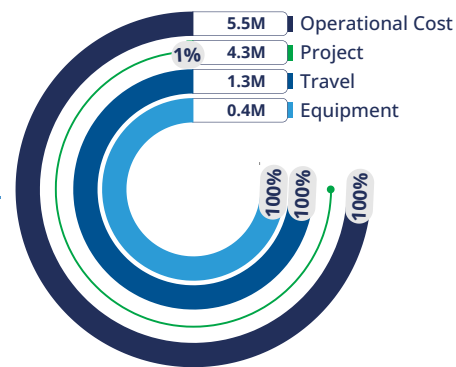
In 2019, FIFA partnered with the International Centre for Sports Studies (CIES) to launch two workshops in Port Elizabeth, South Africa, and Dakar, Senegal. The South African arm of the workshops was dedicated to the English-speaking executives of African FIFA member associations, whilst the Senegalese part was aimed at executives of French-speaking African FIFA member associations.

The programme aimed to equip football administrators with the knowledge and skills required to improve their professional capacities. While some classes took place in person in both countries, part of the programme was carried out remotely in 2020 because of the global pandemic.

The workshops highlighted global best practices and research in football administration, infrastructure development, strategy, marketing and sponsorship, and finance. Sudan's participation in this programme was financed using FIFA Forward funds, and the Sudan Football Association (SFA) presented a project on the future of football development in the country.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
63.1% (7.2M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
CAPACITY DEVELOPMENT

**1**

Administration & Management



**2**  
Participants

♀ 0  
♂ 2





# Forward Legacy & Impact TANZANIA

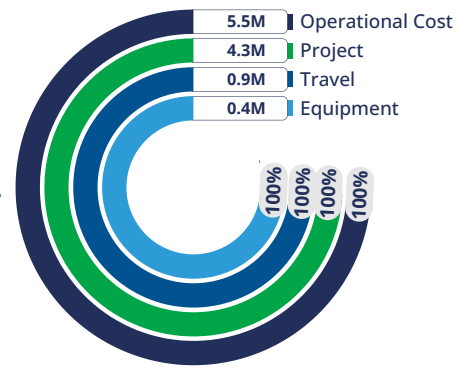
The Tanzania Football Federation (TFF) developed a business plan based on the objective of the U-17 women's national team qualifying for the FIFA U-17 Women's World Cup India 2022™, an objective that the team ultimately achieved.

Approximately USD 111,235 of FIFA Forward funds was invested in the team to cover the cost of participating in U-17 Women's World Cup qualifiers, including flight tickets, accommodation, and player and coach allowances.

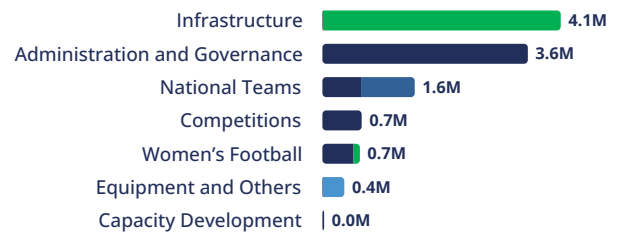
The young Tanzanians performed admirably in their tournament debut in India, reaching the quarter-finals before bowing out after losing to Colombia.

**TOTAL ENTITLEMENT**  
11.0M

**TOTAL APPROVED FUNDS**  
99.9% (11.0M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**2**  
INFRASTRUCTURE

**2**  
Technical Centre



**4** Pitch(es)

- |                     |                       |
|---------------------|-----------------------|
| Accommodation       | Floodlights           |
| Artificial pitches  | Natural grass pitches |
| Changing rooms      | Other                 |
| Conference facility | Seating               |

**1**  
NATIONAL TEAM SUPPORT

**1**  
Competitions





# Forward Legacy & Impact

## TOGO

For decades, the Togolese Football Association (FTF) was housed in a building with insufficient offices and amenities, which was hindering the efficiency of the football body.

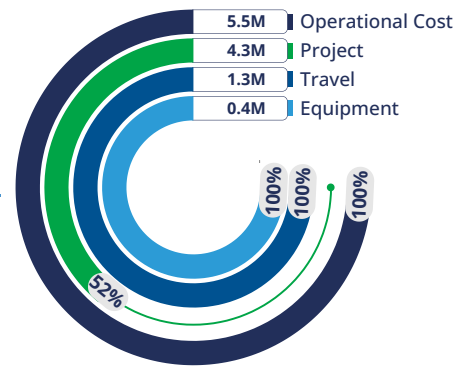
Prior to 2018, the 32 employees of the FTF were spread across 18 offices, which were also used as a warehouse for equipment and archives.

In 2018, the FTF decided to use FIFA Forward funds to refurbish its headquarters by erecting an extension and equipping it at the cost of USD 565,094, with work lasting six months. Apart from creating additional offices, the project delivered a fan shop, a restaurant, a modern gymnasium, an archive centre and an auditorium for 120 people.

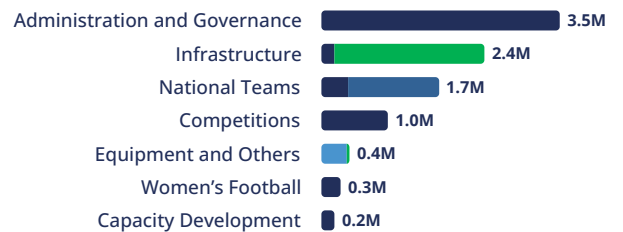
The extension work and the equipping of the facilities has provided the FTF with appropriate and modern office spaces for its employees, but the building is now also helping the body to raise funds via subscriptions to the gymnasium, by renting out the auditorium, and by selling kits and football merchandise in the fan shop.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
82.3% (9.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**2** INFRASTRUCTURE

**1** Headquarters  
**1** Playing Surface



**3** Pitch(es)

Artificial pitches  
Conference facility  
Fencing

Offices  
Parking Lot

**1** OTHER PROJECTS

**1** Other





# Forward Legacy & Impact TUNISIA

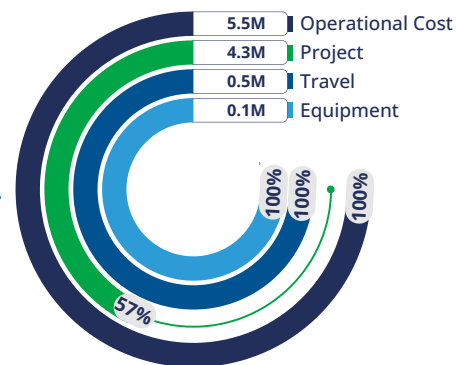
While football is about talent and hard work, the player welfare aspect is no less critical. With that in mind, the Tunisian Football Association (FTF), with the support of the FIFA Forward Programme, decided to provide professional players with the biggest modern medical complex in Tunisia.

FIFA supported the project by covering 50% of the budget.

The revolutionary facility is the first sports medical centre to be established by the FTF and FIFA. However, it can be used by all teams and clubs worldwide, with visitors able to use audiovisual rooms, a large pool, a gym, entertainment spaces, spas, saunas and jacuzzis.

**TOTAL ENTITLEMENT**  
10.4M

**TOTAL APPROVED FUNDS**  
82.6% (8.6M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

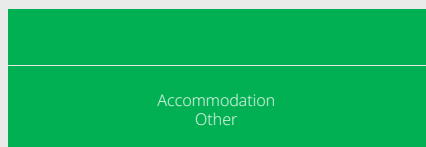
## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

Headquarters  1  
 Technical Centre  1

■ New    ■ Renovated



**1**  
NATIONAL TEAM SUPPORT

**1**  
Competitions



**1**  
OTHER PROJECTS

**1**  
Vehicle purchase





# Forward Legacy & Impact UGANDA

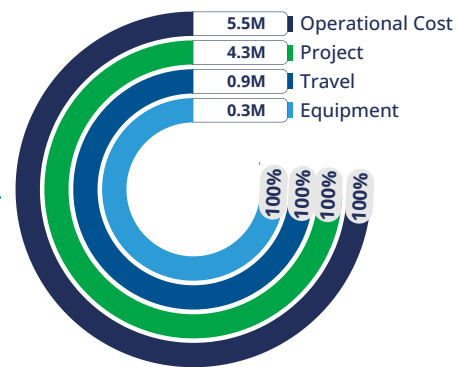
The Federation of Uganda Football Associations (FUFA), like all FIFA member associations, is all too aware of the importance of keeping association headquarters in excellent condition for staff and other stakeholders. FUFA House, which serves as the administrative seat of Ugandan football, was built in 2003, but for over 13 years, no major renovation or expansion work was carried out on it.

In 2017, FUFA decided to renovate and expand the facility to make sure that it could keep up with the significant growth being experienced in football in Uganda. To execute this critical project, FUFA applied to use FIFA Forward funds, and between 2017 and 2020, USD 1,236,779 was approved and disbursed for the renovation, upgrade and expansion work.

The funds were used on the electrification of the building's extension, as well as on tiling, facility upgrades, plumbing, painting and roofing. The project was completed in early 2020, and FIFA Secretary visited Kampala to formally inaugurate the facility.

**TOTAL ENTITLEMENT**  
10.9M

**TOTAL APPROVED FUNDS**  
100.0% (10.9M)



## APPROVED FUNDS SPENT PER CATEGORY

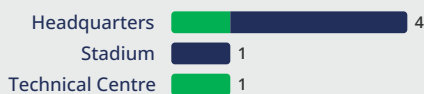


All amounts are in USD

## SPECIFIC PROJECTS



**6**  
INFRASTRUCTURE



■ New ■ Renovated

**1** Pitches

Artificial pitches	Offices
Changing rooms	Other
Conference facility	Parking Lot
Consultant	Seating



**1**  
COMPETITIONS

**1**  
Championship/  
tournament

	♀	♂
Players	-	480
Teams/Clubs	-	16
Referees	15	35
Matches	0	62



**1**  
CAPACITY DEVELOPMENT

**1**  
Administration &  
Management



**2** Participants

♀ 0  
♂ 2



**1**  
SUBVENTIONS

**16**  
Local associations



**3**  
OTHER PROJECTS

- 3 Other
- 1 Broadcasting/ TV
- 1 Digital media
- 1 Income generation
- 1 IT
- 1 Marketing/ Commercial





# Forward Legacy & Impact

## ZAMBIA

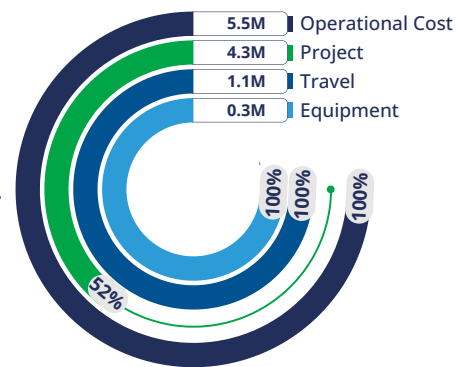
The Zambian women's national team, the Copper Queens, qualified for the Tokyo 2020 Olympics, held in July and August 2021.

Although it was their debut at the tournament, the Football Association of Zambia (FAZ) set the quarter-finals as an ambitious target for the team. To help them achieve that, it organised friendly matches to give them the best possible preparation and make them more competitive. The FAZ estimated the cost to be around USD 278,000, which was funded by FIFA Forward.

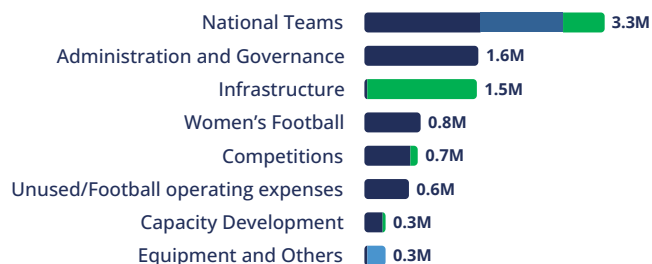
Although the team did not get to the quarter-finals, they still performed admirably, holding powerhouses China PR to a 4-4 draw and slipping to a narrow 1-0 defeat at the hands of Brazil. Striker Barbra Banda scored two hat-tricks during the tournament, against China PR and the Netherlands.

**TOTAL ENTITLEMENT**  
11.1M

**TOTAL APPROVED FUNDS**  
81.6% (9.1M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**5**  
INFRASTRUCTURE

**4**

Stadium



**1**

Technical Centre



**4** Pitch(es)

Accommodation  
Changing rooms  
Natural grass pitches

Other Seating



**1**  
COMPETITIONS

**1**

Championship/  
tournament

	♀	♂
Players	0	240
Teams/Clubs	0	9
Referees	0	17
Matches	0	21



**1**  
CAPACITY DEVELOPMENT

**1**

Administration &  
Management



**2** Participants

♀ 0  
♂ 2



**2**  
NATIONAL TEAM SUPPORT

**1**

Training  
Camps



**2**

Competitions







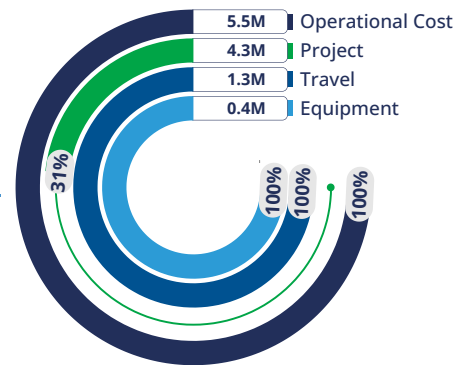
# Forward Legacy & Impact

# ZIMBABWE



**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
74.3% (8.5M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
COMPETITIONS

**1**  
League

	♀	♂
Players	2,400	4,560
Teams/Clubs	80	152
Referees	50	460
Matches	220	650



**1**  
CAPACITY DEVELOPMENT

**1**  
Administration & Management



**2**  
Participants



**3**  
OTHER PROJECTS

**2**  
Other



**1**  
Vehicle purchase



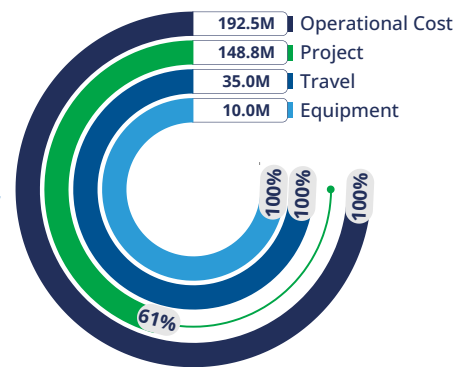
# Forward Legacy & Impact

## ALL MAS CONCACAF

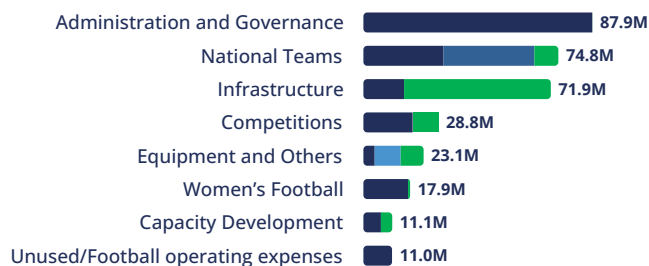


**TOTAL ENTITLEMENT**  
386.2M

**TOTAL APPROVED FUNDS**  
84.9% (328.0M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**128**  
INFRASTRUCTURE



■ New ■ Renovated

**42** Pitch(es)

- Accommodation
- Artificial mini pitches
- Artificial pitches
- Beach soccer pitches
- Changing rooms
- Conference facility
- Fencing
- Fitness centre



**53**  
COMPETITIONS

Championship/ tournament	48
League	38
Cup	16
Other	5

	♀	♂
Players	16,341	40,893
Teams/Clubs	891	2,920
Referees	1,079	4,064
Matches	2,186	9,838



**24**  
CAPACITY DEVELOPMENT

- 33 Coaching
- 13 Refereeing
- 11 Other
- 9 Grassroots
- 3 Administration & Management
- 1 League Development

**136,893** Participants

♀ 25,568  
♂ 111,325



**50**  
NATIONAL TEAM SUPPORT

**51** Training Camps



**84** Competitions



**12**  
SUBVENTIONS



**27**  
Local associations



**147**  
Clubs



**56**  
Leagues



**106**  
OTHER PROJECTS

- 70 Other
- 17 Vehicle purchase
- 12 IT
- 11 Training equipment
- 6 Maintenance equipment
- 1 Broadcasting/ TV
- 1 Digital media
- 1 Income generation
- 1 Marketing/ Commercial



# Forward Legacy & Impact

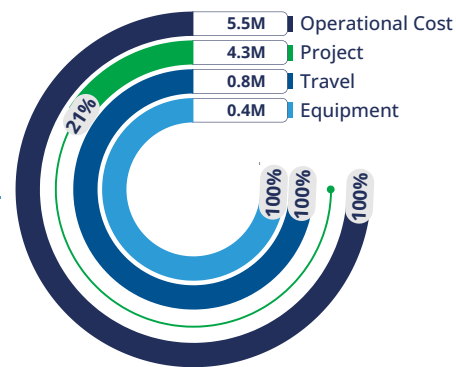
# ANGUILLA

The Anguilla Football Association's residence was built with the aim of improving football's current situation in the country and offers all the services necessary for the teams to be able to prepare optimally for local, regional and international tournaments.

The facility was designed for players' high-performance development and has bedrooms on the first floor, a kitchen, a dining room and offices. The works were completed in 2021 and consisted of two stages: the construction of the building and the installation of the relevant equipment.

**TOTAL ENTITLEMENT**  
10.9M

**TOTAL APPROVED FUNDS**  
69.4% (7.6M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Playing Surface



**4** Pitch(es)

Natural grass pitches



**1**  
CAPACITY DEVELOPMENT

**1**

Grassroots



**300**  
Participants

♀

105

♂

195



**1**  
SUBVENTIONS

**11**

Clubs



**2**  
OTHER PROJECTS

**2**

Other





# Forward Legacy & Impact ANTIGUA AND BARBUDA

The Antigua and Barbuda Football Association (ABFA) carried out a pitch floodlighting project with the aim of increasing opportunities for playing and training and developing football at all levels.

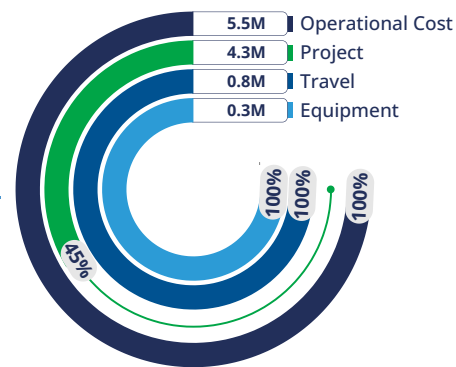
To bring the project to life, the ABFA requested funding through the FIFA Forward Programme and was granted USD 300,000 to purchase and install an LED lighting system at the ABFA technical centre.

The project's benefits include greater capacity-building and greater fan participation, as well as the option for national teams to comfortably train in the evenings. Furthermore, the project is cost-effective in the long term since it avoids the need for temporary lighting.

The implementation of this project, along with others in the future, will make a significant contribution to football in Antigua and Barbuda.

**TOTAL ENTITLEMENT**  
10.9M

**TOTAL APPROVED FUNDS**  
78.3% (8.5M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**5**  
INFRASTRUCTURE

**4** Technical Centre  
**1** Headquarters



**1** Pitch(es)

Artificial pitches  
Conference facility  
Floodlights  
Other Seating

**1**  
COMPETITIONS

**3**  
League

	♀	♂
Players	0	715
Teams/Clubs	0	47
Referees	18	78
Matches	0	535

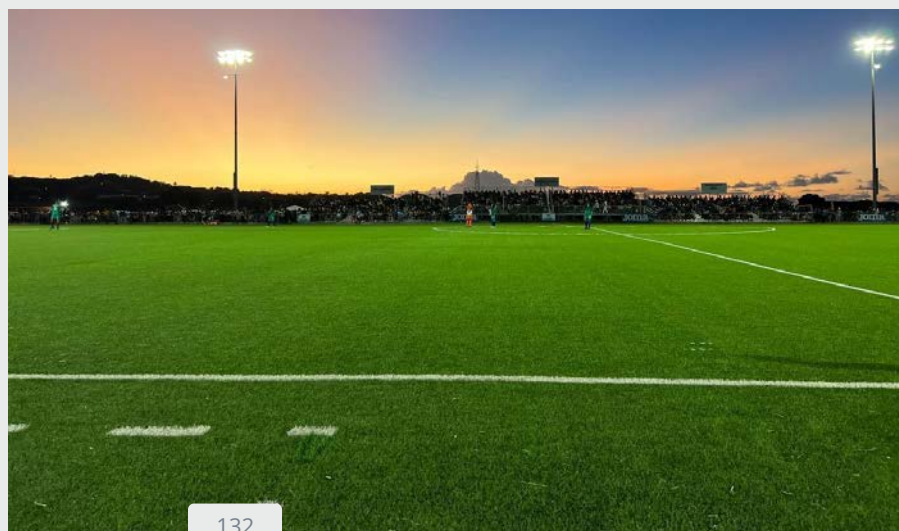
**1**  
NATIONAL TEAM SUPPORT

**1**  
Competitions



**3**  
OTHER PROJECTS

**1** IT  
**1** Vehicle purchase  
**1** Other



# Forward Legacy & Impact

## ARUBA

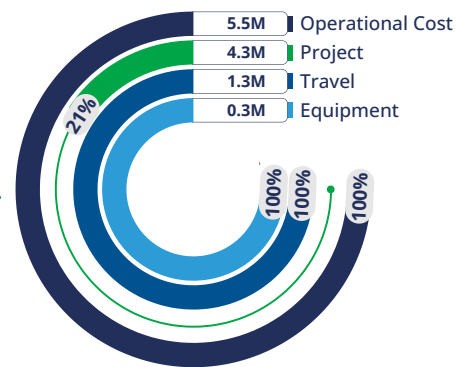
The medical centre of the Aruban Football Association (AVB) has been in use since 1 July 2020.

The services offered include sports traumatology, functional assessment, physiotherapy and rehabilitation, massages and psychological care. The core staff is employed by the AVB, while the management staff are provided by CEMEDAR (Aruba's sports medical centre).

The centre is located in the AVB's technical centre building and is of vital importance for the national teams since it is a space for physical recovery.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
70.4% (8.0M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
COMPETITIONS

**1**

Championship/  
tournament

	♀	♂
Players	450	2,088
Teams/Clubs	17	108
Referees	9	32
Matches	195	1,326



**1**  
CAPACITY DEVELOPMENT

**1**

Administration &  
Management



**975**  
Participants

♀ 100  
♂ 875



**1**  
NATIONAL TEAM SUPPORT

**2**

Competitions



**6**  
OTHER PROJECTS

- 3 Other
- 2 Vehicle purchase
- 1 IT
- 1 Training equipment





# Forward Legacy & Impact

# BAHAMAS

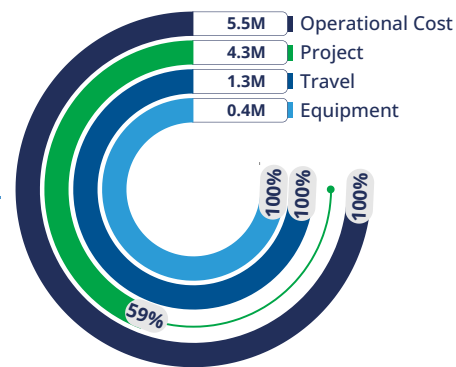
The Bahamas Football Association (BFA) struggled to keep its playing field in good condition for many years. Due to an inadequate irrigation system and numerous refurbishment works, the use of the pitch was always affected.

With the support of the FIFA Forward Programme, the BFA decided to replace its pitch with an artificial turf pitch. This upgrade will not only increase the number of matches that will be played on the pitch, but will also be cost-effective for the BFA, given the savings associated with the maintenance of the artificial turf.

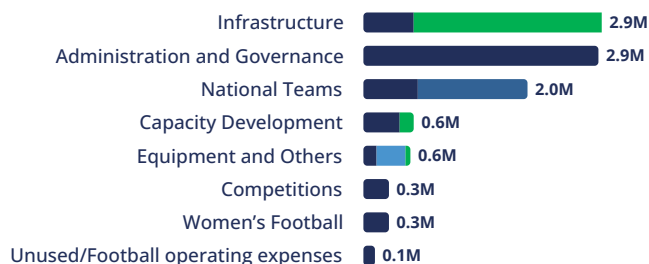
The installation of the new pitch was carried out in cooperation with a renowned Dutch company, which has more than 35 years of experience and is very well known in the Caribbean region. The BFA received USD 528,337 from the FIFA Forward Programme for this project. The pitch will be used equally for both women's and men's football.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
84.8% (9.7M)



### APPROVED FUNDS SPENT PER CATEGORY

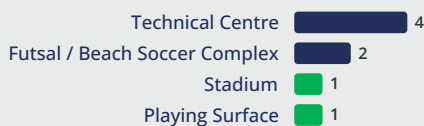


All amounts are in USD

## SPECIFIC PROJECTS



**8**  
INFRASTRUCTURE



■ New ■ Renovated

**2** Pitch(es)

- Artificial pitches
- Beach soccer pitches
- Changing rooms
- Conference facility
- Floodlights
- Other
- Seating



**1**  
SUBVENTIONS

**12**  
Clubs



**2**  
OTHER PROJECTS

**2**  
Other



**1**

Training equipment





# Forward Legacy & Impact

## BARBADOS

Thanks to the FIFA Forward Programme, Barbados has improved its infrastructure. A refurbishment project was approved in 2020 and, in less than a year, the Barbados Football Association (BFA) was able to modernise its facilities and improve its employees' working conditions. An additional floor was also built to extend the office space and conference room, and a kitchen was set up.

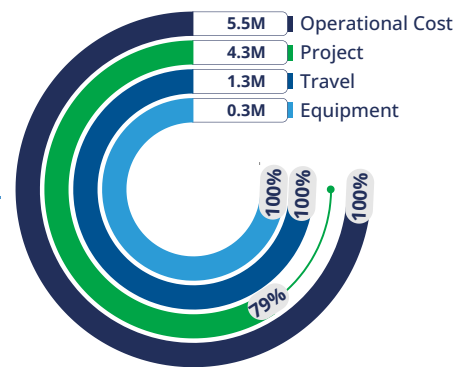
In a second stage, a new project was approved to replace the turf at both the national technical centre and the stadium that hosts international matches. Furthermore, a drainage channel was built and ancillary infrastructure was improved.

Additionally, FIFA and the BFA approved the construction of a multi-purpose building, as well as stands and private boxes for hospitality, VIPs and the press.

In total, more than USD 3 million was invested in development programmes approved by FIFA (almost USD 2.3 million in infrastructure), and it will continue to be invested.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
92.3% (10.5M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

### 6 INFRASTRUCTURE



■ New ■ Renovated

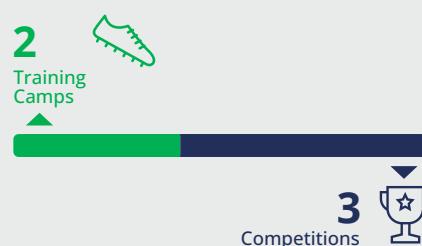
1 Pitches	
Artificial pitches	Other
Conference facility	Seating
Floodlights	

### 3 COMPETITIONS

League	2
Other	1
Cup	1
Championship/ tournament	1

	♀	♂
Players	154	2,976
Teams/Clubs	18	129
Referees	12	81
Matches	71	517

### 2 NATIONAL TEAM SUPPORT



### 2 OTHER PROJECTS

1 Vehicle purchase



1 Other





# Forward Legacy & Impact

## BELIZE

With the support of the FIFA Forward Programme, the Football Federation of Belize (FFB) installed a new artificial turf pitch at its sports complex located in Belmopán, the country's capital.

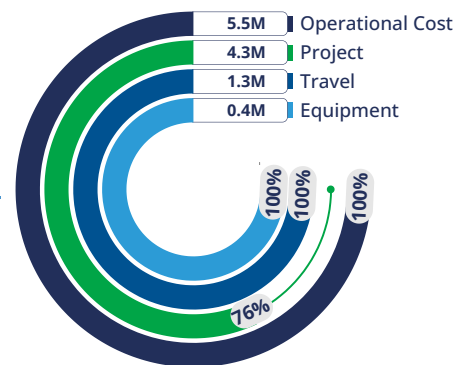
With this important investment, the Belizean national teams can compete in Concacaf tournaments, as well as host local, national and international competitions.

The turf-laying project lasted six months and included activities such as installing the foundation, carrying out compaction tests and installing dugouts, amongst others. In addition, the stadium's seating capacity was increased from 3,000 to 5,000.

This project has been beneficial to both the Belizean national team and those who participate in seminars organised by the FFB (whose coaching training takes place on the pitch).

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
91.1% (10.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**5**  
INFRASTRUCTURE



■ New ■ Renovated



**1**  
COMPETITIONS

**3**  
Championship/  
tournament

	♀	♂
Players	409	2,165
Teams/Clubs	22	106
Referees	19	146
Matches	0	512



**1**  
CAPACITY DEVELOPMENT

**5** Coaching  
**3** Refereeing  
**2** Other



**1**  
OTHER PROJECTS

**1**  
Vehicle purchase







# Forward Legacy & Impact

## BERMUDA

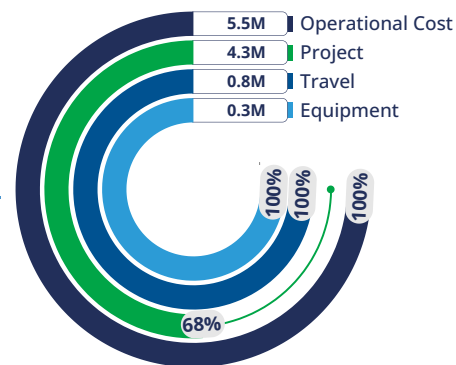
The Bermuda Football Association (BFA) implemented a "Legends Scholarship" programme with FIFA's support in order to give recognition and support to players who are still studying. With the aim of enabling more footballers to embark on a professional career beyond football, the country's players with the best average grades are eligible for scholarships.

"Legends Scholarship" recipients receive support for a maximum period of two years, allowing them to fully focus on football without the need to seek paid employment.

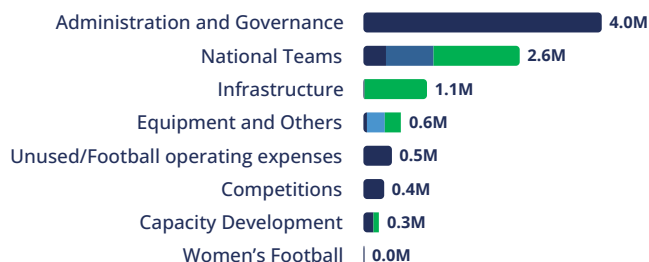
The project was approved by FIFA in mid-2020 and since its implementation, many footballers have benefited from these scholarships. One of the main examples is Dante Leverock, captain of the national team at the 2019 Concacaf Gold Cup, who combines his sporting and professional careers.

**TOTAL ENTITLEMENT**  
10.9M

**TOTAL APPROVED FUNDS**  
87.3% (9.5M)



### APPROVED FUNDS SPENT PER CATEGORY



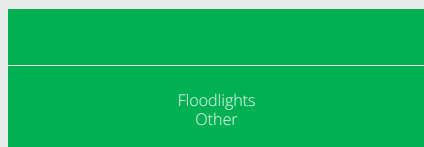
All amounts are in USD

## SPECIFIC PROJECTS

### 5 INFRASTRUCTURE



■ New ■ Renovated



### 1 CAPACITY DEVELOPMENT

1 Other



13 Participants

♀ 1  
♂ 12

### 6 NATIONAL TEAM SUPPORT

5 Training Camps



21 Competitions

### 7 OTHER PROJECTS

- 6 Other
- 1 IT
- 1 Merchandising





# Forward Legacy & Impact BRITISH VIRGIN ISLANDS

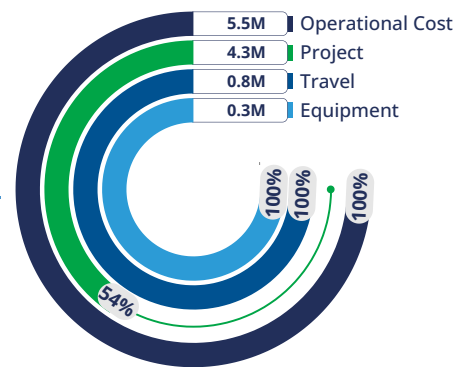
The British Virgin Islands Football Association (BVIFA) suffered a significant decrease in the participation of youth and national team players after the hurricanes in 2017. To mitigate this problem and to help footballers, the decision was made to purchase vehicles to help athletes get around.

With the support of the FIFA Forward Programme, the BVIFA purchased two buses and a utility van. The vehicles have been designated for school children, national youth players, referees and coaches, amongst others.

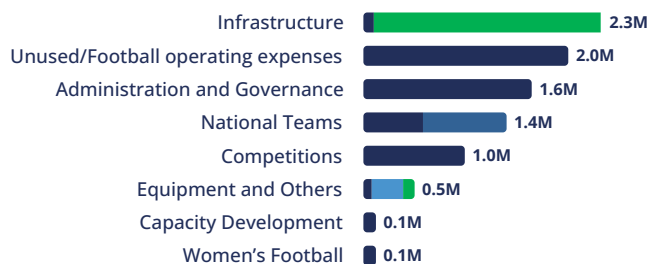
Since the purchase of the vehicles, the BVIFA has optimised training days as the players arrive on time for the training sessions.

**TOTAL ENTITLEMENT**  
10.9M

**TOTAL APPROVED FUNDS**  
82.0% (8.9M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

# SPECIFIC PROJECTS



**2**  
OTHER PROJECTS

**1**

Vehicle purchase



**1**

Other





# Forward Legacy & Impact CANADA

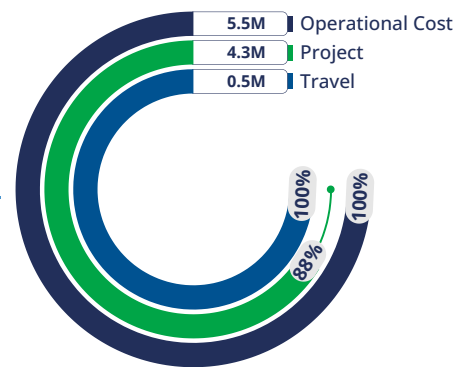
The Canadian Soccer Association (CSA) created the first Canadian Premier League (CPL) in 2019. With the support of the FIFA Forward Programme, the competition is the structural basis for football in the country.

More than 111 Canadian footballers participated in the first season. This was achieved largely due to the fact that one of the main requirements is that teams must have at least six Canadian players in their starting line-ups. Furthermore, with the FIFA World Cup 2026™ coming up, which Canada will co-host, all players under 21 years of age playing for clubs will have to play a combined minimum of 1,000 minutes in a season.

Referees are another essential part in the creation of the CPL. With the aim of having quality professionals, the CSA organised seminars for more than 1,200 of them.

**TOTAL ENTITLEMENT**  
10.3M

**TOTAL APPROVED FUNDS**  
95.1% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**7**  
COMPETITIONS

Cup	10
Championship/ tournament	8
League	4

	♀	♂
Players	1,890	2,718
Teams/Clubs	90	126
Referees	197	359
Matches	222	582



**1**  
NATIONAL TEAM SUPPORT

**1**  
Competitions



**3**  
OTHER PROJECTS

**2**  
Other



**1**  
IT





## Forward Legacy & Impact

# CAYMAN ISLANDS

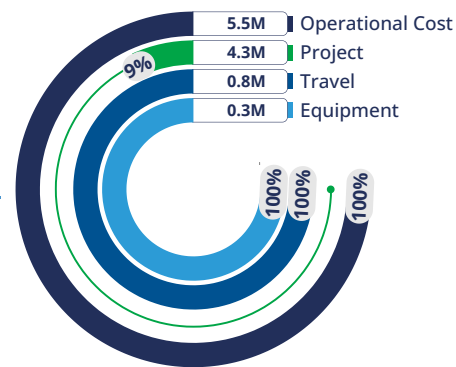
With the aim of providing a service to the community, the Cayman Islands Football Association (CIFA) created a youth football programme, which allows boys and girls aged between five and nine to learn about sport and playing as part of a team. Technical ability does not matter, the aim is for the children to have fun.

Due to COVID-19 restrictions, the project had to be delayed, but now that it has begun, hundreds of children have been able to enjoy it. The activity is run in nine centres, where participants meet twice a week. Additionally, the CIFA decided to merge the programme with the youth leagues.

Among the benefits of this initiative are improvements in children's communication skills, confidence and concentration, as well as an increase in physical activity. On top of that, the programme also serves to identify talented players who will then be integrated into the Centre of Excellence's U-11 programme.

**TOTAL ENTITLEMENT**  
10.9M

**TOTAL APPROVED FUNDS**  
64.4% (7.0M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD



## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Technical Centre



Floodlights



**1**  
CAPACITY DEVELOPMENT

**1**

Grassroots



**200**  
Participants

♀ 50

♂ 150



**2**  
OTHER PROJECTS

- 1 Training equipment
- 1 Vehicle purchase
- 1 Other





# Forward Legacy & Impact

## COSTA RICA

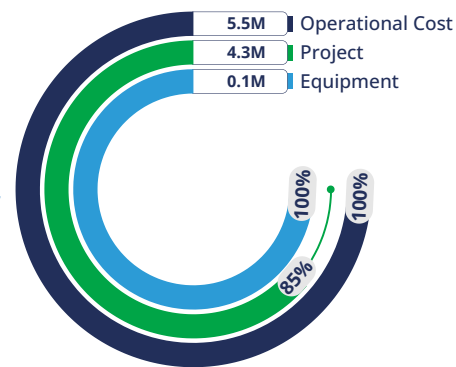
The Costa Rican Football Association (FCRF) inaugurated a new futsal facility. This project helps the development of the men's and women's national teams and cost USD 1,800,000, more than USD 1 million of which was provided by the FIFA Forward Programme.

The new headquarters for the men's and women's futsal teams has an indoor pitch with imported wooden flooring that complies with FIFA standards, stands with 450 seats, public toilets and changing rooms, as well as special areas for spectators with reduced mobility.

This venue will provide Costa Rican futsal with fresh perspective and new possibilities. Having a space that complies with FIFA standards is a historic achievement for the FCRF, which can set itself new sporting objectives in the short or long term.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
93.4% (9.2M)



### APPROVED FUNDS SPENT PER CATEGORY

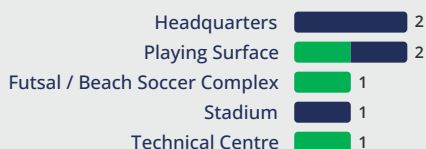


All amounts are in USD

## SPECIFIC PROJECTS



**7**  
INFRASTRUCTURE



■ New ■ Renovated

**2** Pitch(es)

Changing rooms	Natural grass pitches
Conference facility	Other
Floodlights	Seating
Futsal pitches	



**1**  
COMPETITIONS

**2**  
Other

	♀	♂
Players	1,484	1,844
Teams/Clubs	27	27
Referees	246	492
Matches	82	164



**1**  
CAPACITY DEVELOPMENT

**3**  
Refereeing

**3**  
Coaching



**164**  
Participants

♀ 9

♂ 155



**1**  
NATIONAL TEAM SUPPORT

**2**  
Competitions



**1**  
SUBVENTIONS



**1**  
Local associations



**1**  
Clubs



**1**  
Leagues



**7**  
OTHER PROJECTS

- 3 Other
- 2 IT
- 1 Maintenance equipment
- 1 Training equipment



# Forward Legacy & Impact

## CUBA

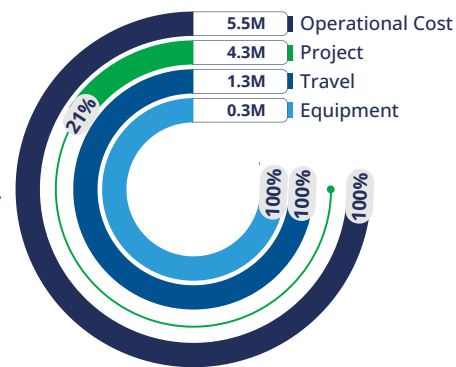
With the support of the FIFA Forward Programme and the Santiago de Cuba local government, the Cuban Football Association (AFC) installed a new pitch at the Antonio Maceo Stadium. Due to the city's climate making it difficult to maintain the pitch and ensure a top-quality playing surface, the association opted for artificial turf.

Other investments were also made to upgrade the stadium, which was leased to the AFC for a 99-year term by the Santiago de Cuba Provincial Sport Board, including new goalposts, corner flags, substitute benches and desks for match officials.

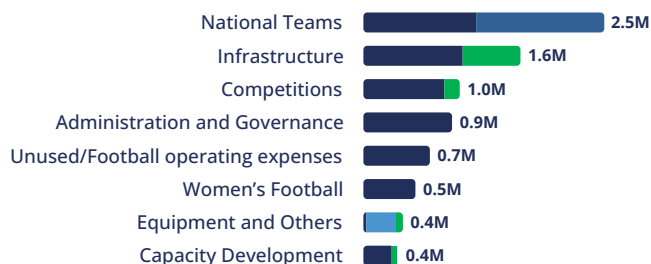
Thanks to the investment, the Antonio Maceo Stadium has become the region's primary venue for hosting important national and international matches in Cuba.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
70.6% (8.0M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**3**  
INFRASTRUCTURE

**2**

Stadium



**1**

Playing Surface



**2** Pitch(es)

Accommodation  
Artificial pitches  
Natural grass pitches

Other Seating



**4**  
COMPETITIONS

**2**

Championship/  
tournament

**2**

League

	♀	♂
Players	0	885
Teams/Clubs	0	37
Referees	10	76
Matches	0	94



**1**  
CAPACITY DEVELOPMENT

**2**

Coaching



**1**

Refereeing



**76**  
Participants

♀ 7  
♂ 69



**2**  
OTHER PROJECTS

**1**

Vehicle purchase



**1**

Other





# Forward Legacy & Impact

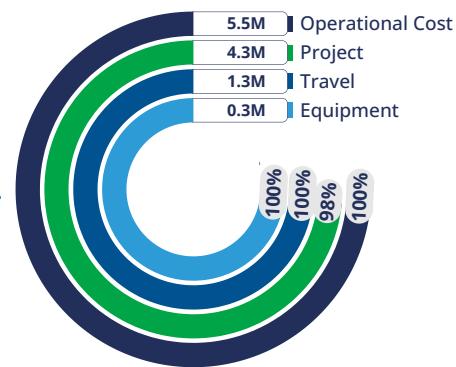
## CURAÇAO

One of the main challenges arising from the COVID-19 pandemic was the need to have a good connection and work remotely. The Curaçao Football Federation (FFK) had neither a structure adapted to daily demands nor a system that enabled employees to get on with their work from home. For this reason, the FFK decided to invest significantly in updating its telecommunications infrastructure, ranging from the internet network service to some software that contains all of the association's data.

At the beginning of February 2021, following board and FIFA approvals, the renovation began, which has resulted in the increased efficiency, security, expansion and performance of the technological infrastructure. After months of testing, the installation of the network and the new software and hardware was completed at the end of July 2021.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
99.1% (11.3M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

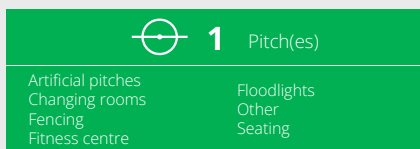
## SPECIFIC PROJECTS



**6**  
INFRASTRUCTURE



■ New ■ Renovated



**2**  
COMPETITIONS

**2** League **1** Other

	♀	♂
Players	384	1,820
Teams/Clubs	26	110
Referees	2	13
Matches	235	890



**2**  
CAPACITY DEVELOPMENT

**1** League Development **1** Grassroots



**4,740** Participants  
♀ 250  
♂ 4,490



**7**  
NATIONAL TEAM SUPPORT

**7** Training Camps



**13** Competitions



**2**  
SUBVENTIONS

**27** Clubs



**6**  
OTHER PROJECTS

- 4 Other
- 2 IT
- 1 Broadcasting/ TV
- 1 Maintenance equipment
- 1 Marketing/ Commercial
- 1 Training equipment



# Forward Legacy & Impact

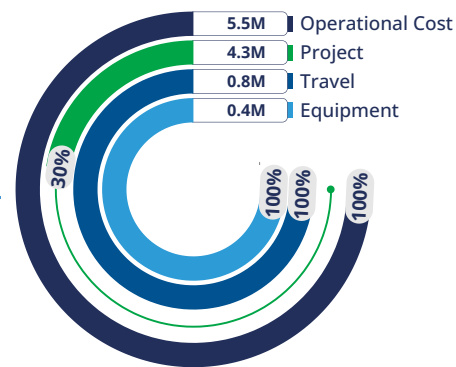
# DOMINICA

The Caribbean nation of Dominica is among the countries most prone to natural disasters and climate change. In 2017, the country was severely affected by Hurricane Maria, and the headquarters of the Dominica Football Association (DFA) suffered substantial damage, affecting the DFA's ability to expand and grow football across the island.

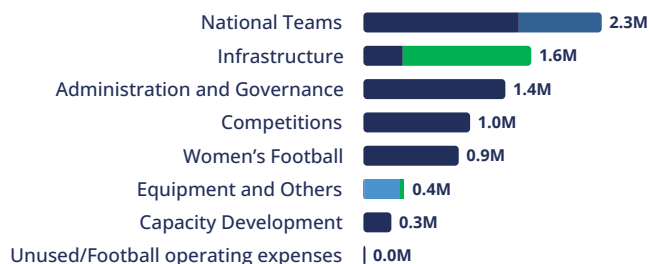
As a consequence, the DFA requested USD 20,000 from the FIFA Forward Programme to repair the damage and prevent any damage in the future. In 2020, the works were completed and the DFA headquarters were completely renovated.

**TOTAL ENTITLEMENT**  
10.9M

**TOTAL APPROVED FUNDS**  
72.7% (7.9M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**4** INFRASTRUCTURE

Technical Centre **3**  
Headquarters **1**

■ New ■ Renovated

**2** Pitches

Artificial pitches  
Floodlights  
Natural grass pitches

Offices  
Other

**1** OTHER PROJECTS

**1**  
Vehicle purchase







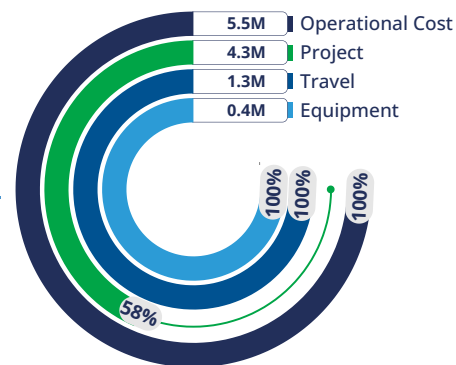
# Forward Legacy & Impact DOMINICAN REPUBLIC

The Dominican Republic Football Association (FEDOFUTBOL) officially opened its new offices and sports facilities located at the Juan Pablo Duarte Olympic Centre in Santo Domingo. Their construction was carried out thanks to the USD 973,412 provided by the FIFA Forward Programme. The old FEDOFUTBOL facilities, built in 1973, were in poor condition due to limited refurbishment work.

In the midst of their historic qualifications for the FIFA U-20 World Cup™ and the Men's Olympic Football Tournament Paris 2024, the construction of the offices also included a number of extensions. The number of changing rooms for players was increased from three to four and the new buildings also included two new areas for referees, a press room for 40 journalists, a medical area, an anti-doping room and two meeting rooms.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
84.3% (9.6M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**  
Headquarters



Changing rooms  
Other



**3**  
COMPETITIONS

**7**  
Championship/  
tournament

**3**  
League

	♀	♂
Players	1,532	2,393
Teams/Clubs	138	131
Referees	4	58
Matches	228	612



**1**  
CAPACITY DEVELOPMENT

**3** Coaching  
**1** Grassroots  
**1** Refereeing



**144**  
Participants

♀ 11  
♂ 133



**1**  
NATIONAL TEAM SUPPORT

**5**  
Competitions





# Forward Legacy & Impact

## EL SALVADOR

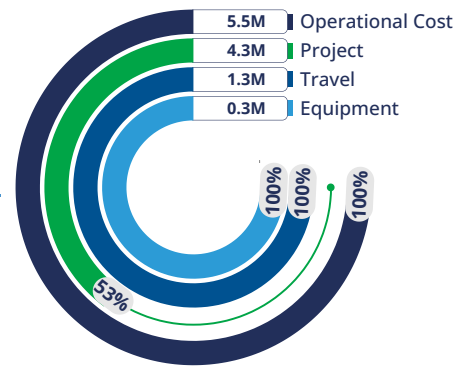
The Salvadoran Football Association (FESFUT) decided to invest significantly in the improvement of its sporting facilities. Under the name of "Villa Selecta", a state-of-the-art building was inaugurated with the necessary facilities to host national teams and foreign delegations. It is an innovation that represents the growth and professionalisation of FESFUT, as well as the development of football in Central America.

Thanks to the support of the FIFA Forward Programme, FESFUT was able to realise this dream, one of the most important projects in the region that serves as an example for all associations.

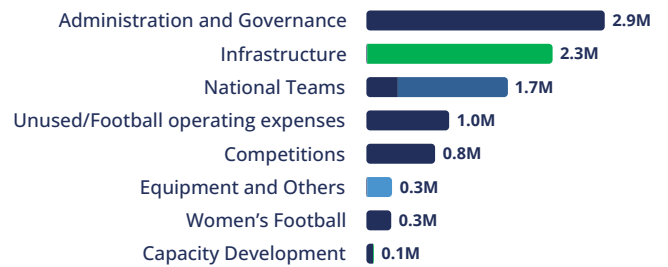
The new centre is ready to welcome men's and women's national teams of all ages, which have 36 rooms at their disposal all year round. This becomes both a source of income, since it is available to teams wishing to use its facilities, and a means of saving for the association.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
82.4% (9.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

Technical Centre  1  
Playing Surface  1

■ New   ■ Renovated

**1** Pitches

Accommodation  
Artificial pitches  
Conference facility



**1**  
CAPACITY DEVELOPMENT

**1**  
Refereeing



**1**  
Coaching



**61**  
Participants

♀ **8**  
♂ **53**





# Forward Legacy & Impact

## GRENADA

The FIFA Forward Programme allowed the Grenada Football Association (GFA) to achieve a historic sporting result as it provided support in the preparation and during the tournaments so that the GFA could compete in the Concacaf U-20 Women's Championship for the first time.

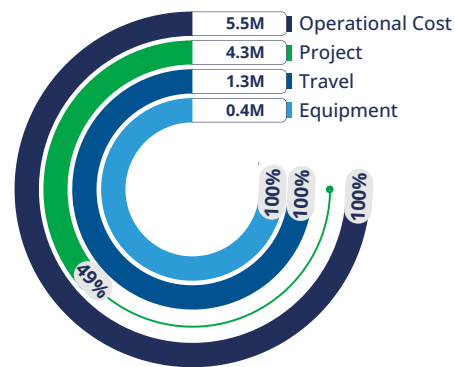
The Grenada national team qualified for the final stage of the tournament, which took place in the Dominican Republic in 2020, after securing one of the four spots in contention during the qualifying round. They then finished second in their group, a significant achievement for the country.

Their male counterparts also competed in the Concacaf U-20 Championship and, although they did not achieve the same result, they were able to adequately prepare thanks to the Forward Programme.

These sporting milestones are not only important for the GFA, but they also serve as an incentive for more and more boys and girls to take up football on the Caribbean island.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
80.9% (9.2M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**3** INFRASTRUCTURE

**2** Headquarters  
**1** Playing Surface



Accommodation  
Other Seating

**1** SUBVENTIONS

**28** Clubs  
**2** Leagues



**1** CAPACITY DEVELOPMENT

**1** Other



**4** Participants  
♀ 0  
♂ 4

**8** OTHER PROJECTS

**6** Other  
**1** Digital media  
**1** IT  
**1** Vehicle purchase

**3** NATIONAL TEAM SUPPORT

**0** Training Camps



**4** Competitions





# Forward Legacy & Impact

## GUATEMALA

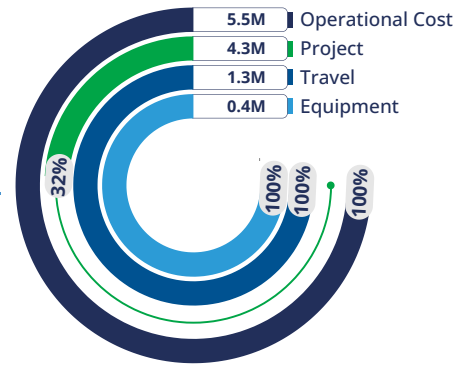
In 2022, thanks to the FIFA Forward Programme, the Guatemalan Football Association (FEDEFUT) was able to inaugurate an additional gym and replace the old football pitch at its headquarters, which had been in use for more than ten years.

Through the FIFA Forward Programme, FEDEFUT invested USD 800,000 and put in place a completely renovated pitch with new stands and a lighting system.

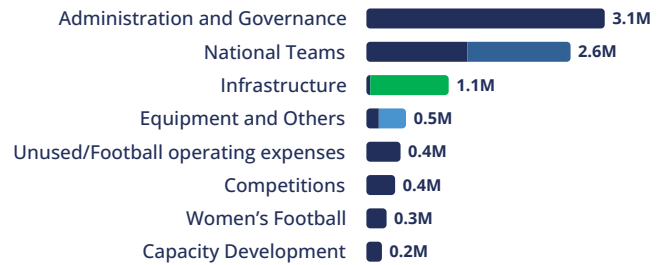
Furthermore, at the same time, work was completed on the additional gym, which will be used by the national teams while the main gym is being rebuilt.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
74.7% (8.5M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**3**  
INFRASTRUCTURE

Playing Surface **2**  
Headquarters **1**

■ New ■ Renovated

**1** Pitches

- Artificial pitches
- Fitness centre
- Floodlights
- Other

**1**  
OTHER PROJECTS

**1**  
Other





# Forward Legacy & Impact GUYANA

In May 2019, the Guyana Football Federation (GFF) inaugurated its Providence national training centre, which has the only professional artificial turf pitch east of the Demerara River.

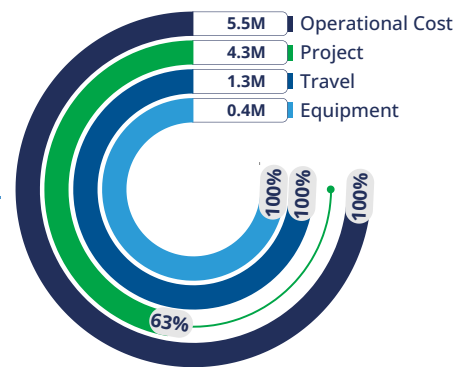
Getting to the inauguration was not an easy journey. For the construction, the GFF received funds from the FIFA Forward Programme, but due to the country's inclement weather and the need to create underground infrastructure, such as retaining walls for the rain, the work was considerably delayed.

The work lasted a total of 18 months, but the weather conditions caused some defects again, such as the accumulation of water in some parts of the ground, which forced a new restructuring to be carried out.

The Forward Programme was responsible for each stage and together with the GFF, they were able to fix these defects to finally inaugurate the work, which is an important contribution to local football.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
86.2% (9.8M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

Technical Centre 2

■ New ■ Renovated

**1** Pitch(es)

Accommodation  
Artificial pitches  
Changing rooms

Conference facility  
Fitness centre



**8**  
COMPETITIONS

League 7  
Cup 1  
Championship/ tournament 1

	♀	♂
Players	255	7,954
Teams/Clubs	17	765
Referees	57	283
Matches	39	1,747



**4**  
NATIONAL TEAM SUPPORT

**1**  
Training Camps



**5**  
Competitions



**7**  
OTHER PROJECTS

**6**  
Other



**1**  
Vehicle purchase



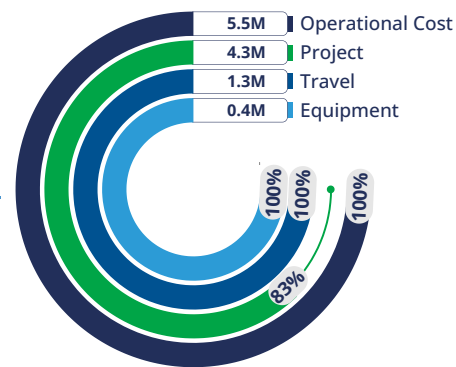


# Forward Legacy & Impact HAITI



**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
93.8% (10.7M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Stadium



**1** Pitch(es)

Artificial pitches



**2**  
COMPETITIONS

**3**  
League

**1**

Championship/  
tournament

	♀	♂
Players	525	2,230
Teams/Clubs	21	689
Referees	40	320
Matches	69	1,026



**9**  
NATIONAL TEAM SUPPORT

**6**

Training  
Camps



**8** Competitions



**3**  
OTHER PROJECTS

**2**  
Other



**1**

Maintenance  
equipment





# Forward Legacy & Impact

# HONDURAS

Qualification for the Tokyo 2020 Summer Olympics was one of the main results of the work that the Honduran Football Association (FENAHUTH) carried out with its national youth teams.

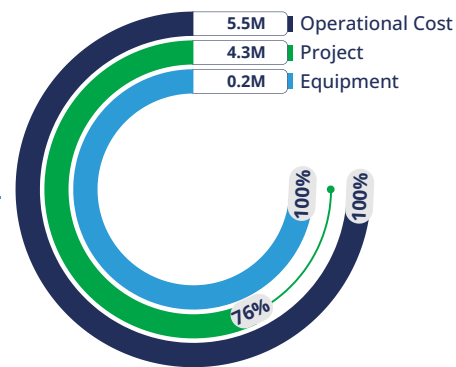
FENAHUTH's comprehensive development work included two major projects.

Firstly, the refurbishment of the Birichiche children's stadium in Tegucigalpa, which is used by the U-13 age groups and below, and whose inauguration was attended by the FIFA President, Gianni Infantino.

Secondly, the modernisation of the association's technical centre in Siguatepeque, including the installation of an artificial turf pitch.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
89.8% (8.9M)



### APPROVED FUNDS SPENT PER CATEGORY



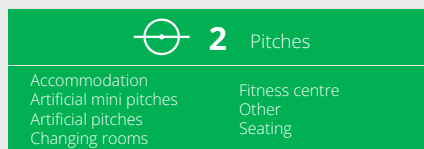
All amounts are in USD

## SPECIFIC PROJECTS

### 5 INFRASTRUCTURE



■ New ■ Renovated



### 1 NATIONAL TEAM SUPPORT

2 Competitions



### 1 COMPETITIONS

3 League

	♀	♂
Players	0	996
Teams/Clubs	0	30
Referees	0	259
Matches	0	288

### 4 OTHER PROJECTS

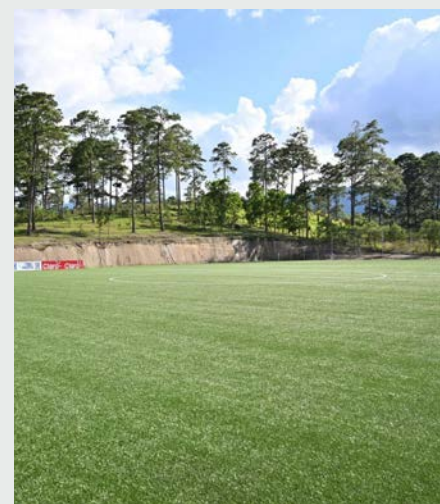
- 3 Other
- 1 IT
- 1 Training equipment

### 1 CAPACITY DEVELOPMENT

- 5 Coaching
- 1 Grassroots
- 1 Other
- 1 Administration & Management

510 Participants

♀ 24  
♂ 486





## Forward Legacy & Impact

# JAMAICA

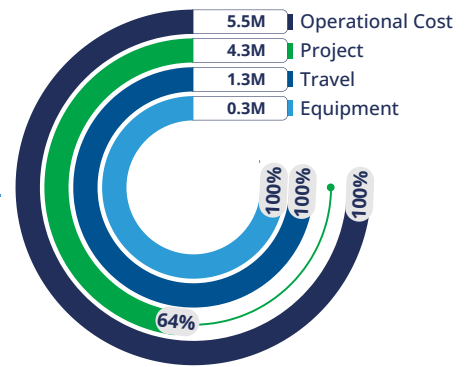
With the support of the FIFA Forward Programme, the Jamaica Football Federation (JFF) built a new artificial turf pitch located at the Horace Burrell Centre of Excellence, at the University of the West Indies.

This playing field not only provides the JFF with the possibility of organising regional and international competitions, but also represents a major step forward in the development of Jamaican football.

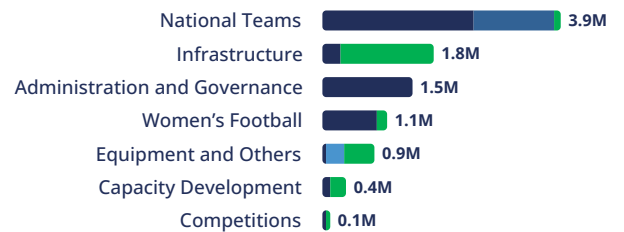
One of the main objectives in setting up the pitch was to allow Jamaican youth footballers to play matches on an artificial turf pitch before going to play in a regional or international tournament, a shortcoming that had put them at a disadvantage compared to their peers.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
86.5% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD



## SPECIFIC PROJECTS



**6**  
INFRASTRUCTURE

Technical Centre **5**  
Headquarters **1**

■ New ■ Renovated



**1**  
NATIONAL TEAM SUPPORT

**1**  
Training Camps



**3**  
COMPETITIONS

**3**  
League

	♀	♂
Players	500	1,110
Teams/Clubs	22	45
Referees	54	29
Matches	127	344



**2**  
SUBVENTIONS

**26**  
Local associations



**1**  
CAPACITY DEVELOPMENT

**1**  
Grassroots



**150**  
Participants

♀ 75  
♂ 75



**7**  
OTHER PROJECTS

- 3 Other
- 2 Vehicle purchase
- 1 Maintenance equipment
- 1 Training equipment





# Forward Legacy & Impact

## MEXICO

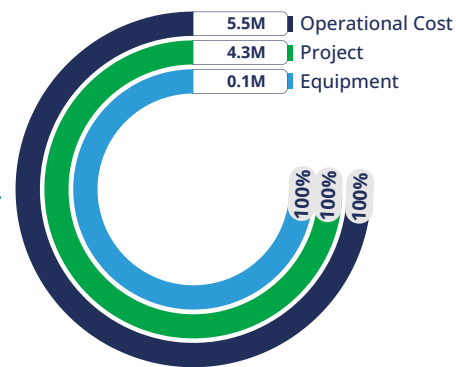
Aiming to help foster a healthy childhood, the Mexican Football Association (FMF) implemented the "Jugamos Todos" ("We All Play") programme with the support of the FIFA Forward Programme. The initiative acknowledged that 58.6% of Mexican children and teenagers are not physically active.

The main focus of the programme, which began in 2016, is to encourage sport in schools and promote a healthy lifestyle. By 2019, it had been implemented in more than 600 schools and benefited more than 200,000 children.

However, due to the COVID-19 pandemic and with more than 30 million children confined to their homes, a new element of the programme was developed and rebranded as "Jugamos Todos En Casa" ("We All Play At Home"). By promoting the same values as in schools, the platform has been a real success and has seen a 300% growth in the number of beneficiaries since its launch.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
100.0% (9.9M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

### 3 INFRASTRUCTURE

Technical Centre **2**  
Playing Surface **1**

■ New ■ Renovated

**5** Pitches

Artificial pitches  
Changing rooms  
Conference facility

Natural grass pitches  
Other

### 2 OTHER PROJECTS

**2**  
Other





# Forward Legacy & Impact

## MONTSERRAT

At Blakes Estate, the Montserrat Football Association (MFA) is carrying out a project for the construction of a 32-room guesthouse, thanks to the support of the FIFA Forward Programme.

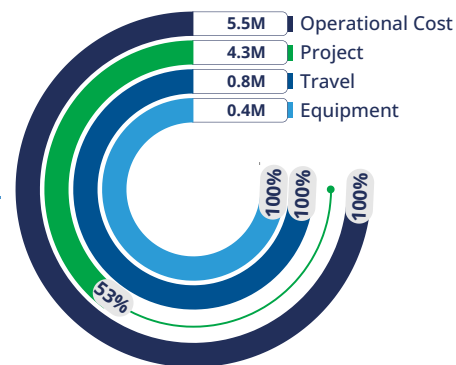
The residence will not only serve as host to the MFA's many activities, but will also provide a new source of income, since it will be possible to rent out its facilities to the public and private sectors.

The project includes a two-storey guesthouse with a conference room. All of this will be contained in a space of about 1,400 m<sup>2</sup>.

The FIFA Forward Programme invested more than USD 2 million in the project so that the MFA can achieve the objective of developing football in the country.

**TOTAL ENTITLEMENT**  
10.9M

**TOTAL APPROVED FUNDS**  
81.7% (8.9M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Technical Centre



Accommodation  
Conference facility





# Forward Legacy & Impact

## NICARAGUA

The Nicaraguan Football Association (FENIFUT) invested funds from the FIFA Forward Programme in the construction of a new technical centre in the municipality of Diriamba.

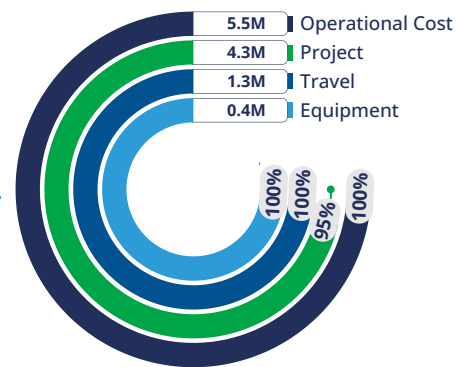
The objective was to improve the training facilities for the teams of all age groups, from U-15 to senior football. The renovations included a reception area, new offices, expanded accommodation and improved facilities for technical staff.

An artificial turf pitch was also installed to improve the quality of training and reduce travel costs for national teams. The renovated facilities were first used in September 2020 and are expected to host approximately 400 players, coaches and FENIFUT staff in different microcycles throughout the year. Furthermore, there are plans to build a new gym and improve the natural grass pitches in the future.

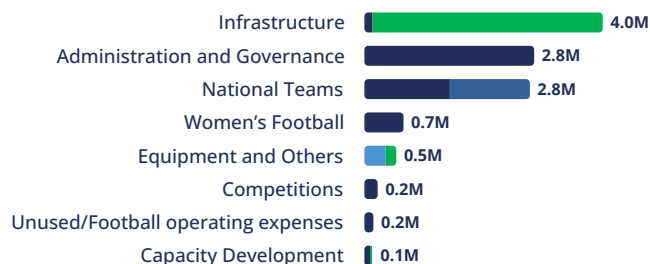
The aim of this investment is to raise the level of Nicaraguan football and have a positive effect on the development of players and coaches.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
98.2% (11.2M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**7**  
INFRASTRUCTURE



■ New ■ Renovated

**2** Pitches

- Accommodation
- Artificial mini pitches
- Artificial pitches
- Changing rooms
- Conference facility
- Other
- Seating



**1**  
CAPACITY DEVELOPMENT

- 4 Coaching
- 1 Grassroots
- 1 Refereeing



**711**  
Participants

♀ 97  
♂ 614



**2**  
OTHER PROJECTS

- 1 Maintenance equipment
- 1 Training equipment
- 1 Vehicle purchase





# Forward Legacy & Impact PANAMA

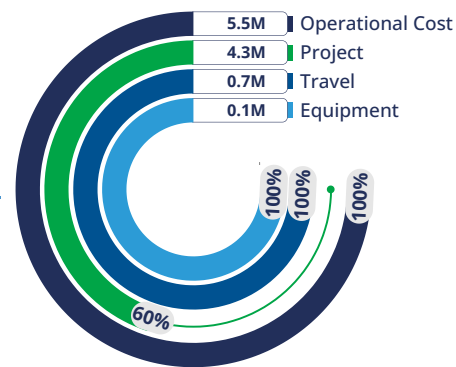
With the backing of the FIFA Forward Programme, the Panamanian Football Association (FEPAFUT) reopened the Virgilio Tejera Andrión football complex in Penonomé.

The remodelling of the complex lasted ten months and was split into phases. The first phase consisted of improving the stands and waterproofing the roof. The second enabled the refurbishment of changing rooms, indoor spaces and entrances for players and visitors with reduced mobility. Artificial turf was then laid and awarded the FIFA Quality Pro mark.

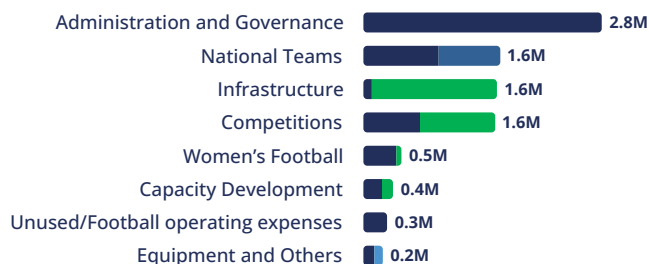
Thanks to these changes, FEPAFUT has a venue that is able to host national and international competitions. Furthermore, it includes the Liga Provincial de Coclé's offices, and the space can be used for district leagues, the Liga Nacional de Ascenso and the Liga Panameña de Fútbol, amongst other federated tournaments.

**TOTAL ENTITLEMENT**  
10.6M

**TOTAL APPROVED FUNDS**  
84.0% (8.9M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**5**  
INFRASTRUCTURE



■ New ■ Renovated

1 Pitch(es)

Artificial pitches  
Changing rooms  
Conference facility

Other Seating



**7**  
COMPETITIONS

**10** Championship/  
tournament

**1** League

	♀	♂
Players	976	2,187
Teams/Clubs	40	105
Referees	30	262
Matches	119	309



**2**  
CAPACITY DEVELOPMENT

5 Coaching  
4 Other  
1 Refereeing

**566**  
Participants

♀ 411  
♂ 155





# Forward Legacy & Impact

## PUERTO RICO

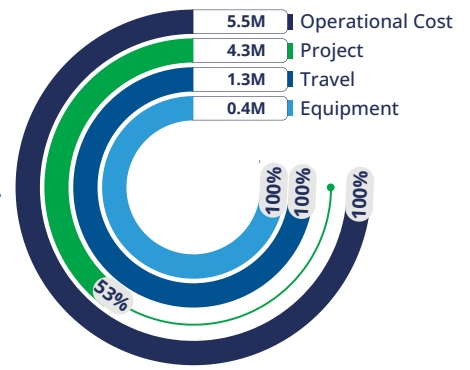
The Puerto Rican Football Association (FPF) made use of the FIFA Forward Programme to develop, amongst other things, the country's first youth league, a planned federated championship for three age groups: U-17, U-15 and U-13.

It was an innovative and revolutionary project for the country, which was accomplished thanks to the financial and technical support of the FIFA Forward Programme. The aim was to create a high-level competition, so the FPF was looking to increase the number of football matches in order to identify the highest quality youth players, improve the senior national team in the future and leave a legacy that will last for many years to come.

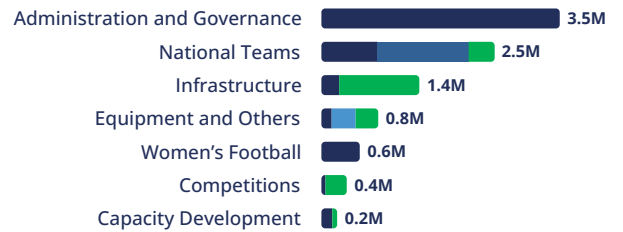
In its first edition, a total of 633 players across the different age groups competed in matches and gained essential experience for their future. Furthermore, the winners were treated to a one-of-a-kind experience, as the FPF decided to acknowledge them during one of the Puerto Rican senior national team's official matches.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
82.5% (9.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**3**  
INFRASTRUCTURE

Technical Centre 3

■ New ■ Renovated

**2** Pitch(es)

Artificial pitches  
Changing rooms  
Futsal pitches  
Other



**3**  
COMPETITIONS

League **5**  
Cup **4**  
Championship/ tournament **3**

	♀	♂
Players	600	1,784
Teams/Clubs	19	64
Referees	28	271
Matches	142	284



**1**  
CAPACITY DEVELOPMENT

2 Coaching  
1 Refereeing  
1 Other  
1 Grassroots



**77**  
Participants

♀ 5  
♂ 72



**1**  
NATIONAL TEAM SUPPORT

**1**  
Competitions



**2**  
OTHER PROJECTS

**2**  
Other





# Forward Legacy & Impact ST KITTS AND NEVIS

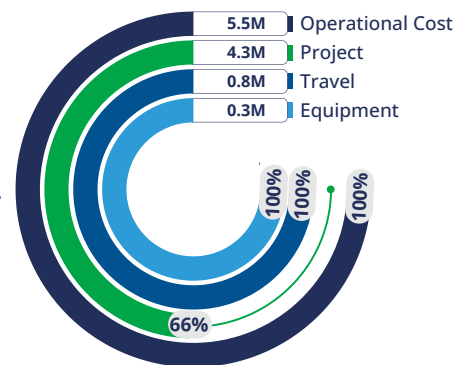
The St Kitts and Nevis Football Association (SKNFA) is working on a key project for the development of football in the country. With the support of the FIFA Forward Programme, it began in 2022 with an initiative consisting of a technical and training centre for football, which contributes to the objectives of selecting, training and developing elite national players, as well as training coaches and referees, and being the SKNFA's centre of operations.

The project will be located on a two-hectare site that will include a regulation artificial turf pitch with lighting, an amphitheatre, a medical room, a library, a fitness and equipment centre and accommodation areas.

The artificial pitch and lighting system have already been installed. The works will be of great benefit to local football, which previously did not have such a space.

**TOTAL ENTITLEMENT**  
10.9M

**TOTAL APPROVED FUNDS**  
86.7% (9.4M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

**2**

Technical Centre



**1** Pitch(es)

Artificial pitches  
Floodlights  
Other



**4**  
NATIONAL TEAM SUPPORT

**1**

Training Camps



**4**

Competitions



**2**  
OTHER PROJECTS

**1**

Vehicle purchase



**1**

Other





# Forward Legacy & Impact

## ST LUCIA

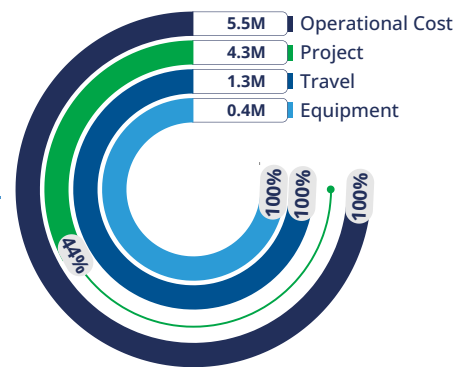
Thanks to the support of the FIFA Forward Programme, the St Lucia Football Association (SLFA) realised its dream of having its own space, headquarters and a technical centre, so that football can develop in optimal conditions, bearing in mind that the Caribbean country has a very unique topography.

The first part of the project focused on the SLFA's headquarters. After the relevant property was purchased, it was refurbished so that its employees could carry out their duties.

As for the technical centre, an area was purchased where an artificial turf pitch, a natural grass pitch, dugouts, changing rooms, parking areas and stands for spectators were installed. Located in the Mabouya Valley (Dennerly), this space is where all the national teams get ready for international competitions.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
79.2% (9.1M)



### APPROVED FUNDS SPENT PER CATEGORY



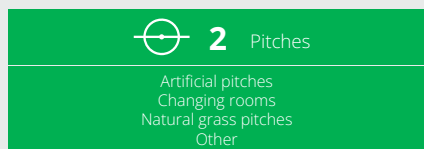
All amounts are in USD

## SPECIFIC PROJECTS

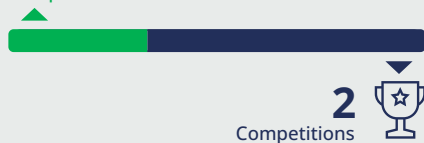
### 8 INFRASTRUCTURE



■ New ■ Renovated



### 2 NATIONAL TEAM SUPPORT



### 1 COMPETITIONS

2 Championship/tournament

	♀	♂
Players	0	600
Teams/Clubs	0	20
Referees	0	40
Matches	0	36

### 5 OTHER PROJECTS

- 4 Other
- 1 Maintenance equipment
- 1 Training equipment
- 1 Vehicle purchase

### 2 CAPACITY DEVELOPMENT

2 Coaching 1 Other





# Forward Legacy & Impact ST VINCENT AND THE GRENADINES

In 2020, the Saint Vincent and the Grenadines Football Federation began the project of purchasing land to build a technical centre, which will also serve as a mini-stadium to host local and international matches. The purchase of land was financed with FIFA Forward Programme 2.0 funds.

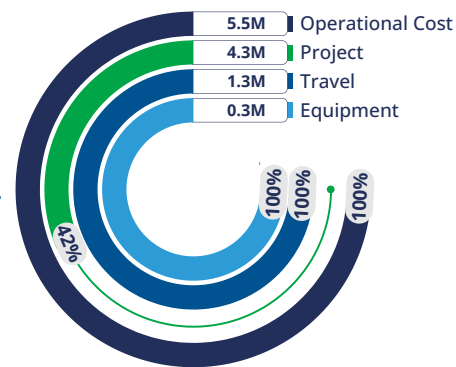
The area where the technical centre and mini-stadium will be built is located in the Cane Grove region and occupies two hectares of land.

For several years, the St Vincent and the Grenadines national team did not have a permanent place to play, so they dreamt of having a space of their own. The location that was found for the project belonged to the state, and thanks to the USD 967,000 that the Forward Programme contributed, it could be purchased in May 2021.

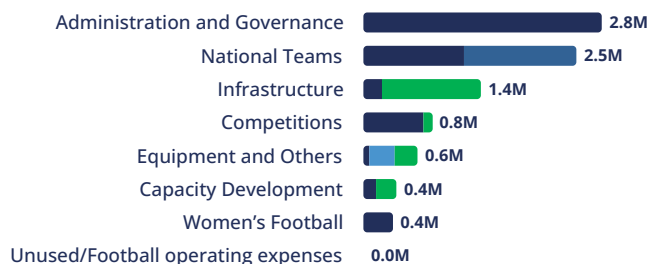
Forward funds will eventually be used to build the infrastructure, which will save a lot of money on rent.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
78.3% (8.9M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**5**  
INFRASTRUCTURE



■ New ■ Renovated

**1** Pitch(es)

Changing rooms  
Natural grass pitches  
Offices  
Other



**1**  
COMPETITIONS

**1**  
Championship/  
tournament



**1**  
SUBVENTIONS

**53**  
Leagues

**35**  
Clubs



**4**  
OTHER PROJECTS

2 Training equipment  
2 Other  
1 IT







# Forward Legacy & Impact

# SURINAME

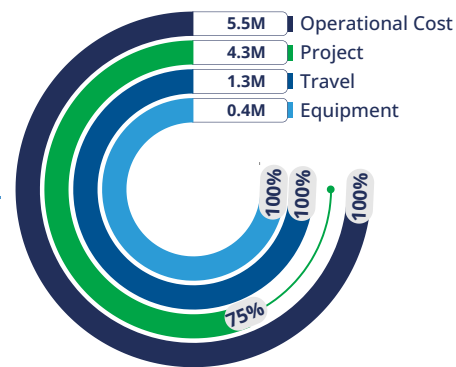
In 2018, the Surinamese Football Association (SVB) asked FIFA for help with the renovation of the Frank Essed Stadium, to include the remodelling of an existing stand and the construction of a new one.

The Forward Programme contributed USD 300,000 to this project, which enabled the country to have a temporary pitch while the André Kasperveen Stadium was being renovated.

At the end of 2018, the lighting at the André Kasperveen Stadium was altered to increase the brightness level from 150 lux to 1,200 lux. This required a new Forward investment of USD 300,000, and now allows Suriname to play home matches at night.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
90.8% (10.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**7**  
INFRASTRUCTURE



■ New ■ Renovated

**1** Pitches

Artificial pitches  
Floodlights  
Other  
Seating



**2**  
SUBVENTIONS

**26**  
Clubs



**4**  
OTHER PROJECTS

- 2 Other
- 1 Income generation
- 1 Vehicle purchase





# Forward Legacy & Impact TRINIDAD AND TOBAGO

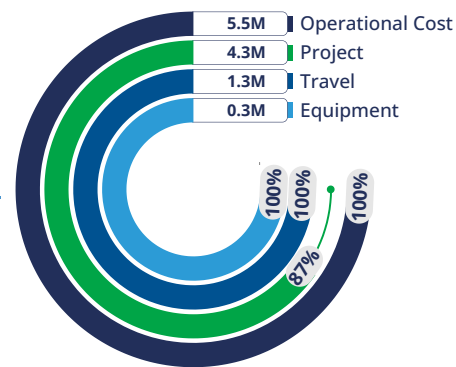
In 2019, the Trinidad and Tobago Football Association (TTFA) officially opened the "Home of Football" venue using funds from the FIFA Forward Programme. This venue is a sporting complex that includes three natural grass pitches and infrastructure such as 72 bedrooms, a conference room, a cafeteria, a medical area and dining areas. It will enable the development of football in the country.

This project is a great example for the region and for the country, which did not previously have this type of infrastructure. The official opening was attended by the FIFA President, Gianni Infantino, together with the local authorities.

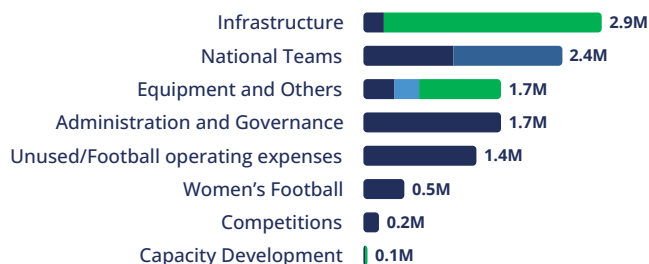
In addition to the "Home of Football", the TTFA invested in a new professional league and national teams' travel.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
95.1% (10.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**3**  
INFRASTRUCTURE

**3**

Technical Centre



Accommodation  
Other



**1**  
SUBVENTIONS

**7**

Clubs



**3**  
OTHER PROJECTS

**3**

Other





# Forward Legacy & Impact TURKS AND CAICOS ISLANDS

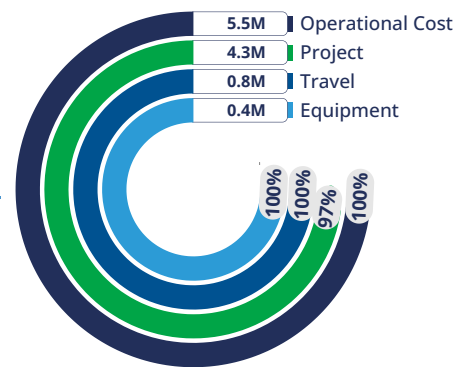
After Hurricane Irma obliterated the country in 2017, the Turks and Caicos Islands Football Association (TCIFA) turned to the FIFA Forward Programme to carry out two important works at the national academy. The first was the re-lighting of the technical centre and the stadium, given that the previous ones were destroyed, and the second was the installation of stands for the fans to enjoy matches.

The lights installed in the stadium, with a power of 500 lux, enable the option of extending training and match schedules, something that was previously impossible. Thanks to the installation of the stands, the TCIFA will be able to welcome up to 1,800 spectators.

With these projects, the TCIFA continues to generate interest in the sport among the more than 36,000 inhabitants of the 40-island archipelago.

**TOTAL ENTITLEMENT**  
10.9M

**TOTAL APPROVED FUNDS**  
98.8% (10.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**4**  
INFRASTRUCTURE

Technical Centre 4

■ New ■ Renovated

**3** Pitch(es)

Accommodation	Fitness centre
Artificial pitches	Floodlights
Changing rooms	Futsal pitches
Conference facility	Natural grass pitches



**1**  
COMPETITIONS

**1**  
Championship/  
tournament

	♀	♂
Players	84	336
Teams/Clubs	6	24
Referees	-	-
Matches	12	52



**4**  
NATIONAL TEAM SUPPORT

**7**  
Training  
Camps



**10**  
Competitions



**2**  
OTHER PROJECTS

**2**  
Other



**1**  
IT





# Forward Legacy & Impact US VIRGIN ISLANDS

The floodlight installation project at the U.S.V.I Soccer Association's (USVISA) technical centre was completed on 21 August 2019.

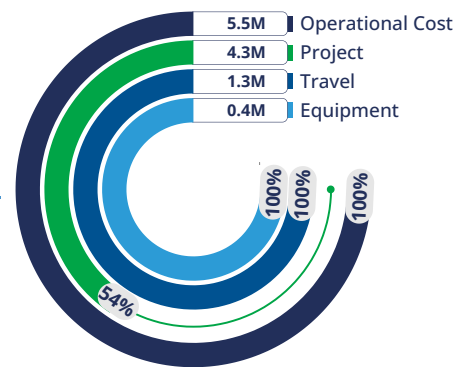
Before this installation, there were no floodlit football pitches in the country, which limited the local football community. The placement of floodlights at the Bethlehem Soccer Stadium had a significant impact on football, since training can now take place during weekday evenings, after school or work.

This has led to an increase in footballing activity in the US Virgin Islands, as national teams, local clubs and referees are able to train at night. Furthermore, the stadium can host local league and international matches at more convenient times.

The lighting system has LED floodlights with a guaranteed performance that meets FIFA's standards.

**TOTAL ENTITLEMENT**  
11.4M

**TOTAL APPROVED FUNDS**  
82.8% (9.5M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

# SPECIFIC PROJECTS



**6**  
INFRASTRUCTURE

Technical Centre  6

■ New ■ Renovated

**1** Pitch(es)

Artificial pitches  
Floodlights  
Other  
Seating



**1**  
COMPETITIONS

**1**  
Other

	♀	♂
Players	-	112
Teams/Clubs	-	7
Referees	4	29
Matches	-	26



**1**  
CAPACITY DEVELOPMENT

**1**  
Grassroots



**4**  
OTHER PROJECTS

**4**  
Other





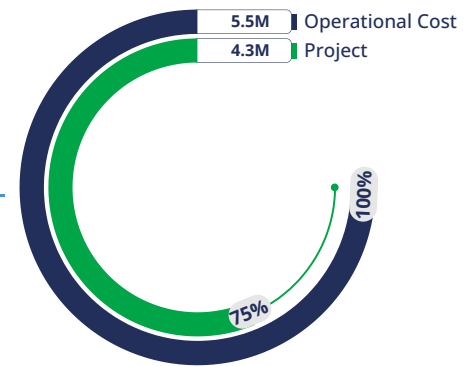
# Forward Legacy & Impact USA

In order to resume youth football activities after the COVID-19 pandemic, the United States Soccer Federation (USSF) turned to the FIFA Forward Programme for funding and technological tools. The objective was to hold 19 men's and women's youth football camps during 2022 in Chula Vista (California) and Bradenton (Florida), to implement the new national team technical plan (prepared during the pandemic), which includes a new vision for talent development.

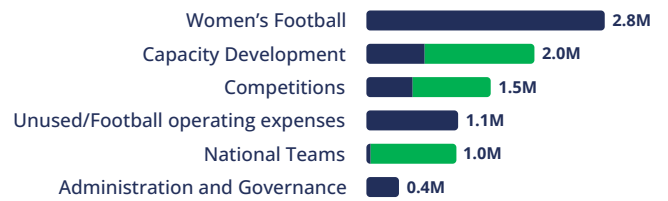
In July 2022, the first of 19 football camps was held. On that occasion, the US U-20 women's national team took on the Costa Rican national team. During a week of training sessions and friendly matches, the new technical plan was put to the test and a fundamental aspect of data collection technology was implemented.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
89.1% (8.7M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
COMPETITIONS

**7**

Championship/  
tournament

	♀	♂
Players	7,098	5,980
Teams/Clubs	428	350
Referees	349	1,236
Matches	645	494



**3**  
CAPACITY DEVELOPMENT

- 1 Coaching
- 1 Administration & Management
- 1 Refereeing



**126,823**  
Participants

♀ 24,089  
♂ 102,734



**1**  
NATIONAL TEAM SUPPORT

**4**

Training Camps





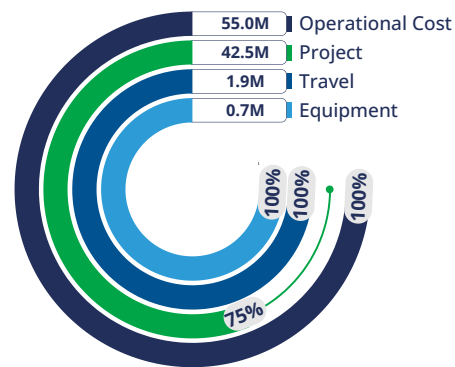
# Forward Legacy & Impact

## ALL MAS CONMEBOL

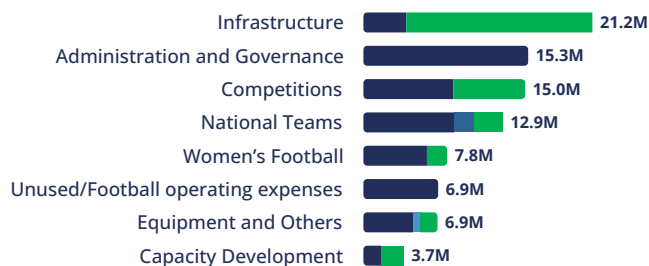


**TOTAL ENTITLEMENT**  
100.0M

**TOTAL APPROVED FUNDS**  
89.6% (89.6M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**18**  
INFRASTRUCTURE

Technical Centre	12
Headquarters	2
Stadium	2
Playing Surface	2

■ New ■ Renovated

**18** Pitch(es)

Accommodation	Conference facility
Artificial mini pitches	Fencing
Artificial pitches	Fitness centre
Changing rooms	Floodlights



**14**  
COMPETITIONS

Championship/ tournament	33
League	6
Cup	2

	♀	♂
Players	6,486	33,878
Teams/Clubs	252	1,706
Referees	512	2,501
Matches	2,131	8,537



**15**  
CAPACITY DEVELOPMENT

26	Coaching
18	Refereeing
7	Administration & Management
4	Other
3	Grassroots

**1,828** Participants  
♀ 304  
♂ 1,524



**3**  
NATIONAL TEAM SUPPORT

**7** Training Camps



**13** Competitions



**3**  
SUBVENTIONS

**7**  
Clubs



**7**  
OTHER PROJECTS

4	Other
2	IT
1	Digital media
1	Training equipment



# Forward Legacy & Impact

# ARGENTINA

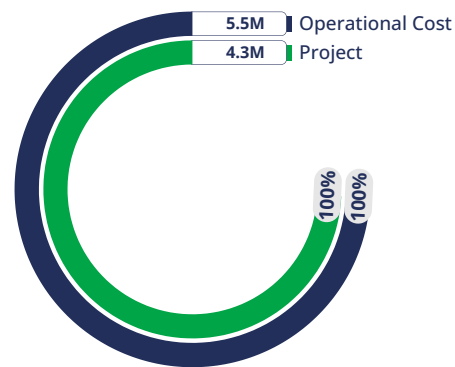
A refereeing technology and development centre for video assistant refereeing, also known as the video operation room (VOR) building, was inaugurated at the headquarters of the Argentinian Football Association (AFA). FIFA Forward contributed more than USD 2 million for its construction.

This 900m2 building has seven VOR rooms to operate the video assistant referee (VAR) system, an auditorium for training and offices for the AFA's national refereeing department. In addition, it has more than 2,800km of fibre optic cabling which connects it to the 28 stadiums used in the Liga Profesional de Fútbol.

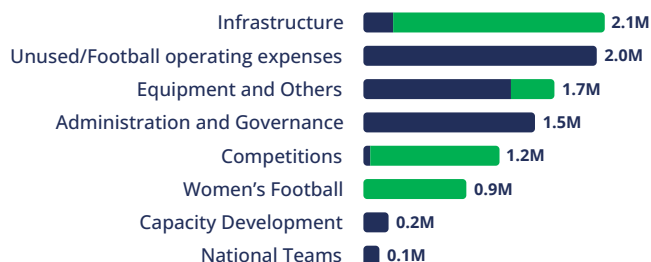
In addition to the funds, FIFA, at the AFA's request, provided assistance in drawing up and implementing the project. It also significantly bolstered FIFA in its aim of promoting and using the VAR system worldwide.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Technical Centre



Conference facility  
Offices  
Other



**3**  
COMPETITIONS

**3**  
League

**1**  
Cup

	♀	♂
Players	1,941	5,237
Teams/Clubs	89	523
Referees	174	337
Matches	1,398	394



**1**  
CAPACITY DEVELOPMENT

**1**  
Coaching



**37**  
Participants

♀ 1  
♂ 36



**2**  
OTHER PROJECTS

**1**  
IT



**1**  
Other





# Forward Legacy & Impact

## BOLIVIA

The Bolivian Football Association (FBF) improved its footballing infrastructure in two cities through the FIFA Forward Programme.

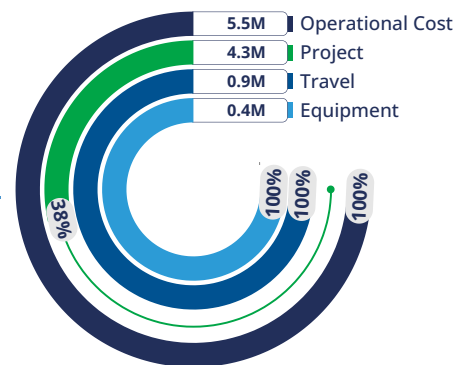
With an investment of more than USD 800,000 between the two projects, the programme helped to refurbish Estadio Potosí and the FBF's technical centre, located in the city of Cobija.

At the stadium, which was built in 1958, artificial turf was laid and the changing rooms, stands and toilets were remodelled. The changes were unveiled at an event with more than 100 boys and girls from local academies.

Meanwhile, the complex located in the department of Pando, whose administration and use was entrusted to the departmental association, has the unique feature of being in an area where temperatures are very high and therefore all the activity takes place during the night. As a result, new lighting and concrete stands were installed, and the changing rooms, toilets and offices were renovated.

**TOTAL ENTITLEMENT**  
11.0M

**TOTAL APPROVED FUNDS**  
76.3% (8.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

### 3 INFRASTRUCTURE



■ New ■ Renovated

### 1 Pitches

Artificial pitches  
Changing rooms  
Floodlights

Other Seating

### 1 CAPACITY DEVELOPMENT

4 Coaching

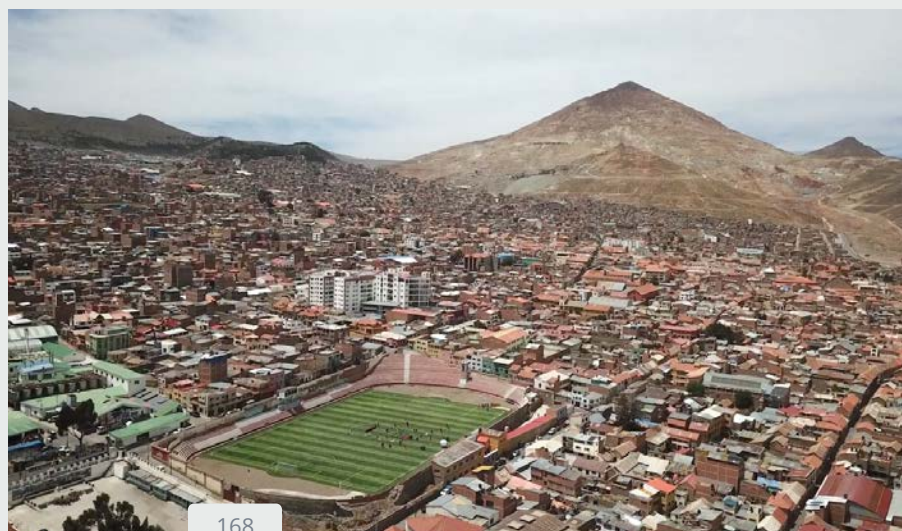


106 Participants

3 Female (♀)  
103 Male (♂)

### 1 OTHER PROJECTS

1 Other







# Forward Legacy & Impact BRAZIL

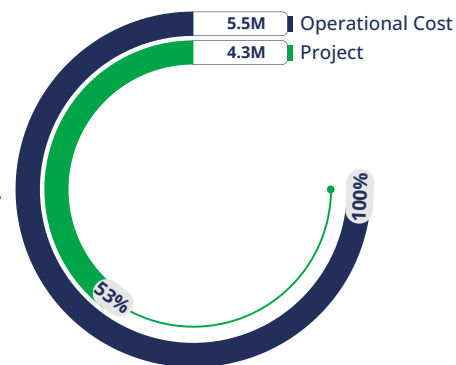
The headquarters of the Superior Court of Sports Justice for Football (STJD), which supports more than 15 local tournaments in Brazil and has been operating for 18 years 30km from the Brazilian Football Association's main building, was renovated through FIFA Forward funding amounting to USD 900,000.

The court acts as the highest authority of football administration in the country and is formed by six disciplinary committees, an appeals body, prosecutors and administrative staff.

The renovation lasted almost one year to ensure that the facilities met all the necessary requirements.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
79.5% (7.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**  
Headquarters



Offices



**1**  
CAPACITY DEVELOPMENT

- 3 Refereeing
- 1 Other
- 1 Coaching
- 1 Administration & Management



**231**  
Participants

♀ 46  
♂ 185



**1**  
NATIONAL TEAM SUPPORT

**6**  
Competitions



**1**  
OTHER PROJECTS

**1**  
Other





# Forward Legacy & Impact

# CHILE

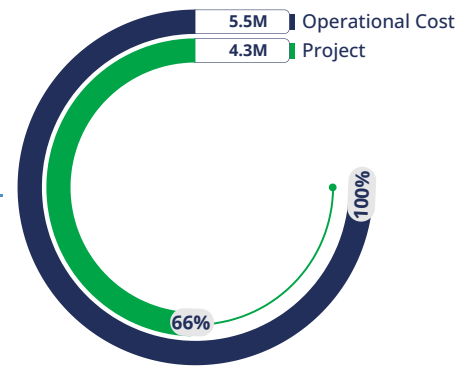
Due to the COVID-19 pandemic, Chilean youth football came to a halt for almost two years.

Thanks to the support of the FIFA Forward Programme, the Chilean Football Association (FFCH) resumed the U-21 and U-18 youth championships in December 2021 with 43 clubs from all of the country's regions.

The FIFA Forward Programme invested more than USD 3 million to support travel, accommodation and the health protocols required by the pandemic. The FFCH considers that the national youth football championship contributes to the progress of youth teams and to the creation of a culture of child safeguarding through competition. For this reason, it prioritised football at all levels and disciplines, including men's, women's and youth football.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
85.3% (8.3M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

**1**

Technical Centre



**1**

Playing Surface



Changing rooms  
Other



**4**  
COMPETITIONS

**20**

Championship/  
tournament

	♀	♂
Players	1,585	17,472
Teams/Clubs	74	688
Referees	208	1,335
Matches	253	4,038



**3**  
CAPACITY DEVELOPMENT

- 3 Administration & Management
- 3 Refereeing
- 2 Coaching



**241**  
Participants





# Forward Legacy & Impact COLOMBIA

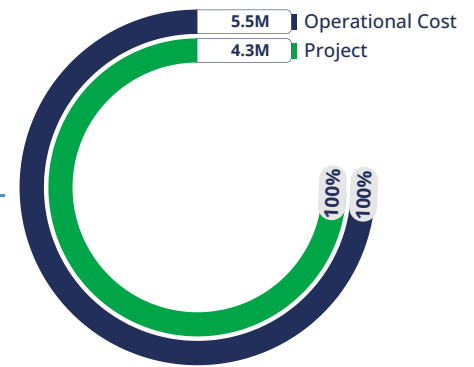
In 2017, the FIFA Forward Programme was a cornerstone in the creation of the first professional women's football league in Colombia, the Liga Águila Femenina. The league was founded due to the need of the women's national team players, who, since 2010, had been participating in major tournaments: the FIFA Women's World Cup™, the Olympic Games and the Copa América.

Santa Fe were the undefeated champions of the first edition, in which 18 teams participated. The runners-up, Atlético Huila, qualified for the following year's Copa Libertadores Femenina, and were crowned champions. This is a testament to how women's football progresses when you have a professional league.

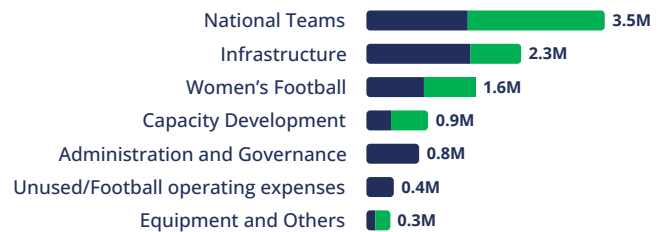
Thanks to the Forward Programme's financial support, the first edition also managed to televise one match per round and reach a TV rating of 7 for the final. Furthermore, an agreement was reached to broadcast seven matches per round from the second edition of the league onwards.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



### 1 INFRASTRUCTURE

1

Playing Surface



3 Pitch(es)

Artificial pitches  
Natural grass pitches



### 1 NATIONAL TEAM SUPPORT

6

Competitions



### 2 COMPETITIONS

2

League

	♀	♂
Players	973	0
Teams/Clubs	41	0
Referees	49	201
Matches	228	0



### 1 OTHER PROJECTS

1

Training equipment



### 3 CAPACITY DEVELOPMENT

- 8 Coaching
- 4 Refereeing
- 2 Administration & Management
- 2 Grassroots
- 2 Other



595 Participants

♀ 100  
♂ 495





# Forward Legacy & Impact ECUADOR

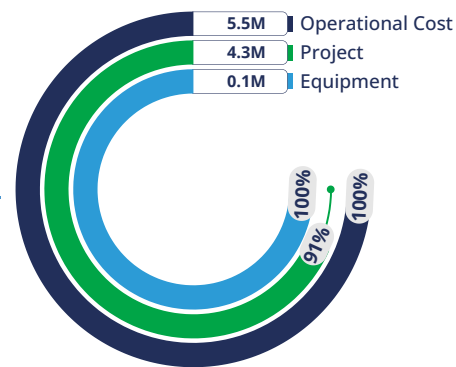
In 2021, the Ecuadorian Football Association (FEF) made use of the financial support provided by the FIFA Forward Programme to build a new technical centre in Guayas province. These works involved a new space for the national teams, particularly the men's and women's youth teams, joining onto the Casa de la Selección (the FEF's headquarters) in Quito. A new development hub in the country's coastal region was also involved.

The FEF used USD 1.5 million of Forward Programme funds. This investment directly contributed to achieving the objectives set out in the FEF's strategic plan, "Plan Ecuador 3A0", which strives to bring about major transformations at organisational, cultural and footballing level, thereby laying a solid foundation for the growth of football.

Phase 1 of the new technical centre consisted of two natural grass pitches with regulation dimensions, two changing rooms for the teams and one for the match officials, a covered stand, parking areas and new perimeter fencing and irrigation systems.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
96.2% (9.5M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

**2**

Technical Centre



**2** Pitch(es)

Accommodation	Natural grass pitches
Changing rooms	Other
Fitness centre	Seating



**2**  
COMPETITIONS

**10**

Championship/  
tournament

	♀	♂
Players	1,987	4,398
Teams/Clubs	48	344
Referees	37	255
Matches	252	1,404



**1**  
CAPACITY DEVELOPMENT

**2**

Refereeing



**48**  
Participants

♀ 3  
♂ 45





# Forward Legacy & Impact

# PARAGUAY

Following the FIFA Beach Soccer World Cup Paraguay 2019™, contested in Asunción, the Paraguayan Football Association (APF) restructured and inaugurated its Albiroga technical centre, thanks to funds from the FIFA Forward Programme.

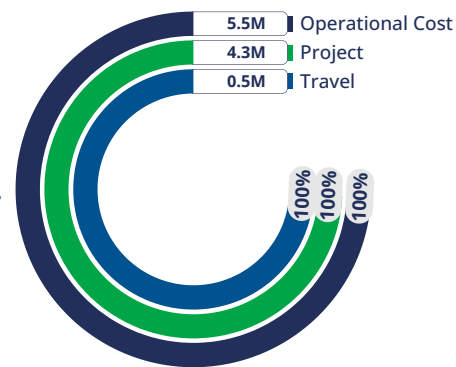
The complex, located in the city of Ypané, provides all national teams with first-class infrastructure and innovative technology. This enables the teams to prepare more efficiently for competitions and host preparation matches, as well as accommodate various training activities for referees.

The renovation work, backed by the Forward Programme, included: modern changing rooms, a new high-performance gym for the senior national team, a new press room, a medical and rehabilitation area, an indoor training centre for the youth teams and the extension and refurbishment of the senior national team's guesthouse.

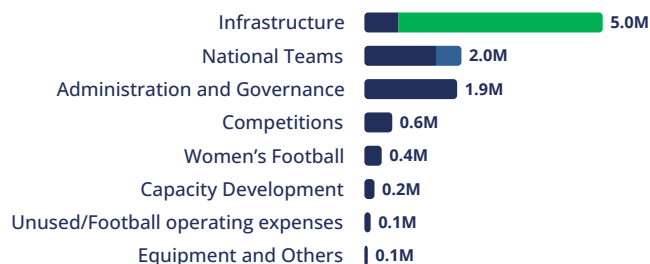
The Albiroga centre has become one of the best facilities in the world and is of the utmost importance for the development of Paraguayan football.

TOTAL ENTITLEMENT  
**10.3M**

TOTAL APPROVED FUNDS  
**100.0%** (10.3M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**3**  
INFRASTRUCTURE

Technical Centre  3

■ New ■ Renovated

**9** Pitch(es)

- |                         |                |
|-------------------------|----------------|
| Accommodation           | Fencing        |
| Artificial mini pitches | Fitness centre |
| Changing rooms          | Floodlights    |
| Conference facility     | Futsal pitches |

**2**  
CAPACITY DEVELOPMENT

**4**  
Refereeing



**3**  
Coaching



**203**  
Participants

♀ 31  
♂ 172





# Forward Legacy & Impact PERU

In 2016, the Peruvian Football Association (FPF) launched its Youth Plan, an ambitious initiative supported by the FIFA Forward Programme.

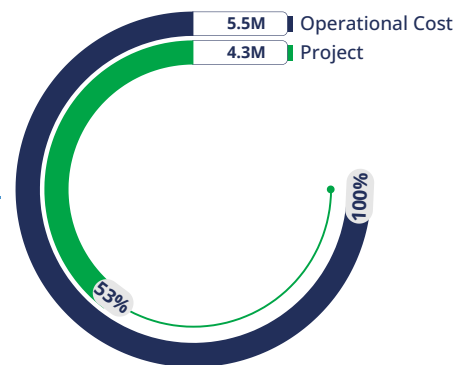
Its aim is to decentralise football in the country, given that, when the project was established, only six professional clubs had youth teams for players between 12 and 18 years of age, all of which were based in Lima. This meant that no professional clubs outside the capital were developing players in those age groups.

The project revolves around five pillars: growing regional structures, developing young players at professional clubs, coach education, personal development and the youth national teams.

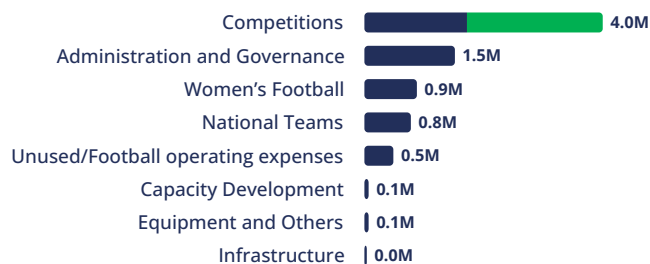
By 2017, all 25 regions across the country had development centres. The FPF also introduced an annual programme that seeks to provide overarching education to young players in relation to their academic studies and to help prevent dangerous behaviour. The project represents football's significant and positive progress as part of society.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
79.5% (7.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
COMPETITIONS

**2**

Championship/  
tournament

**1**

Cup

	♀	♂
Players	0	5,627
Teams/Clubs	0	98
Referees	38	257
Matches	0	2,174



**1**  
CAPACITY DEVELOPMENT

- 4 Coaching
- 1 Grassroots
- 1 Refereeing
- 1 Administration & Management



**237**  
Participants

♀ 23  
♂ 214





# Forward Legacy & Impact

## URUGUAY

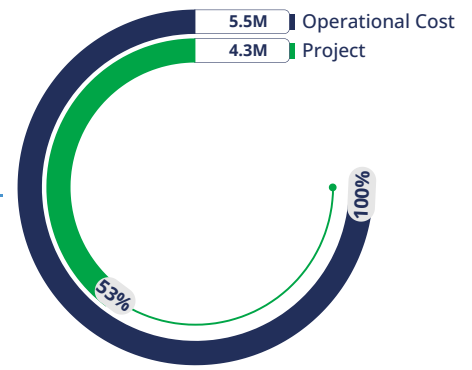
The professionalisation of women's football is a key issue for the Uruguayan Football Association (AUF), which, by means of the FIFA Forward Programme's support, aims to provide tools for clubs' coaches.

The footballer Patricia Cor is a leading example. Following a 15-year playing career, she was one of the first to join in the AUF's history and was able to become a professional coach through courses organised with the support of the FIFA Forward Programme.

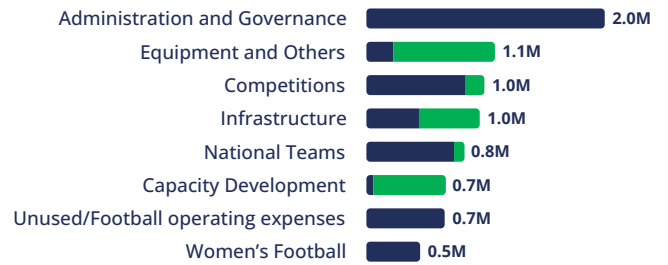
The course was initially free for the six coaches that had worked in Uruguayan football. Despite playing important roles in clubs, they did not have professional tools and, as a result, the AUF decided to grant them a scholarship. As well as providing knowledge, the aim of these programmes is to increase the number of women managing clubs in the Women's Uruguayan Championship.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
79.5% (7.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

### 2 INFRASTRUCTURE



■ New ■ Renovated



### 1 NATIONAL TEAM SUPPORT

1 Competitions



### 2 COMPETITIONS

1 Championship/tournament  
1 League

	♀	♂
Players	0	1,144
Teams/Clubs	0	53
Referees	6	116
Matches	0	527

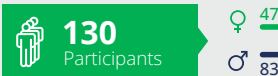
### 3 SUBVENTIONS

7 Clubs



### 2 CAPACITY DEVELOPMENT

3 Coaching  
1 Refereeing  
1 Other



### 2 OTHER PROJECTS

1 Digital media  
1 IT  
1 Other



# Forward Legacy & Impact

## VENEZUELA

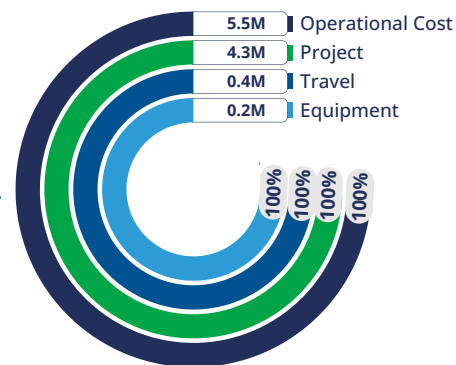
With the backing of the FIFA Forward Programme, the Venezuelan Football Association (FVF) decided to concentrate on the development of women's football in order to tap into the great potential that exists in Latin America. In 2019, the National High-Performance Centre for Women's Football, located in San Felipe, was officially opened. This became the first training facility in South America exclusively for women's football.

The stands and the pitch were renovated with the aims of hosting national and international tournaments and allowing players to train in the best possible conditions. This included the installation of an artificial turf pitch that has been awarded the FIFA Quality Pro mark.

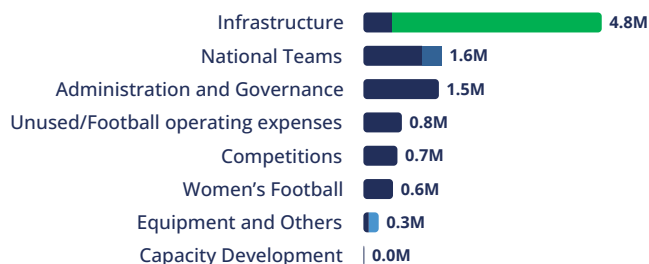
The stand in the central building has a capacity of 733 people, and includes the VIP and press areas. Furthermore, it has two meeting rooms and three administrative offices for meetings and events. To christen the centre, the FVF organised the Copa CNAR Evelio Hernández, a friendly tournament contested by Venezuela and Paraguay's women's national teams.

**TOTAL ENTITLEMENT**  
10.4M

**TOTAL APPROVED FUNDS**  
100.0% (10.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**3** INFRASTRUCTURE

Technical Centre **2**  
Headquarters **1**

■ New ■ Renovated

**2** Pitches

Artificial pitches  
Changing rooms  
Offices

Other  
Seating





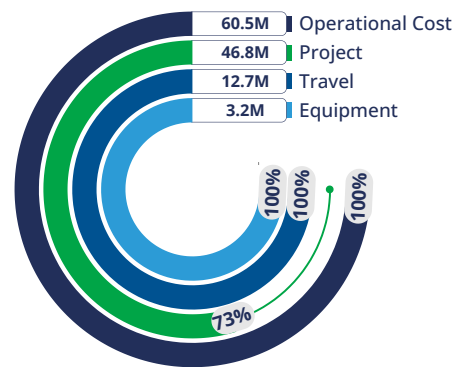


# Forward Legacy & Impact ALL MAS OFC

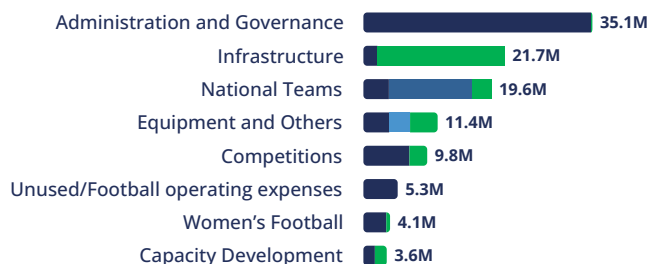


**TOTAL ENTITLEMENT**  
123.2M

**TOTAL APPROVED FUNDS**  
89.8% (110.6M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

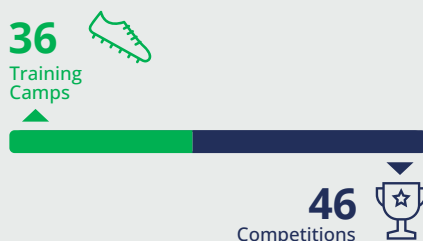
### 32 INFRASTRUCTURE



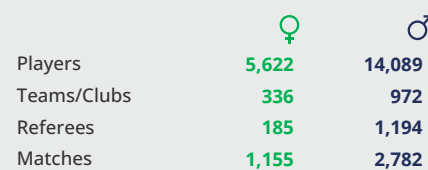
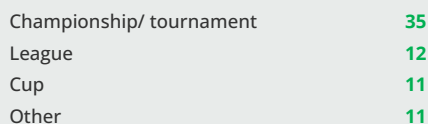
■ New ■ Renovated



### 38 NATIONAL TEAM SUPPORT



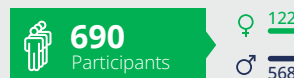
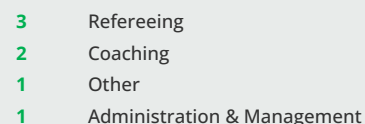
### 41 COMPETITIONS



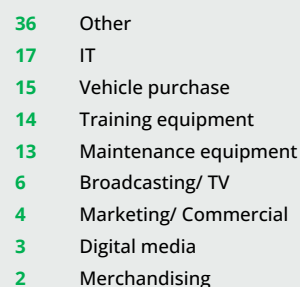
### 13 SUBVENTIONS



### 7 CAPACITY DEVELOPMENT



### 75 OTHER PROJECTS





## Forward Legacy & Impact

# AMERICAN SAMOA

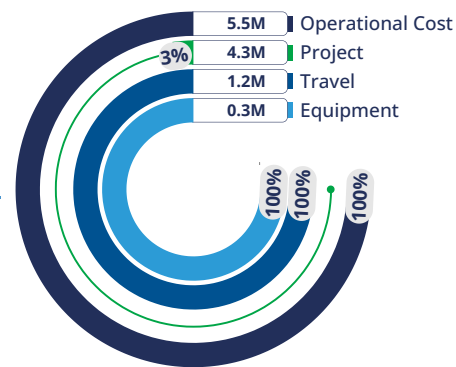
The Football Federation of American Samoa (FFAS) knew that they needed to present a professional image both on and off the pitch, and this included an important upgrading of their headquarters in the capital of Pago Pago, funded by FIFA Forward.

The Pacific territory may only have a population of 70,000 but football is a passion and, as such, an efficient and effective headquarters complete with the latest technology was crucial to the future growth of the game and the development and identification of talent. This included a new registration system for all players to make league administration work easier.

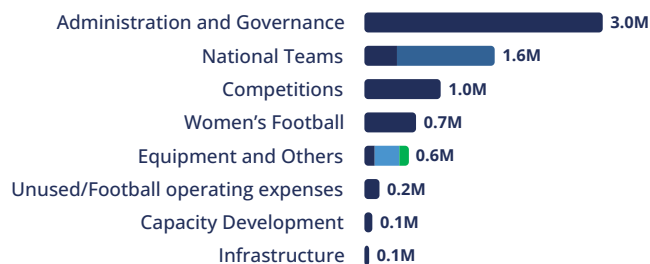
Funded by FIFA Forward, the necessary renovations took place in late 2018 at a cost of just over USD 50,000. The work included the provision of computers and software, allowing the FFAS to host its own meetings, including the FFAS Congress and workshops, but also enabling FIFA to organise coaches' and referees' workshops and seminars there. The equipment installed also ensured that the secretariat was able to function well during the pandemic.

**TOTAL ENTITLEMENT**  
11.3M

**TOTAL APPROVED FUNDS**  
63.4% (7.2M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD



## SPECIFIC PROJECTS



### 2 OTHER PROJECTS

- 2 Other
- 1 IT
- 1 Maintenance equipment





# Forward Legacy & Impact

## COOK ISLANDS

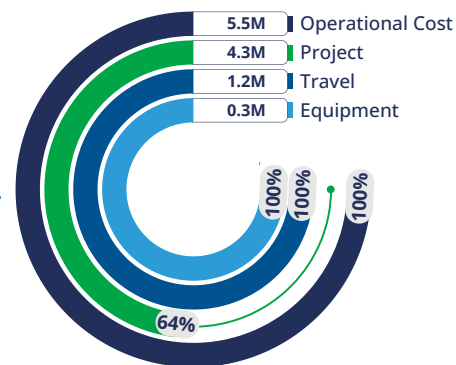
Flooding was a constant issue for the Cook Islands Football Association (CIFA), which meant that matches at the main two pitches in Rarotonga often had to be postponed on a regular basis – until FIFA Forward funding helped to improve the drainage and upgrade the playing surfaces.

Funded via a FIFA Forward project costing USD 234,428, the work on the two pitches ensured that matches could be played no matter the weather, reducing the number of postponements and cancellations.

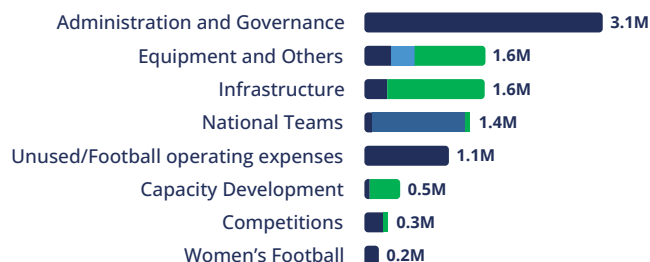
Work was completed in early 2017, providing the best possible conditions for the development of youth players, elite footballers and staging of international matches by the CIFA in OFC and FIFA competitions. The new FIFA-funded pitches have also allowed more training sessions and youth development programmes to be held, as well as more matches from grassroots up to senior level.

**TOTAL ENTITLEMENT**  
11.3M

**TOTAL APPROVED FUNDS**  
86.6% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY

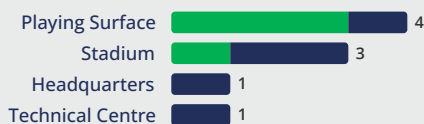


All amounts are in USD

## SPECIFIC PROJECTS



**9**  
INFRASTRUCTURE



■ New ■ Renovated

**4** Pitch(es)

Changing rooms	Natural grass pitches
Conference facility	Other
Floodlights	Seating



**2**  
COMPETITIONS

**1** Championship/  
tournament

**1** Cup

	♀	♂
Players	216	236
Teams/Clubs	13	13
Referees	1	20
Matches	4	36



**1**  
CAPACITY DEVELOPMENT

**1**  
Other



**100**  
Participants

♀ 40

♂ 60



**1**  
NATIONAL TEAM SUPPORT

**1**  
Competitions



**5**  
SUBVENTIONS

**14**  
Clubs



**8**  
Local associations



**19**  
OTHER PROJECTS

- 11 Training equipment
- 9 Vehicle purchase
- 9 Other
- 8 Maintenance equipment
- 3 IT
- 1 Digital media
- 1 Merchandising



# Forward Legacy & Impact

## FIJI

Fiji's determination to unlock the potential that exists in the country has been realised with the construction of a new football centre in Labasa, on Vanua Levu, the country's second biggest island and a football hotbed, funded by the FIFA Forward Programme.

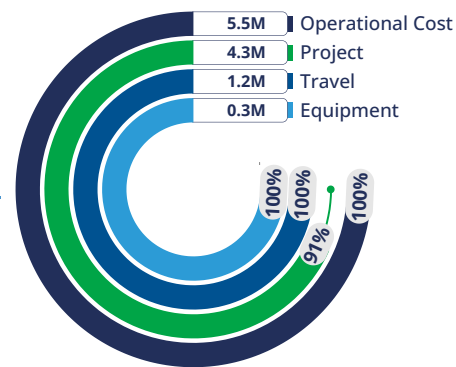
The modern technical centre is the third in the country and was a project supported by one of the region's most popular and talented footballers, Roy Krishna, who was born in Labasa. The FIFA-funded facility, which cost more than USD 2.45m to build, is central to the Fiji Football Association's (FFA) ambitions to develop the game under the FIFA Talent Development Scheme, which began on the islands in 2023.

The centre meets international standards and has dormitories for 30 people, a technical room, a conference room, changing rooms, a large functional space and an outdoor futsal pitch, which can be used by the community. Additionally, the completed facility is a source of revenue for the FFA as it continues towards greater financial independence with its infrastructure programme.

Community use is also central to the gym built at the FFA with USD 264,800 of FIFA Forward funding in 2019. The gym facility of approximately 233m<sup>2</sup> is already ensuring that players of all levels have access to better equipment. As it is also open to the public, this has again offered another source of revenue for the FFA and will ultimately contribute to the health and well-being of the user groups.

**TOTAL ENTITLEMENT**  
11.3M

**TOTAL APPROVED FUNDS**  
96.6% (10.9M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**3**  
INFRASTRUCTURE

Headquarters	1
Technical Centre	1
Playing Surface	1

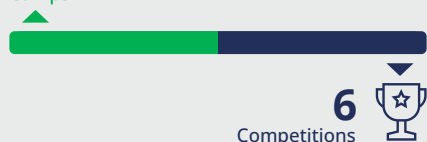
■ New ■ Renovated

2 Pitches	
Accommodation	Offices
Changing rooms	Other
Conference facility	Parking Lot
Fitness centre	



**4**  
NATIONAL TEAM SUPPORT

**6**  
Training Camps



**6**  
COMPETITIONS

League	6
Other	1
Championship/ tournament	1

	♀	♂
Players	1,403	1,581
Teams/Clubs	53	79
Referees	51	222
Matches	264	409



**7**  
OTHER PROJECTS

- 2 Training equipment
- 2 Other
- 1 IT
- 1 Maintenance equipment
- 1 Vehicle purchase



**2**  
CAPACITY DEVELOPMENT

**1** Refereeing  
**1** Coaching



**417** Participants  
♀ 48  
♂ 369





## Forward Legacy & Impact

# NEW CALEDONIA

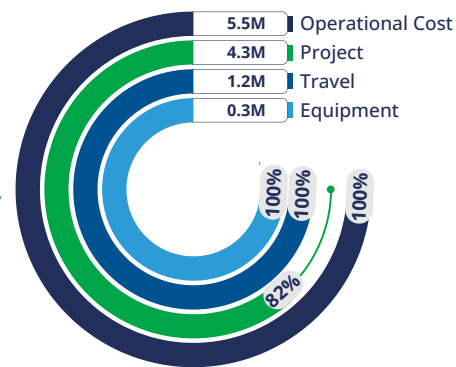
Part of the New Caledonian Football Association's (FCF) vision for promoting football in the French territory in the Pacific during the 2020-2026 period was the development of the nation's cup competition – the New Caledonia Cup – funded through the FIFA Forward Programme.

The competition, which was not played in 2021 because of the pandemic, aims to develop young players between the ages of 16 and 21 from 16 clubs – 12 Super Ligue teams and four provincial teams – and involves more than 250 players during a three-month event staged at five stadiums in the capital of Nouméa and the northern commune of Koné.

The investment by FIFA to re-launch the cup in 2022 totalled more than USD 26,000 and benefited not only players but also the 48 match officials involved in the event. Hienghène Sport beat Tiga Sports 4-3 in the final to lift the trophy in a competition that can be traced back to 1954. The winners qualify for the French Cup.

**TOTAL ENTITLEMENT**  
11.3M

**TOTAL APPROVED FUNDS**  
93.3% (10.5M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD



## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Headquarters



Offices



**19**  
COMPETITIONS

Championship/ tournament	24
Cup	9
Other	5
League	3

	♀	♂
Players	1,317	7,816
Teams/Clubs	70	531
Referees	56	814
Matches	240	1,377



**7**  
NATIONAL TEAM SUPPORT

**15**  
Training Camps



**13**  
Competitions



**5**  
OTHER PROJECTS

- 2 IT
- 2 Other
- 1 Broadcasting/ TV
- 1 Digital media
- 1 Maintenance equipment
- 1 Vehicle purchase





# Forward Legacy & Impact

## NEW ZEALAND

Aotearoa New Zealand, co-hosts of the FIFA Women's World Cup™ with their neighbours Australia in 2023, always knew that the experience gained by the Football Ferns in France in 2019 would be crucial to their fortunes.

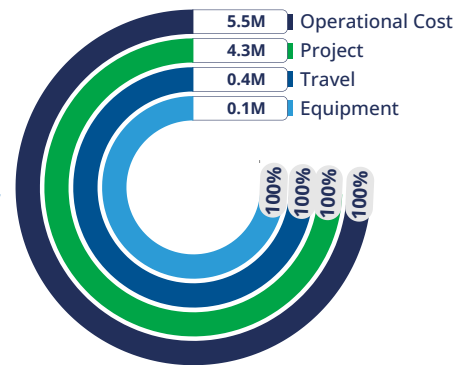
To reach France 2019, New Zealand needed to navigate the Oceania Nations Cup in 2018, which also acted as a qualifying competition for the global tournament. New Zealand Football's (NZF) request for FIFA Forward funding was based on the desire to further promote women's football by highlighting the national team's qualification to the public and therefore driving participation.

The FIFA Forward funding totalled USD 115,000 to cover the majority of the team's costs for the tournament in New Caledonia, which ended in success as New Zealand beat Fiji in the final in Noumea to clinch their sixth confederation title.

The FIFA-funded project fitted with the NZF's objectives of inspiring future generations of women and girls to play football by regularly appearing in global tournaments.

**TOTAL ENTITLEMENT**  
10.3M

**TOTAL APPROVED FUNDS**  
100.0% (10.3M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Playing Surface



**2** Pitch(es)

Artificial pitches  
Floodlights



**18**  
NATIONAL TEAM SUPPORT

**4**

Training Camps



**18**  
Competitions



**1**  
COMPETITIONS

**1**

League

	♀	♂
Players	140	0
Teams/Clubs	7	0
Referees	13	12
Matches	6	0



**18**  
OTHER PROJECTS

- 6 IT
- 6 Other
- 4 Broadcasting/ TV
- 2 Marketing/ Commercial



**1**  
CAPACITY DEVELOPMENT

**1**

Refereeing



**85**  
Participants

♀ 8  
♂ 77





# Forward Legacy & Impact PAPUA NEW GUINEA

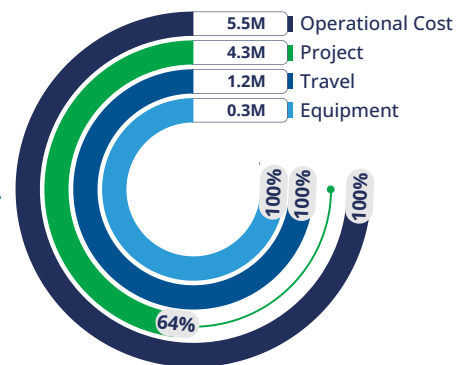
FIFA Forward funds were used to support the national women's team of the Papua New Guinea Football Association, as they embarked on a campaign with the objective of qualifying for the FIFA Women's World Cup Australia & New Zealand 2023™.

The purpose of the project was to support the Papua New Guinea women's national team to perform at their highest level, peaking at the Play-Off Tournament for the FIFA Women's World Cup 2023™. The programme was also aimed at developing and educating players and staff to have clarity on what a high-performance environment looked and felt like, with the aim of ensuring that the players and staff would continue to drive these standards of excellence in the national team set-up.

FIFA Forward funds (USD 560,386.60) enabled the PNGFA to recruit the best coaching and support staff, benefit from the best and most suitable training facilities at home and abroad, providing the women's national team with the best platform to excel, increase international exposure, improve strategic positioning for potential investors, and concretely place both the PNGFA and the confederation as keen developers of women's football globally.

**TOTAL ENTITLEMENT**  
11.3M

**TOTAL APPROVED FUNDS**  
86.3% (9.7M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**4**  
INFRASTRUCTURE

**2**

Headquarters



**2**

Technical Centre



**2** Pitch(es)

Accommodation  
Changing rooms  
Conference facility  
Fencing

Fitness centre  
Natural grass pitches  
Other



**2**  
NATIONAL TEAM SUPPORT

**1**

Training Camps



**1**

Competitions



**1**  
SUBVENTIONS

**3**

Local associations



**3**  
OTHER PROJECTS

**2**

Other



**1**

Vehicle purchase





# Forward Legacy & Impact SAMOA

Apia Park is central to Football Federation Samoa's (FFS) plans to take football to every corner of the islands and cater for the increasing levels of interest and participation in the sport witnessed over the last few years.

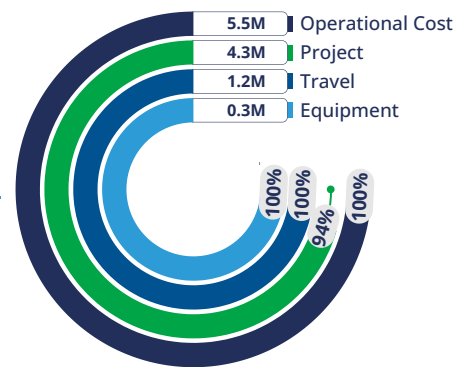
By accessing FIFA Forward 1.0 and 2.0 funding for a total of USD 2,698,348, the FFS converted, with government support, a plot of unused land next to the Apia Park Rugby Stadium and transformed it into the heart of football in the country.

Three full-size pitches – including one meeting FIFA standards – and an indoor futsal court, complete with offices, now provide the opportunity for teams in Apia, 90% of which had no training facilities, to practice regularly.

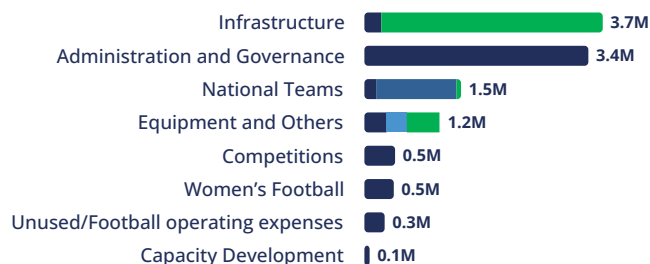
The project has progressed well despite the challenges of the pandemic and tropical cyclones and is currently at 80% completion. Once completed, the facility will ensure that both youth and premier team competitions continue to grow, welcoming more teams and therefore engaging more players in the sport. The FFS will also be able to host more international events and confederation tournaments after the successful staging of the Pacific Games in 2007 and 2019.

**TOTAL ENTITLEMENT**  
11.3M

**TOTAL APPROVED FUNDS**  
97.6% (11.0M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**5**  
INFRASTRUCTURE



■ New ■ Renovated

**4** Pitches

- Changing rooms
- Conference facility
- Floodlights
- Futsal pitches
- Natural grass pitches
- Other
- Seating



**1**  
NATIONAL TEAM SUPPORT

**1**  
Training Camps



**4**  
OTHER PROJECTS

- 2 Maintenance equipment
- 2 Vehicle purchase
- 2 Other
- 1 Training equipment







# Forward Legacy & Impact SOLOMON ISLANDS

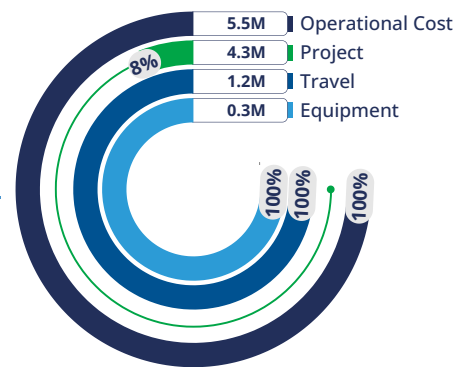
The Solomon Islands Football Federation (SIFF) used USD 518,964.54 of Forward 1.0 funding to purchase material and equipment for its new headquarters and technical centre. To give more context, in 2019, SIFF signed a memorandum of understanding (MoU) with the Solomon Islands Government. In this MoU, SIFF committed to giving the land on which its old headquarters was built to the government for the construction of a new stadium for the 2023 edition of the Pacific Games, to be hosted by the Solomon Islands. In return, the government committed to constructing a new headquarters and technical centre for SIFF by way of compensation.

The new facility includes a two-storey building, a dormitory, two football pitches, one futsal pitch and one beach soccer pitch. Therefore, Forward funds were used to purchase the necessary material and equipment to make the new premises fully functional.

This material and equipment included furniture for the administration, dormitories and conference room; the installation of an IT network and security surveillance; footballs and gym equipment (goal posts, bench presses, etc.); a generator (as a source of power during blackouts) and a shed; and facility maintenance machinery (ride-on mower and pick-up truck).

**TOTAL ENTITLEMENT**  
11.3M

**TOTAL APPROVED FUNDS**  
65.5% (7.4M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Stadium



Other



**1**  
OTHER PROJECTS

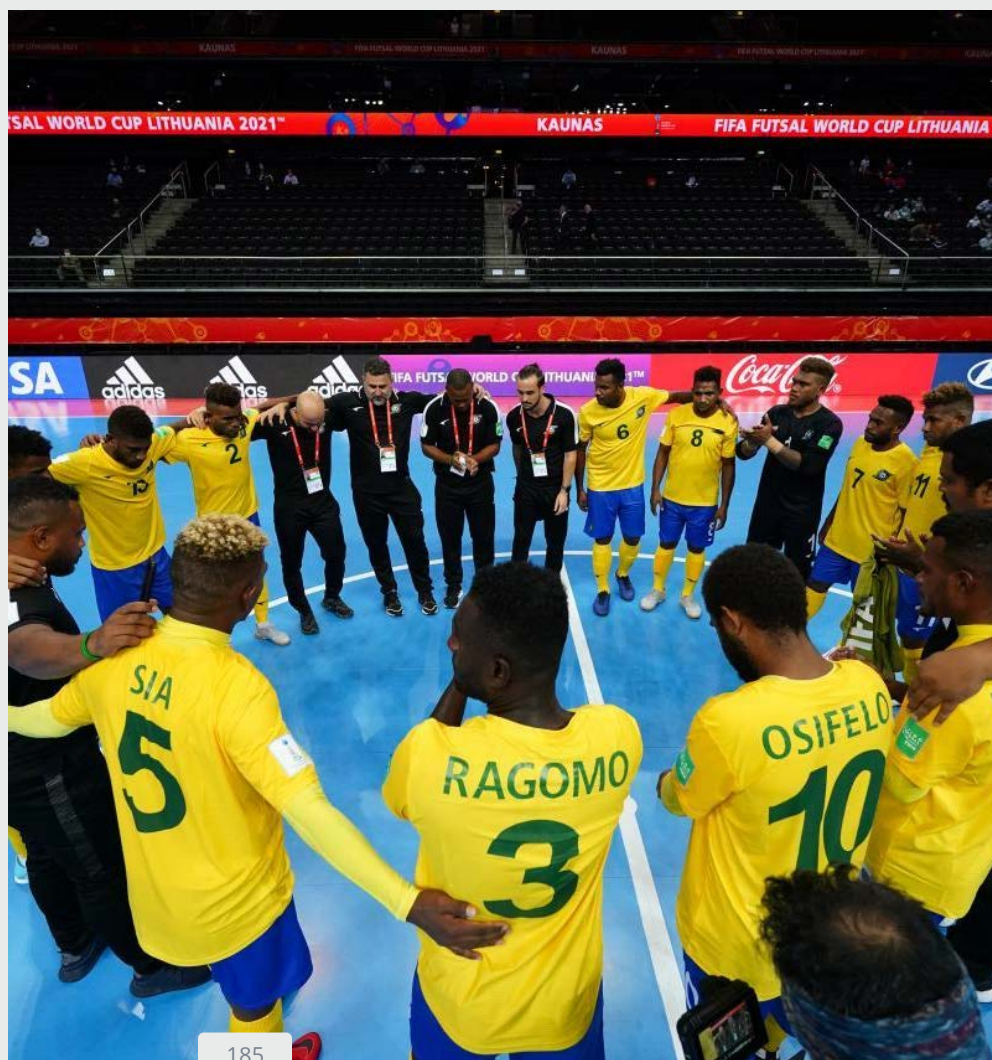
**1**

Vehicle purchase



**1**

Other





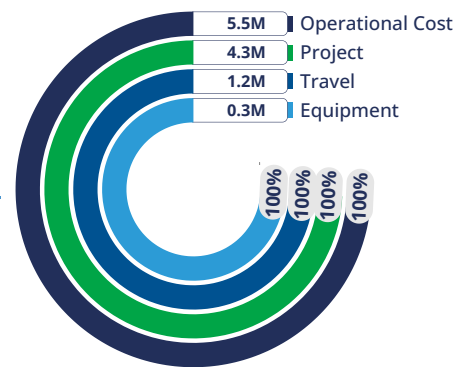
# Forward Legacy & Impact TAHITI

The Festival des îles is an annual tournament that has been organised since 2008 by the Tahitian Football Association (FTF). It has become the most popular football event in Polynesia and representative of the various cultures of its archipelagos. This sporting and cultural event brings thousands of participants together, with 60% of players coming from islands outside of the main islands of Tahiti. Over the course of a week, all teams compete in various tournaments: 11-a-side football, as well as futsal and beach soccer.

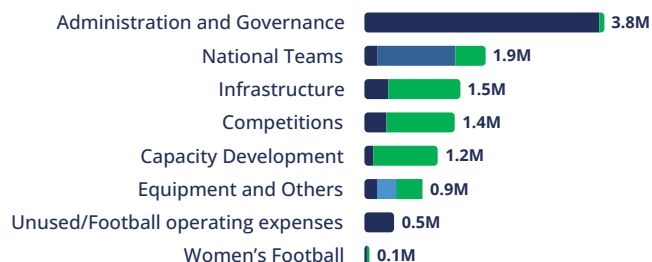
Since 2016 and the introduction of FIFA Forward, FTF has used part of its Forward entitlement to organise the festival, which also serves as a platform for the FTF Technical Department to scout talents from the outer islands.

**TOTAL ENTITLEMENT**  
11.3M

**TOTAL APPROVED FUNDS**  
99.9% (11.3M)



## APPROVED FUNDS SPENT PER CATEGORY



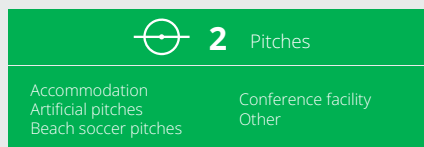
All amounts are in USD

## SPECIFIC PROJECTS

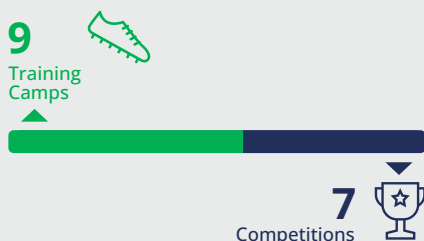
### 5 INFRASTRUCTURE



■ New ■ Renovated



### 5 NATIONAL TEAM SUPPORT



### 13 COMPETITIONS

Championship/ tournament	9
Other	5
League	2
Cup	1

	♀	♂
Players	2,546	4,456
Teams/Clubs	193	349
Referees	64	126
Matches	641	960

### 7 SUBVENTIONS



### 3 CAPACITY DEVELOPMENT

1	Refereeing
1	Coaching
1	Administration & Management



### 16 OTHER PROJECTS

10	Other
4	IT
2	Marketing/ Commercial
1	Broadcasting/ TV
1	Digital media
1	Merchandising



# Forward Legacy & Impact

# TONGA

Football dominates the sporting landscape on the Tongan outer island of Vavu'a, and the provision under FIFA Forward funding of a technical centre has seen a further spike in post-pandemic participation.

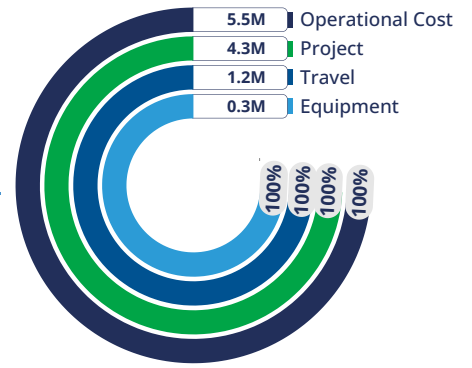
The technical centre, which is the centrepiece of the country's plan to grow and develop the game outside of the capital Nuku'alofa, opened in 2020 with turf pitches, changing rooms, conference facilities, offices and toilet blocks. It is key to the Tonga Football Association's (TFA) plan to open the game out across the islands.

The centre is home to affiliated schools and clubs and is the result of a USD 750,000 project funded by the FIFA Forward Programme.

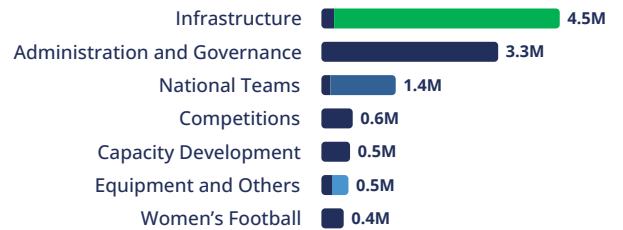
The growth in participation in football, from grassroots level up, has been remarkable in the last few years but most of that increase was limited to Nuku'alofa, the location of the TFA Academy. The new technical centre in Vava'u continues to change that – especially with the increased activity levels since the pandemic.

**TOTAL ENTITLEMENT**  
11.3M

**TOTAL APPROVED FUNDS**  
100.0% (11.3M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

**1**

Stadium



**1**

Technical Centre



Changing rooms  
Conference facility  
Fencing  
Floodlights

Offices  
Other  
Parking Lot  
Seating





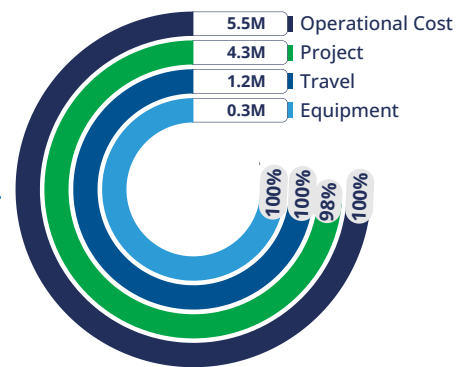
# Forward Legacy & Impact VANUATU



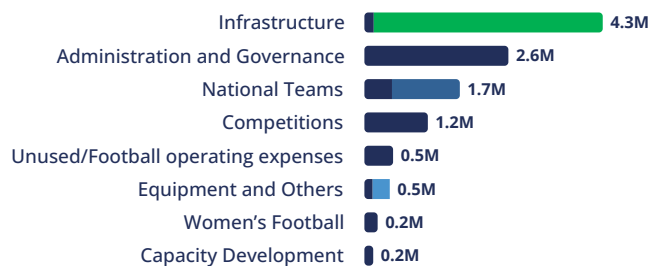
**TOTAL ENTITLEMENT**  
11.3M

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**TOTAL APPROVED FUNDS**  
99.1% (11.2M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Stadium



**1** Pitch(es)

Changing rooms  
Conference facility  
Floodlights

Natural grass pitches  
Other  
Seating





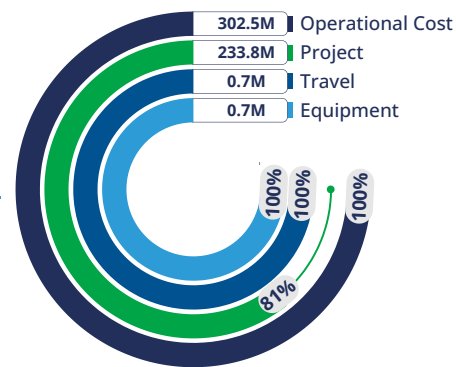
# Forward Legacy & Impact

## ALL MAS UEFA

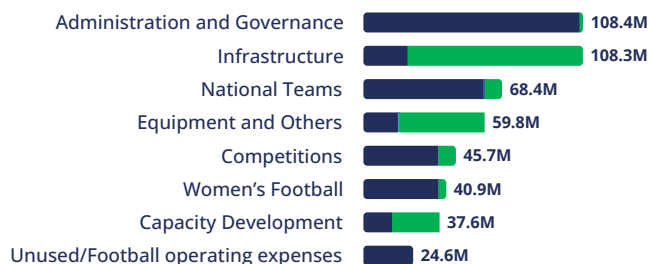


**TOTAL ENTITLEMENT**  
537.7M

**TOTAL APPROVED FUNDS**  
91.9% (494.3M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**106**  
INFRASTRUCTURE



■ New ■ Renovated

**294** Pitch(es)

Accommodation  
Artificial mini pitches  
Artificial pitches  
Beach soccer pitches

Changing rooms  
Conference facility  
Fencing  
Fitness centre



**30**  
COMPETITIONS

Category	Count
League	11
Championship/ tournament	11
Cup	8
Other	6

	♀	♂
Players	5,387	26,400
Teams/Clubs	343	1,281
Referees	328	5,219
Matches	1,679	6,701



**22**  
CAPACITY DEVELOPMENT

17	Coaching
5	Other
4	Administration & Management
4	Grassroots
2	League Development
2	Refereeing
1	Social Responsibility

**33,072**  
Participants

♀ 22,258  
♂ 10,814



**31**  
NATIONAL TEAM SUPPORT

**45**  
Training Camps



**49**  
Competitions



**38**  
SUBVENTIONS

**1,110**  
Clubs

**423**  
Local associations



**167**  
OTHER PROJECTS

73	Other
57	IT
15	Digital media
13	Training equipment
9	Marketing/ Commercial
5	Maintenance equipment
3	Broadcasting/ TV
3	Vehicle purchase
1	Income generation



# Forward Legacy & Impact ALBANIA

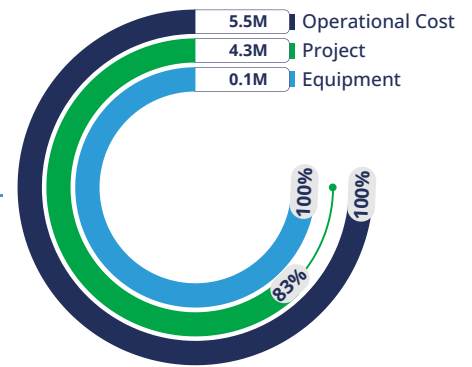
The “biggest and most ambitious sport infrastructure transformation in Albania” came to fruition when FIFA President Gianni Infantino opened the Albanian Football Association’s (FSHF) new headquarters in September 2022.

Located in southern Tirana close to the Artificial Lake dam in one of the greenest areas of the Albanian capital, the FSHF’s five-storey House of Football is the result of a five-year project to which FIFA Forward contributed USD 5.525 million, and it provides over 200 employees with a modern, ecofriendly environment in which to work.

The same is true for the teams – from grassroots and schools to the men’s and women’s elite national squads – that can use the full-size artificial pitch and natural grass pitch that were also part of the development. Each pitch has a 500-capacity all-seater stand, while there are also state-of-the-art medical, rehabilitation and recovery facilities for players.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
92.6% (9.1M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

**1**

Headquarters



**1**

Technical Centre



**2** Pitch(es)

Changing rooms  
Fitness centre  
Floodlights

Natural grass pitches  
Offices  
Seating





# Forward Legacy & Impact

# ANDORRA

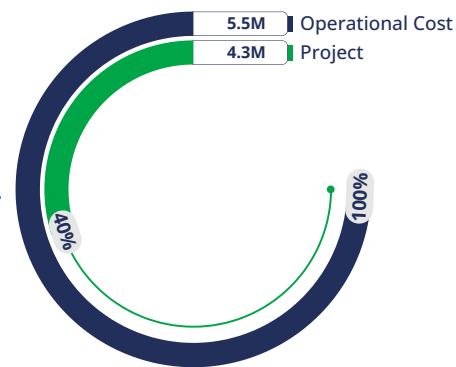
The Andorran Football Association (FAF) took a huge step towards overcoming its country's lack of suitable training pitches by building La Massana Sporting Centre, greatly increasing the number of training hours available at all levels, from grassroots level right up to the senior national team.

Completed in January 2021, La Massana boasts a full-size artificial pitch with a stand for up to 500 spectators, a seven-a-side artificial pitch and a futsal pitch. Each can be used for up to 50 hours of training sessions per week, plus 20 hours of matches for the full-size and futsal pitches and five hours for the mini-pitch. The centre is used by the men's and women's national teams of all age levels as well as by club sides for Andorra league matches. It has also enabled the creation of a women's league plus one for veterans.

FIFA Forward contributed USD 1,636,109 to the project, which is regarded as an outstanding example of how the programme can raise standards in a country and provide more playing opportunities.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
73.7% (7.2M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

**1**

Technical Centre



**1**

Playing Surface



**3** Pitch(es)

Artificial pitches  
Futsal pitches



**3**  
OTHER PROJECTS

**2**

Training equipment



**1**

Other





# Forward Legacy & Impact

# ARMENIA

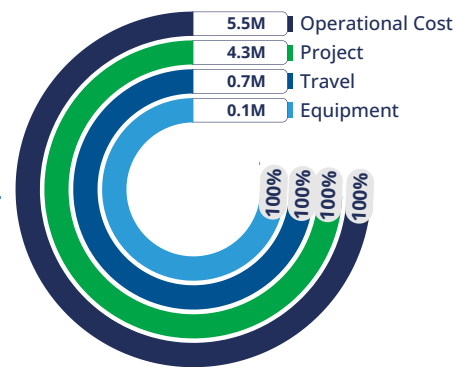
Quality pitches are fundamental when it comes to developing football, yet in many parts of the world they can be difficult to find.

Armenia has addressed the issue by building dozens of mini-pitches in all regions of the country as part of its efforts to develop grassroots football. Looking to provide better access to quality pitches for both children and adults, the Football Federation of Armenia (FFA) identified 89 communities and, with the support of FIFA Forward, which provided USD 2.75 million in funding, built a 40m x 20m mini-pitch in each one of them.

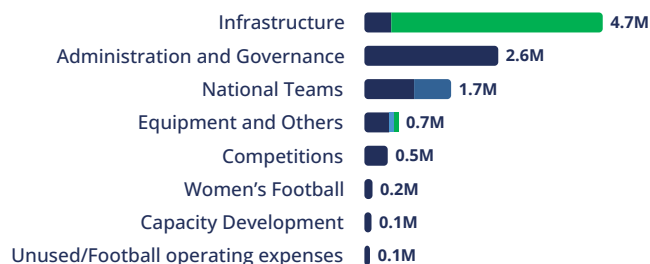
The FFA says that the pitches have had a huge impact on society by enforcing the right of every child to be able to play, teaching them how to face challenges, building character and instilling discipline that will help them later in life. The format of mini-pitches is attractive for youngsters and helps hundreds of young people to engage with the game.

**TOTAL ENTITLEMENT**  
**10.6M**

**TOTAL APPROVED FUNDS**  
**100.0% (10.6M)**



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**5**  
INFRASTRUCTURE

**5**

Playing Surface



**1**

Technical Centre



**92** Pitch(es)

Artificial mini pitches  
Artificial pitches  
Changing rooms

Other  
Seating



**1**  
OTHER PROJECTS

**1**  
IT







# Forward Legacy & Impact AUSTRIA

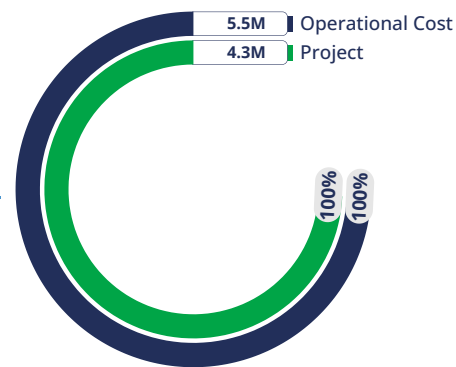
The Austrian Football Association (ÖFB) has placed an emphasis on education, with "Projekt12" aimed at the country's U-15 to U-19 men's teams and the U-17 to U-19 women's squads. Just over USD 1m in FIFA Forward 2.0 funding contributed towards adding infrastructure and depth to the youth national team set-up. This included each team being accompanied by a sports psychologist and/or a mental coach, as well as reinforcing the medical staff.

Media training is also provided, both for in front of the camera and on social media, while a talent coach has been introduced to help coordinate the development of the most promising talents on and off the pitch.

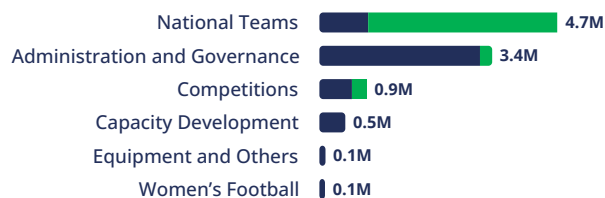
Another focal point is the growth of women's football in Austria. To this end, the ÖFB has taken a holistic approach. At the grassroots level, they have established a school for boys and girls aged 6-11 at which girls, in particular, can develop their own love for football, while further up the pyramid, they are working with clubs to promote women's football domestically and trying to increase the number of female coaches in the game.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
COMPETITIONS

**1**  
League



**10**  
NATIONAL TEAM SUPPORT

**24**  
Training Camps



**23**  
Competitions



**1**  
OTHER PROJECTS

**1**  
Marketing/  
Commercial





# Forward Legacy & Impact

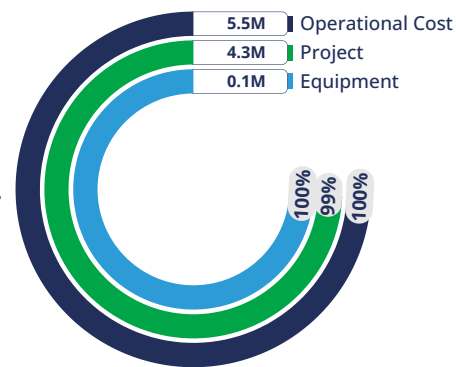
## AZERBAIJAN

One of the main objectives of the Association of Football Federation of Azerbaijan (AFFA) is to increase participation in the regions and make football even more inclusive. As part of its strategic plan, the association built the Turan Tovuz Football Academy in the northwest of the country. Construction took place between 2019 and 2021, with FIFA Forward contributing USD 1.1 million and a further EUR 800,000 coming from UEFA's Hatrick Programme as well as AZN 800,000 from the AFFA itself.

The project included the renovation and modernisation of the Tovuz City stadium, originally built in 1979 with a capacity of 6,500 spectators. The Turan Tovuz Football Academy includes four mini-pitches, accommodation, restaurants, medical facilities, a gym, sauna and meeting room, while the Tovuz City stadium has four changing rooms, a referees' room, a press conference room, media facilities, a doping control room and two sky boxes. The complex now serves as the main centre of football in the region, providing more opportunities for the development of youth and professional footballers.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
99.6% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**6**  
INFRASTRUCTURE



■ New ■ Renovated

**8** Pitches

- Accommodation
- Artificial mini pitches
- Artificial pitches
- Changing rooms
- Conference facility
- Fitness centre
- Natural grass pitches
- Other



**1**  
COMPETITIONS

**1**  
Other

	♀	♂
Players	400	-
Teams/Clubs	-	-
Referees	-	-
Matches	-	-



**2**  
OTHER PROJECTS

**1**  
Training equipment

**1**  
Other





# Forward Legacy & Impact BELARUS

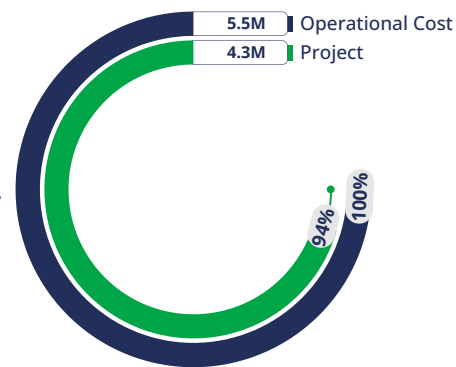
When you face a winter that is tougher to overcome than any opponent on the pitch, you have to find alternative solutions to keep playing football. The Belarus Football Federation (ABFF) did exactly that by constructing air-dome arenas to ensure that players, from youth and amateur teams to the nation's elite international squads, have the possibility to train and play all year round.

FIFA Forward funding covered more than half of the USD 1.52m cost of the air-dome arena in the city of Brest, as well as USD 698,000 of the USD 868,000 total cost of a sister venue in the capital city of Minsk. A further air-dome construction project for Mogilev, a city in the east of the country, has been developed based on FIFA Forward funding and fits neatly into the nationwide development of these year-round arenas to keep football moving forward, even in the depths of winter.

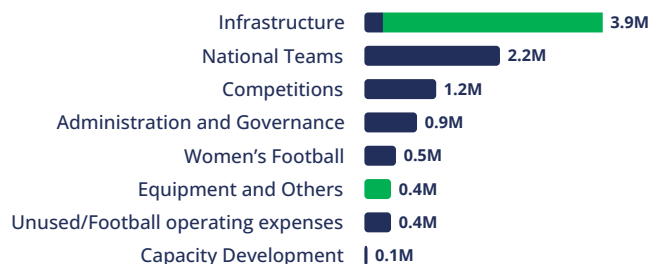
**TOTAL ENTITLEMENT**  
9.8M

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**TOTAL APPROVED FUNDS**  
97.3% (9.5M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**4**  
INFRASTRUCTURE

**4**  
Playing Surface



**7** Pitch(es)

Artificial pitches  
Other

**3**  
OTHER PROJECTS

**2**  
IT



**1**  
Training equipment





# Forward Legacy & Impact BELGIUM

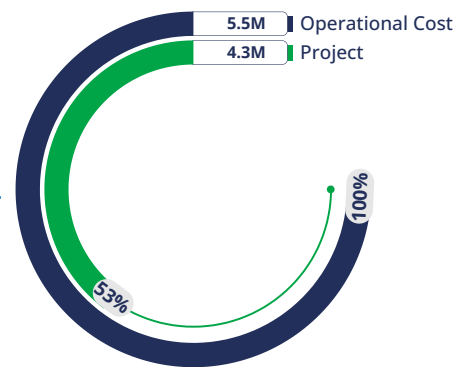
The Royal Belgian Football Association (RBFA) used USD 253,000 of FIFA Forward funding to bring its "Best of Belgian Football" app up to date, propelling the association to the cutting edge of the digital age.

With the app being a crucial means of communication with fans, new functionalities were added, notably enabling members of the RBFA supporters club to buy tickets for national-team games and coordinate their activities in following the Red Devils and the Belgian Red Flames at major competitions such as the 2018 and 2022 editions of the FIFA World Cup™ and UEFA Women's EURO 2022.

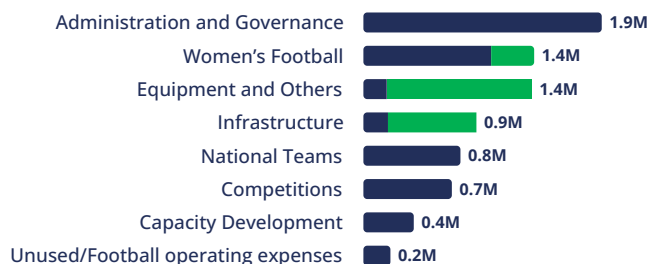
In addition to news and video content, quizzes, polls and score predictors were added to later versions of the app. Referees have also benefited from the updated and streamlined means of communication through which – via a secure portal – they are now informed about which matches they will be officiating.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
79.5% (7.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Playing Surface



**2** Pitch(es)

Natural grass pitches



**1**  
COMPETITIONS

**1**

League

	♀	♂
Players	120	-
Teams/Clubs	6	-
Referees	-	-
Matches	-	-



**5**  
OTHER PROJECTS

**5**

IT





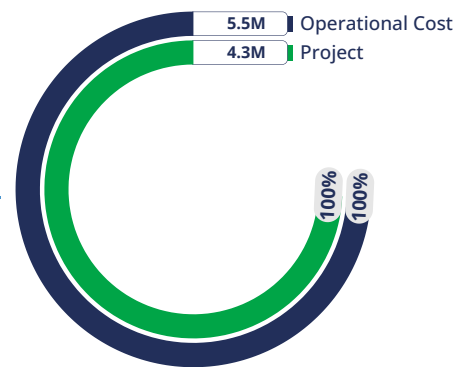
# Forward Legacy & Impact BOSNIA AND HERZEGOVINA

Bosnia and Herzegovina has found its feet at the highest levels of European football. The foundation and impetus for that development has come from the Bosnian and Herzegovinian Football Association (FFBH), who are based in their House of Football headquarters in the Novi Grad municipality of Sarajevo, the young nation's capital.

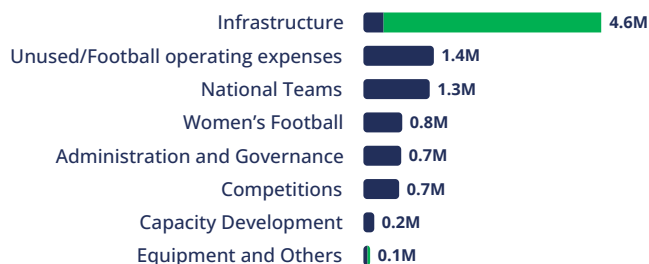
The association moved into its new home after purchasing the building with the help of USD 575,000 in FIFA Forward funds. The entirely renovated HQ boasts a convention centre comprising three halls, a museum, a trophy room and a fan shop, as well as a suite of offices tailor-made to the association's needs and work. The building was also redeveloped with the aim of it fitting snugly into its surroundings in one of the city's most environmentally friendly and greenest areas.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**4**  
INFRASTRUCTURE



■ New ■ Renovated

**3** Pitches

Artificial pitches  
Floodlights  
Natural grass pitches  
Other



**1**  
OTHER PROJECTS

**1**  
Vehicle purchase





# Forward Legacy & Impact

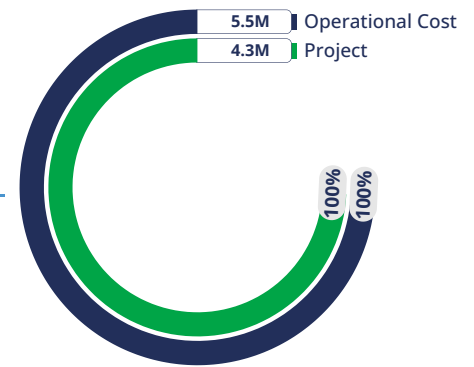
# BULGARIA

The Bulgarian Football Union (BFU) has sought to boost football's popularity in the country from the bottom up by constructing a series of mini-complexes nationwide. Three such facilities were set up in Sofia, Vidin and Kazanlak thanks to nearly USD 850,000 of FIFA Forward funding. Aimed at boosting participation levels among children aged five to nine and providing schools' and girls' teams with quality infrastructure in which to grow both their love of the game and their talent, the complexes boast artificial pitches to make play possible all year round.

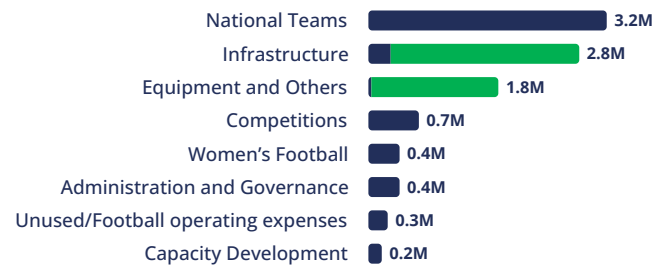
The pitches are also floodlit and are complemented by new and renovated stands and changing rooms, as well as office and conference spaces, thereby offering grassroots teams, but also veteran and amateur sides, excellent facilities in which to play the game they love. The BFU also organises tournaments at the complexes in order to encourage social interaction and inclusion.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**10**  
INFRASTRUCTURE

Playing Surface **8**

Stadium **1**

Technical Centre **1**

■ New ■ Renovated

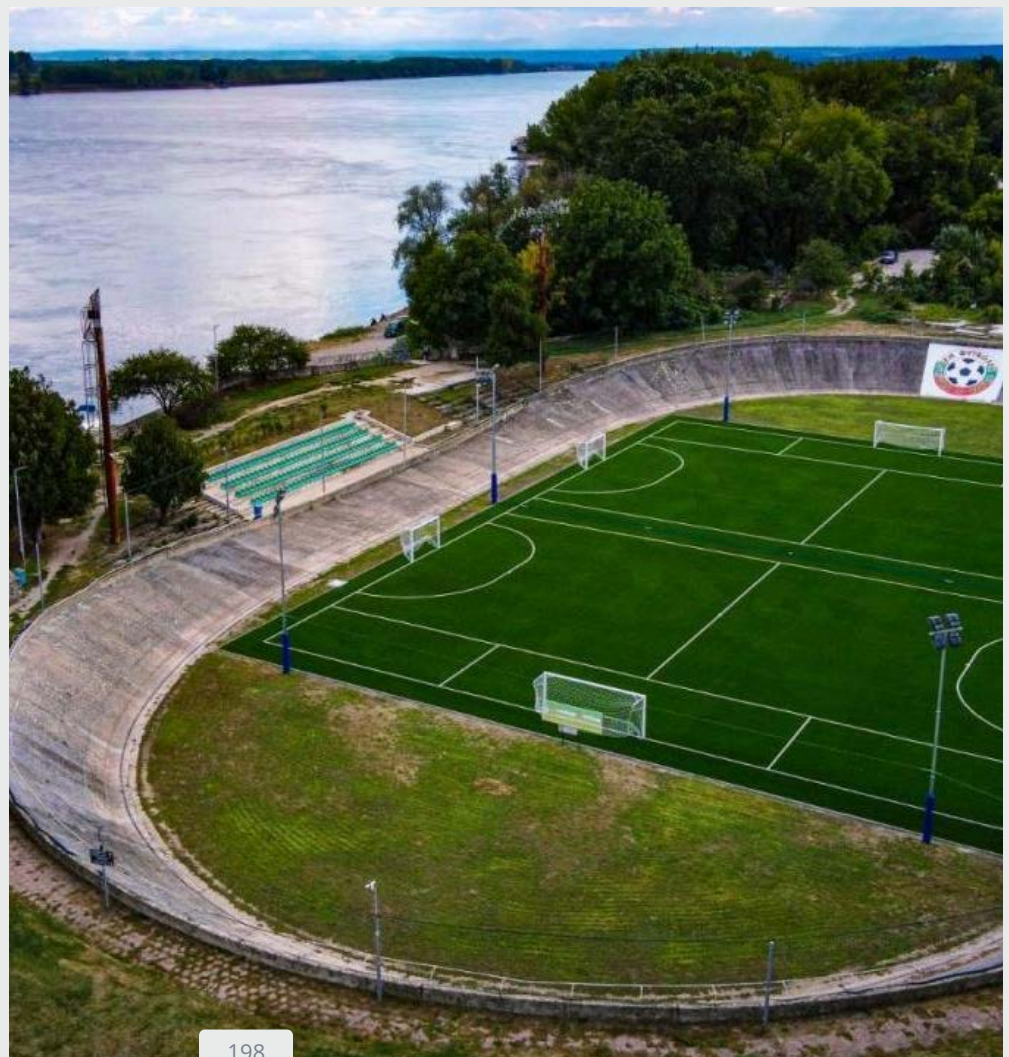
**9** Pitches

- |                         |                       |
|-------------------------|-----------------------|
| Artificial mini pitches | Floodlights           |
| Artificial pitches      | Natural grass pitches |
| Changing rooms          | Offices               |
| Conference facility     | Other                 |



**12**  
OTHER PROJECTS

- 6 IT
- 2 Other
- 1 Digital media
- 1 Maintenance equipment
- 1 Training equipment
- 1 Vehicle purchase





# Forward Legacy & Impact CROATIA

Croatia's senior men's national team has enjoyed its fair share of success in recent years, including top-three finishes at the 1998, 2018 and 2022 editions of the FIFA World Cup™.

Their youth national teams have had considerably less success, however, with no qualifications for the FIFA U-20 World Cup™ over the past decade and only three successful FIFA U-17 World Cup™ qualifying campaigns in 14 attempts.

To increase opportunities for Croatian youth national teams to experience pressure environments with international opposition, the Croatian Football Association (HNS) used USD 697,000 of FIFA Forward funding to run the first four editions of the Vlatko Marković Tournament.

Each year, the tournament hosts eight U-15 national teams, giving the Croatian U-15 national team a minimum of three games against international opponents from around the world.

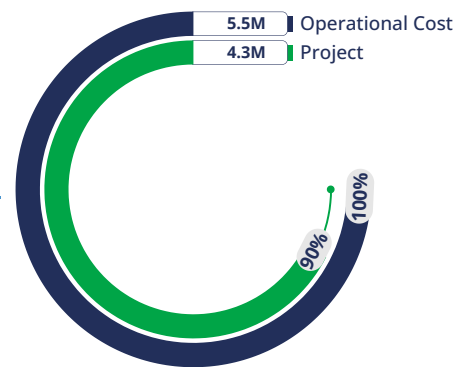
The tournament allows Croatia's top youth players to gain international experience and become acquainted with different mentalities and football philosophies. It also brings a competitive edge to their game and prepares them for senior football.

The tournament has quickly become an internationally recognised event and an excellent showcase for talented U-15 teams from all across the globe.

FIFA has already agreed to support the next four editions of the tournament (until 2026) for additional funding of USD 809,000.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
95.5% (9.3M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**7**  
COMPETITIONS

Championship/ tournament	4
Other	2
League	1

	♀	♂
Players	2,220	640
Teams/Clubs	56	40
Referees	78	116
Matches	1,119	64



**1**  
NATIONAL TEAM SUPPORT

**1**  
Training Camps



**3**  
OTHER PROJECTS

**2**  
Other



**1**  
IT



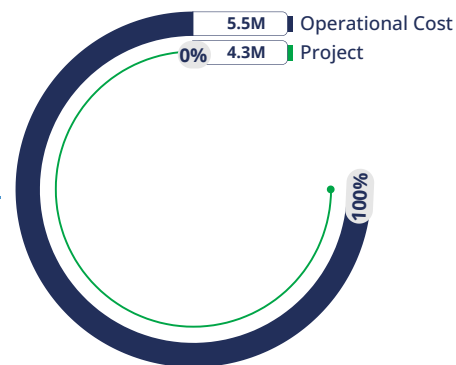


# Forward Legacy & Impact CYPRUS



**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
56.4% (5.5M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD







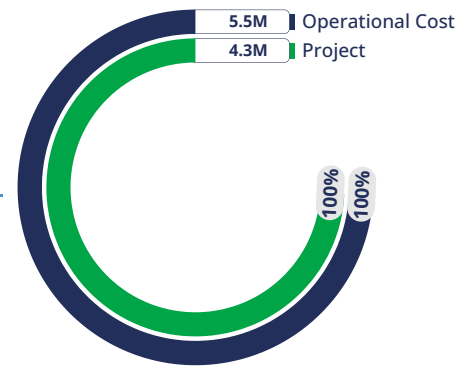
# Forward Legacy & Impact CZECHIA

In order to continue the game's development in the country, the Czech Football Association (FACR) set up a project to add a high-tech home of development and training in the Strahov area of the picturesque capital, Prague, for its football academy and all national teams.

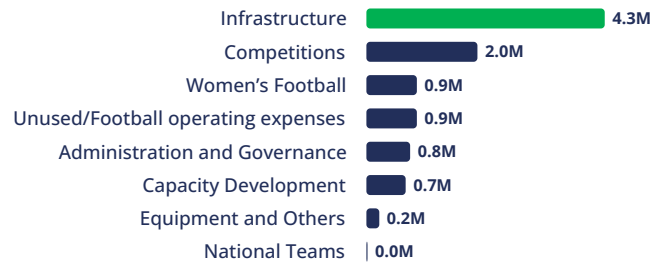
With FIFA Forward support totalling over USD 3.9 million, the ambitious plan started with the demolition of old administrative and energy centres to allow the building of state-of-the-art headquarters for some 50 FACR employees. While essential infrastructure in the area will also be updated, a new training ground for the country's elite footballers will open to ensure optimal training and recovery facilities for national teams. All of this will sit alongside the existing Přátelství stadium, which will also undergo a major facelift as part of the project.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD



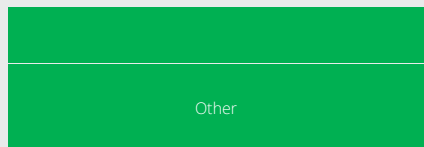
## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

Headquarters █ 1  
Stadium █ 1

█ New █ Renovated





## Forward Legacy & Impact

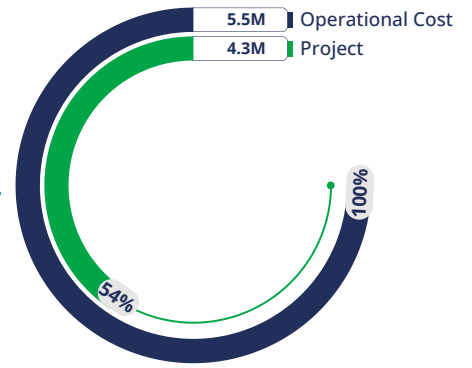
# DENMARK

Denmark have been a mainstay at international competitions since the 1990s, winning four medals including victories at UEFA EURO 1992 and the FIFA Confederations Cup in 1995.

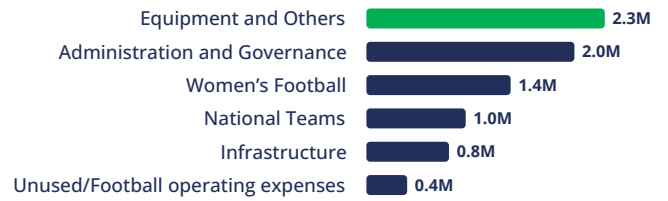
By using USD 330,126 in funding from FIFA Forward 1.0, the DBU employed a supporters' liaison officer and developed a fan strategy with the aim of improving the national-team brand and reinforcing the relationship with the fans. The fan strategy saw the DBU look to increase fan loyalty and stadium atmosphere through fan workshops, meetings between players and fans, public training sessions, and player video messages to fans.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
79.8% (7.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

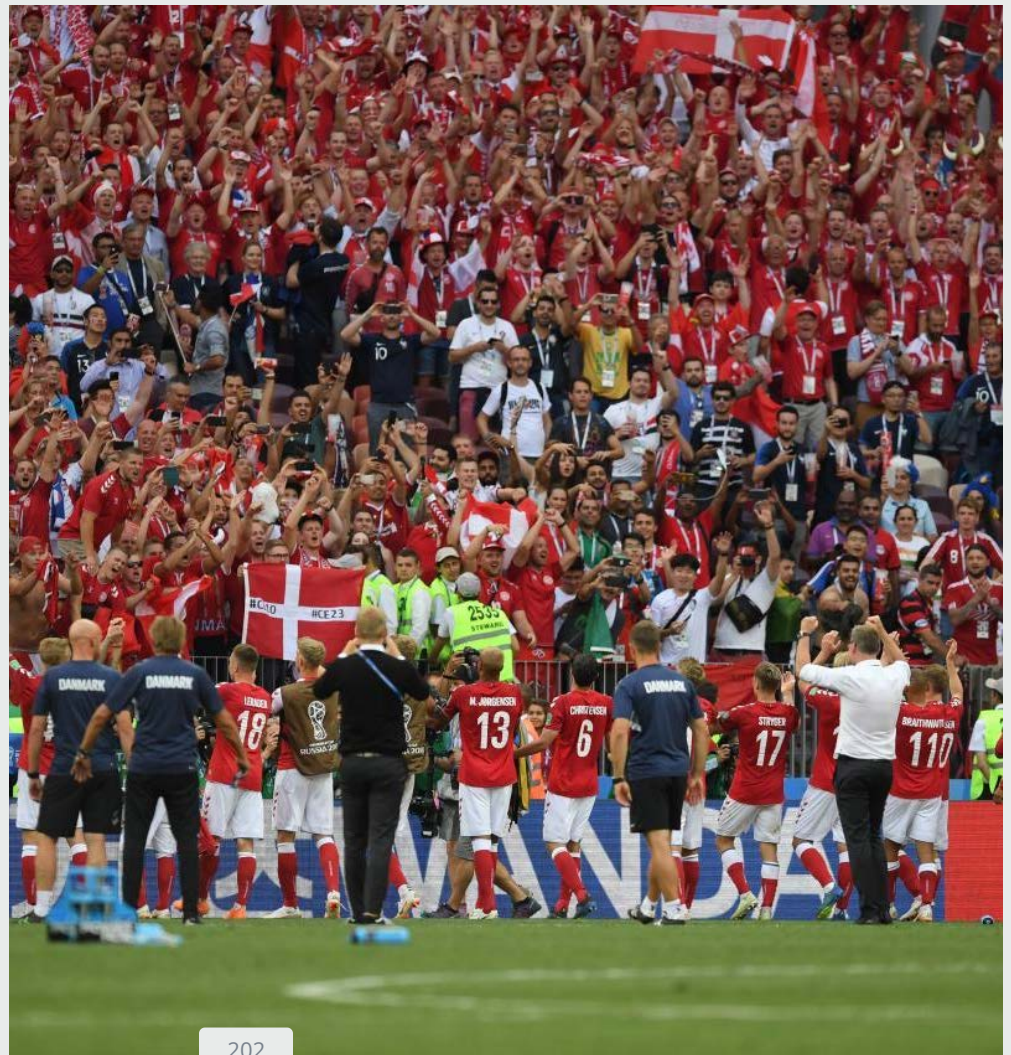


## SPECIFIC PROJECTS



**9**  
OTHER PROJECTS

- 6 Other
- 2 IT
- 1 Digital media





# Forward Legacy & Impact ENGLAND

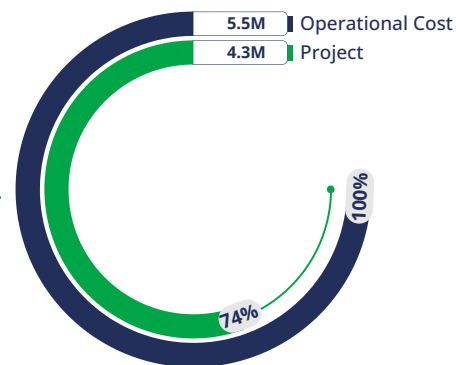
Historically, when girls started playing football in England, they were forced to play in boys' teams due to the lack of all-girls programmes in their local area. Today, The FA's SSE Wildcats – which has received investment of USD 1,048,000 as part of FIFA Forward – now provides all-female football to young girls around the country.

Aimed at girls aged 5-11, SSE Wildcats was launched in 2017 to help double female football participation numbers by 2020. Given that only 65% of current female footballers started playing before the age of ten, it was evident that there was potential to significantly increase participation. The programme itself was named by the girls who use the centres and is about galvanising and nurturing young girls' passion for football in a way that is tailored to their needs, while providing opportunities to experience football for the first time in a fun and safe environment.

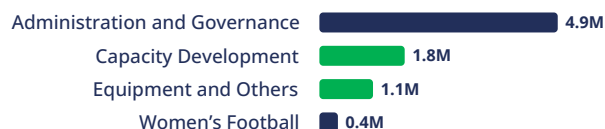
After the success of the first 200 centres, The FA extended the scheme and more than 1,250 centres are now in operation.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
88.7% (8.6M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**4**  
CAPACITY DEVELOPMENT

- 1 Social Responsibility
- 1 Administration & Management
- 1 Grassroots
- 1 Coaching



**21,519**  
Participants

♀ 21,519  
♂ 0



**4**  
OTHER PROJECTS

**3**  
Other



**1**  
Digital media





# Forward Legacy & Impact ESTONIA

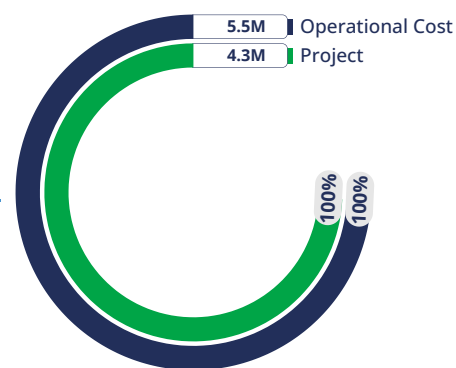
With the stated aim of developing “professional standards across the Premium Liiga”, the country’s top division, the Estonian Football Association (EFA) has quite literally spread the wealth.

After initially targetting the six and then the seven teams that did not claim one of the league’s three European competition qualifying places, the EFA put in place a series of solidarity grants to help raise standards across the league between 2019 and 2021. Thanks to a total injection of USD 1.66 million in FIFA Forward 1.0 and 2.0 funding, the EFA boosted each of the seven club’s finances by nearly USD 84,000 during the 2021 season alone.

In addition to appointing a full-time technical director – one of the obligatory aspects of the project – a number of clubs were able to turn professional, more than doubling the number of full-time players in the league from 147 in 2017 to 310 in 2021. As well as setting higher benchmarks off the pitch, such as raising pre-season medical testing to continent-wide norms, the effects were also felt on the pitch with a 23-point reduction in the gap from the top to the bottom of the table between 2017 and 2021.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**3**  
INFRASTRUCTURE

**2**

Playing Surface



**1**

Stadium



**3** Pitch(es)

Artificial pitches



**1**  
CAPACITY DEVELOPMENT

**1**

Coaching



**17**  
Participants

♀ 0  
♂ 17



**1**  
SUBVENTIONS

**6**

Clubs



**6**  
OTHER PROJECTS

- 3** IT
- 2** Other
- 1** Broadcasting/ TV





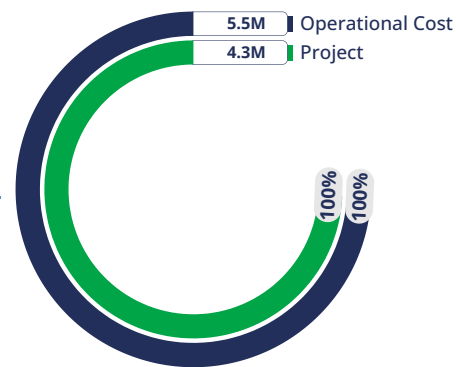
# Forward Legacy & Impact

## FAROE ISLANDS

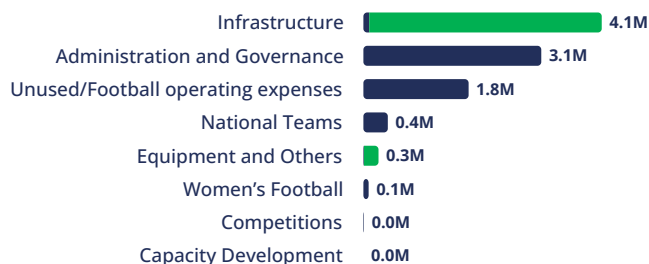
The Faroe Islands Football Association (FSF) has been able to bring its flagship Tórsvøllur National Stadium up to FIFA norms thanks to nearly USD 5 million in FIFA Forward 1.0 and 2.0 funding, together with great support from the Tórshavn municipality. The scope of the revamp included the total reconstruction of the West Stand, which provided the stadium with a state-of-the-art stand replete with referees' changing rooms, a doping control room, two team dressing rooms, a mixed zone and media working area, sky boxes, a VIP lounge and a parents' lounge. Thanks to funding from FIFA Forward, the Faroe Islands now possess a venue that can host international final competitions for the first time, and in 2025, they will organise the UEFA European Women's Under-17 Championship, a major milestone for the FSF.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Stadium



Seating



**1**  
OTHER PROJECTS

**1**

Other





# Forward Legacy & Impact FINLAND

While Finland has produced many quality female players recently, the lack of women in leadership and coaching positions had become a concerning problem.

The Finnish Football Association (SPL) – supported by the FIFA Forward Programme – has implemented three development projects, which aim to:

- increase the quality and quantity of women in coaching;
- develop, educate and elevate women in football leadership positions; and

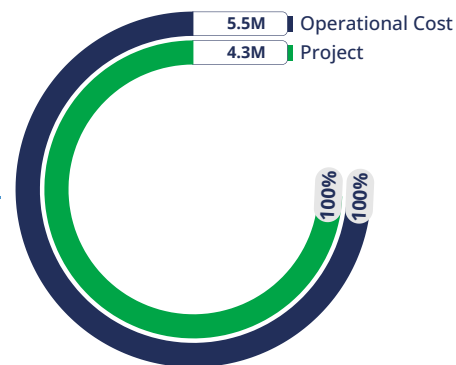
and

- increase the standard and awareness of the Kansallinen Liiga. Coach development has increased through the integration between Kansallinen Liiga coaches and the women's national teams, study tours throughout Europe – including Sweden and Manchester – and creating mentoring groups both nationally and regionally, with success especially seen in regional groups.

A women in football leadership programme was established to provide education for current and future female leaders, developing their leadership skills and supporting their aspirations. Awareness and quality of the Kansallinen Liiga has improved through workshops aimed at increasing knowledge, through the acquisition of commercial and broadcast partners, and by producing a new strategy and brand for the league.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



### 1 COMPETITIONS

**3**  
Cup

	♀	♂
Players	525	2,605
Teams/Clubs	35	176
Referees	60	430
Matches	20	163



### 2 CAPACITY DEVELOPMENT

- 2 Coaching
- 1 League Development
- 1 Administration & Management



**205**  
Participants



### 3 OTHER PROJECTS

**2**  
Other

**1**  
IT





# Forward Legacy & Impact FRANCE

Associations and clubs across France were experiencing a significant loss of players aged 18-22, with research showing that players in that age group were leaving French Football Association (FFF) competitions to play in privately owned five-a-side leagues.

To address this trend and to evolve their traditional model, the FFF used USD 2m of funding from FIFA Forward to launch a vast programme of constructing new playing surfaces for futsal, beach soccer and five-a-side football.

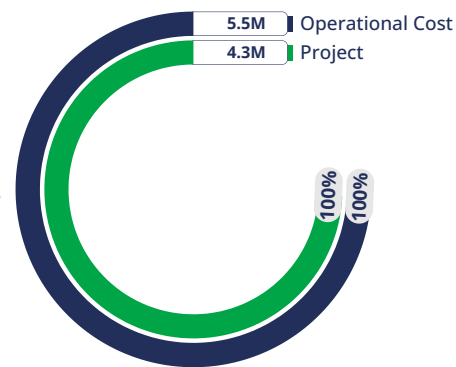
These types of playing surfaces have helped clubs across the nation to retain club members and attract new ones.

Players can now enjoy small-sided versions of football on modern pitches (mostly artificial) as games and training sessions are rarely cancelled due to the weather, which was a genuine issue as rain would often turn grass pitches into mud.

These smaller formats also give players the opportunity to play a different style of football: one based on quick passing, good technique and quicker positional play – which allows them to improve different skills compared to traditional 11-a-side.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Futsal / Beach Soccer Complex



**10** Pitch(es)

Futsal pitches



**1**  
COMPETITIONS

**1**

Other

	♀	♂
Players	154	-
Teams/Clubs	-	-
Referees	-	-
Matches	-	-



**1**  
CAPACITY DEVELOPMENT

**1**

Administration & Management



**5**  
OTHER PROJECTS

**3**

Other



**2**

IT





## Forward Legacy & Impact

# GEORGIA

The Georgian Football Federation (GFF), thanks to a FIFA Forward contribution of USD 249,995, has carried out a development project in the city of Rustavi, building a new regional technical centre for its youth academy.

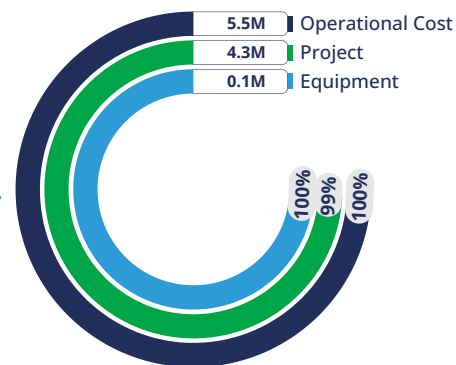
As part of a large-scale undertaking throughout the city, the FIFA Forward component transformed the centre into a state-of-the-art facility, making it compliant with international standards through an upgraded power supply and safety features. Further upgrades saw the instalment of floodlighting for the full-size pitch as well as outer perimeter lighting.

The project saw the addition of two full-size artificial pitches and a dormitory facility as well as a floodlight system for to a third (natural grass) pitch. Funding came from FIFA, UEFA and the GFF.

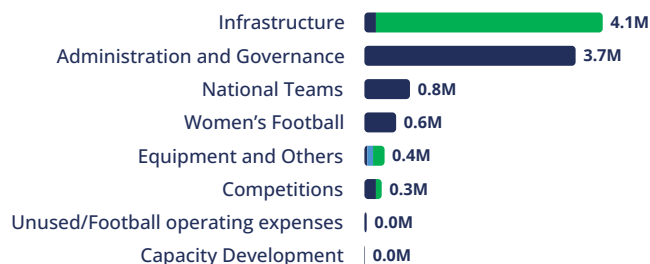
These upgrades mean more accessibility for players of all ages: significantly increasing the number of hours for football in Rustavi. These upgrades have made training and playing at night – and even in poor weather conditions – safe and effective, which was previously not possible.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
99.7% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD



## SPECIFIC PROJECTS



**15**  
INFRASTRUCTURE



■ New ■ Renovated

**31** Pitches

- Accommodation
- Artificial mini pitches
- Artificial pitches
- Changing rooms
- Conference facility
- Fitness centre
- Floodlights
- Natural grass pitches



**1**  
COMPETITIONS

**1**  
Championship/  
tournament







# Forward Legacy & Impact GERMANY

The German Football Association (DFB) has built new headquarters in Frankfurt am Main to ensure that the nation remains at the forefront of modern football development.

The new headquarters were built with FIFA Forward assistance in the form of USD 3.5m of funding, creating new opportunities for the growth of football and development of youth players.

For the first time in German history, the administrative and sporting sides of the DFB have been brought together under one roof.

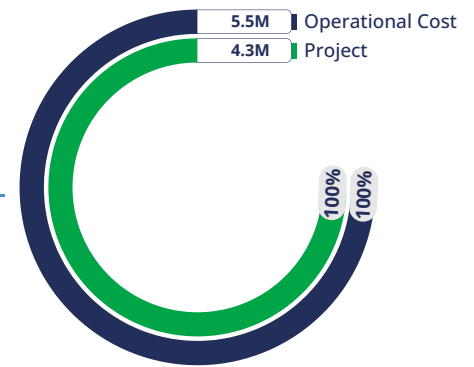
On the technical side, the DFB Campus boasts several grass pitches, an indoor football hall with an artificial pitch, an athletes' centre, conference and seminar rooms, and a futsal hall.

As well as the administrative and DFB Academy wings, the four-storey building also contains medical rooms, a technical lab and team accommodation.

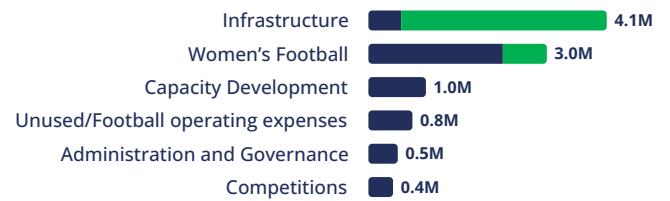
The new facilities provide the perfect location for national-team training, coach education, and research and development: setting the DFB up for sustained success long into the future.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Headquarters



**1**

Technical Centre



**5** Pitch(es)

Accommodation	Fitness centre
Artificial pitches	Floodlights
Changing rooms	Futsal pitches
Conference facility	Natural grass pitches



**1**  
COMPETITIONS

**1**

Cup

	♀	♂
Players	845	0
Teams/Clubs	50	0
Referees	154	0
Matches	49	0





# Forward Legacy & Impact

# GIBRALTAR

Ever since the Gibraltar Football Association (GFA) became a full FIFA member in 2016, the quality of football in the country has risen steadily, with football development being one of the GFA's main priorities.

Gibraltar's many teams, players and fans are served by just a single football arena: the 5,000-seat Victoria National Stadium. All amateur and competitive teams play at this venue, which is used daily by schools, by all teams in Gibraltar's junior and senior leagues, and by the Gibraltar national teams.

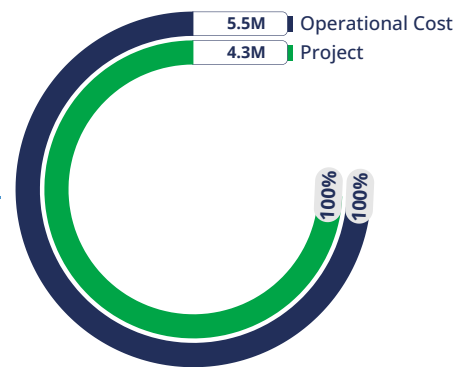
The heavy demands placed on the pitch meant that the existing turf reached a point of deterioration that was negatively affecting football development in the territory.

Thanks to a contribution of USD 350,000 from FIFA Forward, the GFA installed a top-level, high-quality artificial turf pitch at the stadium to ensure that teams and players could perform to the best of their ability.

All teams and literally every player in Gibraltar can now benefit from this new facility and its excellent surface on a daily basis.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Playing Surface



**1** Pitch(es)

Artificial pitches



**1**  
OTHER PROJECTS

**1**

Other





# Forward Legacy & Impact

## GREECE

The Hellenic Football Federation (HFF) has undergone a digital transformation by redesigning and implementing a state-of-the-art system to manage operational processes, internal processes, document management/workflow, financial management and communication management.

The main pillar is the incorporation of modern technologies, hardware and applications to increase speed, flexibility and effectiveness, all while ensuring transparency.

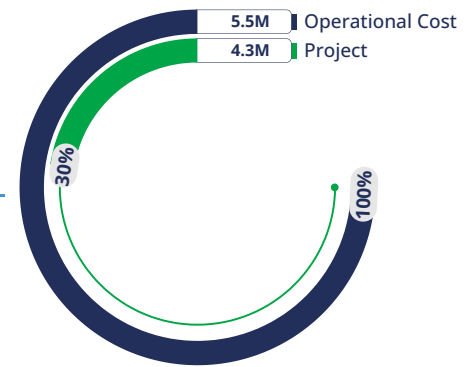
The new system has dramatically improved the operations of the administration at HFF headquarters and offers vital functions to all HFF-related persons and entities such as players, regional associations, football clubs, committees, coaches and referees.

It includes a central system infrastructure with high availability and performance; 110 PCs that can be used as workstations by HFF employees; ten PCs that are used as workstations in meeting rooms; ten PCs that are available as spares; 50 laptops to be used by HFF employees; six laptops for national-team coaches; and 25 tablets to be used during HFF Executive Committee meetings.

The upgrade took place during the second half of 2020 and was completed in January 2021.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
69.3% (6.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
COMPETITIONS

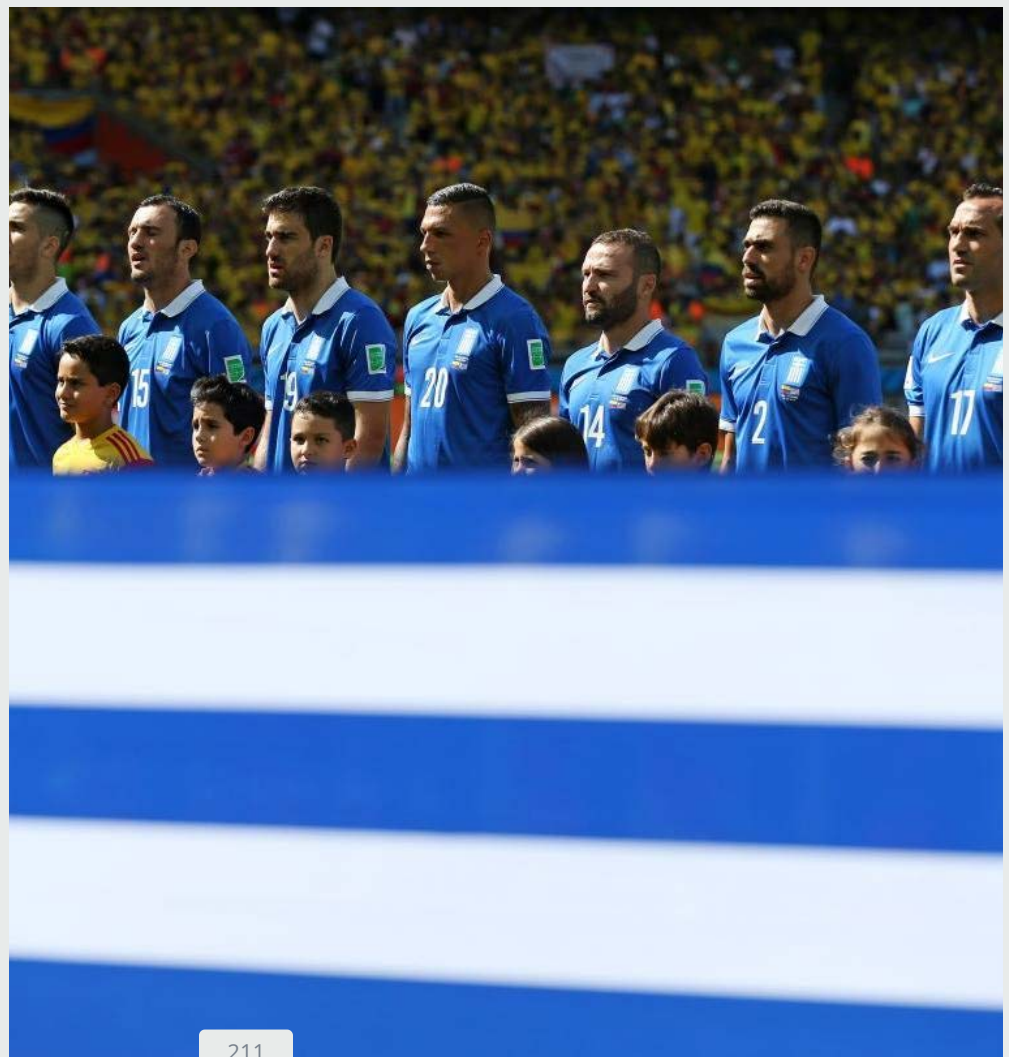
**1**  
League

	♀	♂
Players	-	-
Teams/Clubs	0	18
Referees	0	265
Matches	0	289



**1**  
OTHER PROJECTS

**1**  
IT





# Forward Legacy & Impact

# HUNGARY

FIFA Forward has supported an initiative by the Hungarian Football Federation (MLSZ) to tackle the problem of many small- and medium-sized towns lacking the necessary infrastructure to properly develop youth football.

While football is the most popular sport in Hungary and the participation rate is high, the lack of adequate football facilities in poor, disadvantaged or remote areas often forces promising young players to participate in other sports to give themselves a chance to progress to higher levels.

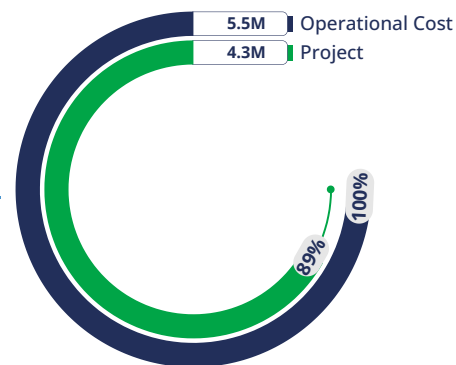
The MLSZ has used USD 800,000 of FIFA Forward funding to build 40 artificial turf pitches in these areas to reverse the trend and increase football participation and opportunities.

The programme is part of a larger initiative of the MLSZ which, by also using local government funding, is delivering more than 1,000 pitches across the country to schools, local municipalities and small amateur football clubs.

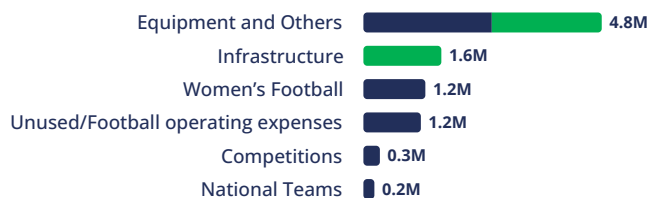
The association is focusing on developing grassroots and youth football with the aim of creating the next generation of talented Hungarian players.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
95.0% (9.3M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**3**  
INFRASTRUCTURE

**3**

Playing Surface



**80** Pitch(es)

Artificial mini pitches



**3**  
OTHER PROJECTS

**2**

Other



**1**

Training equipment





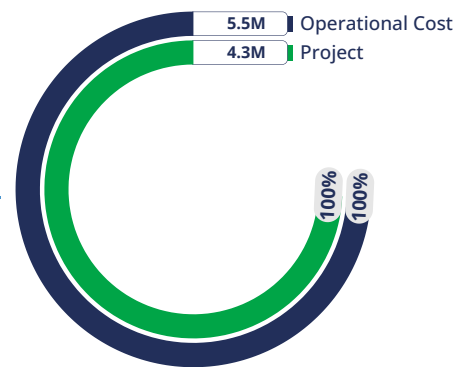
# Forward Legacy & Impact ICELAND

Icelandic football has taken huge strides in the last few years, with the men's national team reaching the UEFA EURO 2016 quarter-finals and qualifying for the FIFA World Cup™ for the first time in 2018. To continue this progress and ensure that the supply of talented young players does not dry up, the Icelandic Football Association (KSI) implemented the Talent Programme for Youth Players, with FIFA Forward providing USD 150,000 towards the total cost of USD 183,946.

The programme aims to evaluate and monitor boys and girls around the country, especially in remote regions, from the age of 13 upwards, organise regional training sessions for the best ones and have specialists follow their development. It has allowed the KSI to scout players at a younger age, and also by position. In 2018, 220 boys, about 18% of everyone in Iceland in this age group, and 180 girls, about 28% of everyone in the age group, took part in the programme.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
CAPACITY DEVELOPMENT

**1**  
Other



**365**  
Participants

♀ 165  
♂ 200



**8**  
NATIONAL TEAM SUPPORT

**7**  
Training Camps



**6**  
Competitions



**5**  
OTHER PROJECTS

**5**  
Other





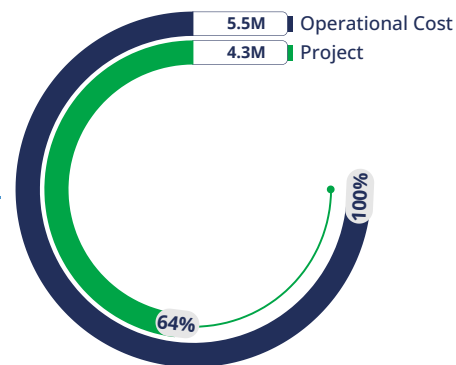
# Forward Legacy & Impact ISRAEL

The Israel Football Association (IFA) has upgraded the floodlights for the training pitches at the Shefayim National Team Complex, a state-of-the-art technical centre, which FIFA President Gianni Infantino visited on his first trip to Israel as FIFA President on 12 October 2021. The venue is the Israeli national teams' home base and is located just 15km north of Tel Aviv.

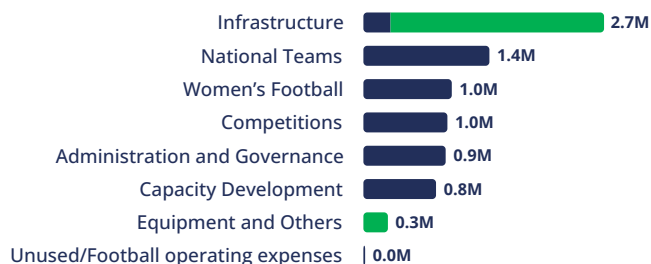
Players from every level train there, including schools and grassroots teams. The lighting on the main pitch was moved to the second pitch, and a completely new lighting system was installed on the main pitch at a total cost of USD 405,000, including USD 185,000 in FIFA Forward funding.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
84.3% (8.2M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE

Technical Centre  1  
 Playing Surface  1

■ New    ■ Renovated

**1** Pitches

Floodlights  
Natural grass pitches  
Other



**1**  
OTHER PROJECTS

**1**  
Other





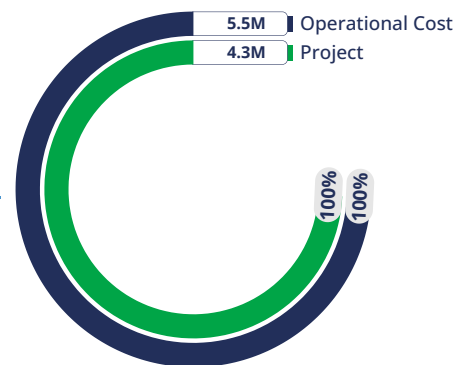
# Forward Legacy & Impact ITALY

The Italian Football Association (FIGC) is aiming to increase participation in women's football and raise standards. To reach this overall objective, it introduced the Nearest to You programme to improve the quality of the youth sections of the 24 women's Serie A and Serie B clubs by enhancing the educational level of coaches and staff.

Run during the 2020-21 and 2021-22 seasons, with FIFA Forward providing the entire funding of USD 528,000, the programme provided grants to each of the 24 clubs, provided they had received the Elite Football School ranking, the highest grade in the FIGC Youth and School Sector grassroots system. This aims to encourage clubs which have not yet obtained the Elite Football School ranking to improve their standards so that they can benefit from the programme. To qualify for the top category, a club must have at least one qualified coach for each team in the six grassroots and youth categories.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**1**  
SUBVENTIONS

**24**  
Clubs



**6**  
OTHER PROJECTS

- 6 IT
- 1 Digital media
- 1 Marketing/ Commercial





# Forward Legacy & Impact KAZAKHSTAN

The Youth Football Development Programme, implemented during 2019 with FIFA Forward funding the entire cost of USD 199,232, had three parts.

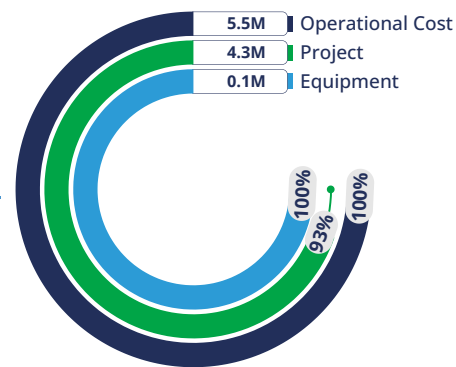
The first was to provide training for physical education teachers involved in Kazakhstan's Football Classes Programme, a government scheme to provide football lessons once a week in 1,000 schools around the country. The teachers who participated in the training received UEFA's D Grassroots Leaders certification, raising the number of qualified coaches from 1,291 to 4,659. The project also increased interest among other teachers in obtaining football coaching qualifications.

The second was to organise competitions and sign cooperation memos with private football schools, which until then had been largely separated from the Kazakhstan Football Federation (KFF). This led to memos being signed with 87 private football schools and 5,000 players were able to take part in competitions organised with the KFF's support.

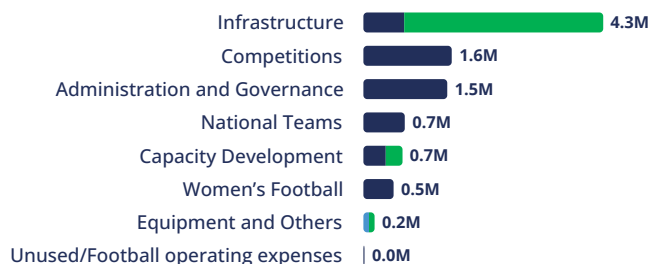
Finally, an electronic portal was created to organise youth competition tournaments, a task that had previously been done entirely on paper.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
97.0% (9.6M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Technical Centre



**2** Pitch(es)

Natural grass pitches  
Other



**2**  
SUBVENTIONS

**72**

Local associations



**1**  
OTHER PROJECTS

**1**

IT





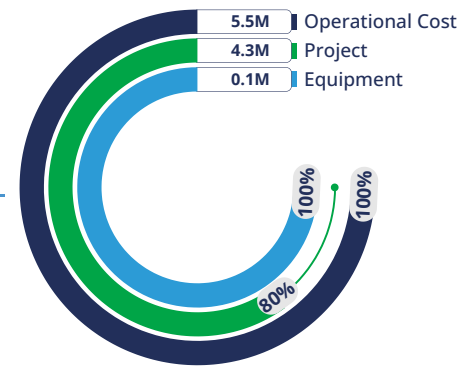


# Forward Legacy & Impact KOSOVO

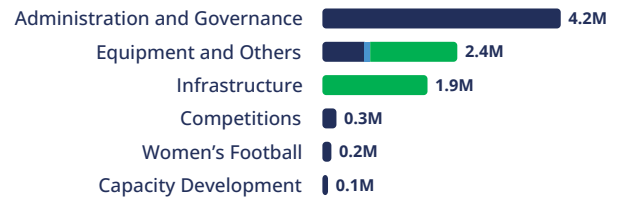
The Football Federation of Kosovo has used FIFA Forward funding to introduce video assistant refereeing into domestic football as part of its strategy to use football technology. The VAR system was put in place during a six-month period in the first half of 2021, when it was tested at more than 50 games, with 53 match officials trained to work with it. The first match to feature VAR technology was the Kosovar Supercup in August 2021 between Prishtina and Llapi at the Fadil Vokrri stadium, one of 12 venues in the country which have been adapted for the technology. FIFA Forward covered the entire cost of USD 1.55 million, which included setting up the technology and using it during the 2021-22, 2022-23 and 2023-24 seasons. VAR featured throughout the 2021-22 Kosovo Superleague and was used at all 180 matches as well as at all nine matches in the Kosovo Cup.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
91.5% (9.0M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Playing Surface



**6** Pitch(es)

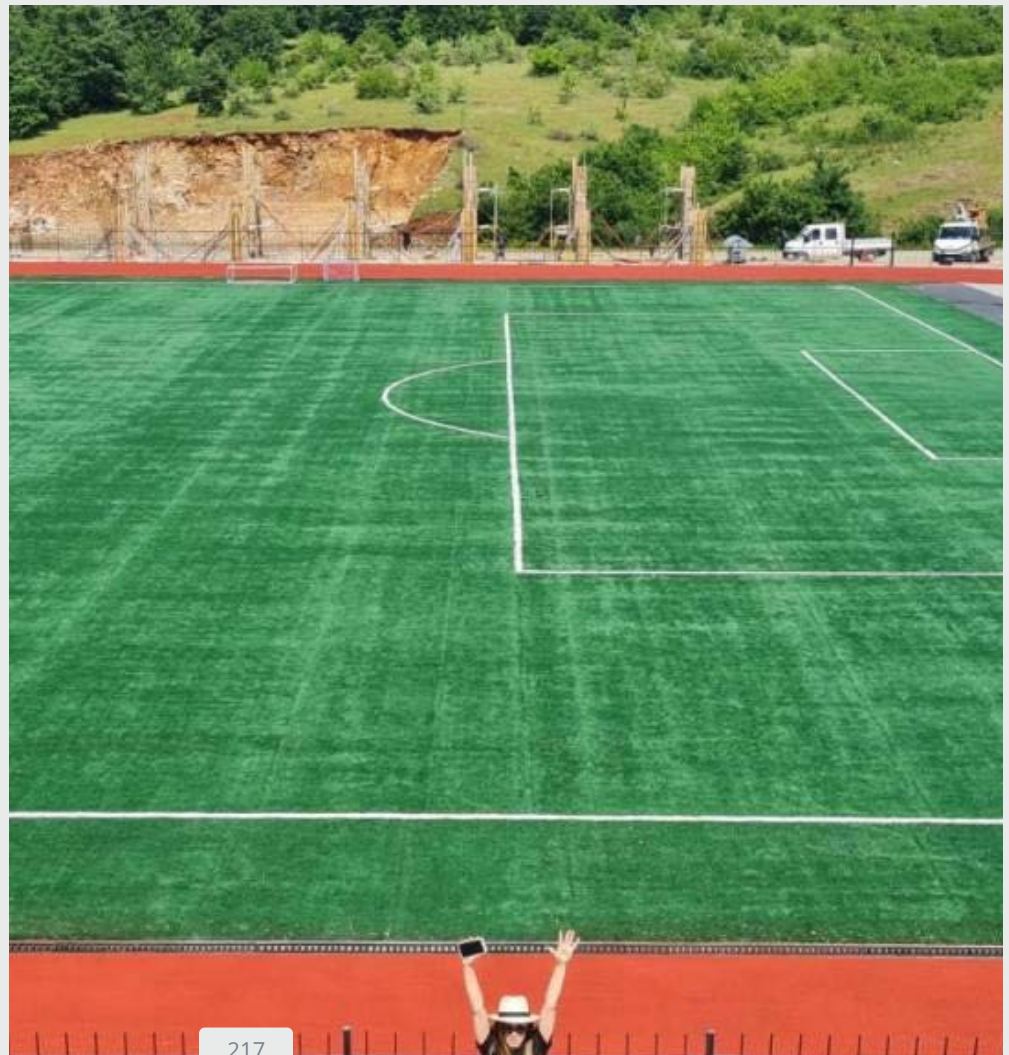
Artificial pitches



**1**  
OTHER PROJECTS

**1**

IT





# Forward Legacy & Impact

## LATVIA

VAR technology was first used at the FIFA Club World Cup™ in 2016, but Latvia was still playing catch-up as only one Latvian refereeing team held FIFA VAR certification and no games in the Virslīga had access to the technology.

Eager to support their referees, to improve the quality and image of the Virslīga, and to increase the competitiveness of Latvian referees in international matches, the Latvian Football Association (LFF) decided to train more referees and provide VAR technology for matches in the Virslīga.

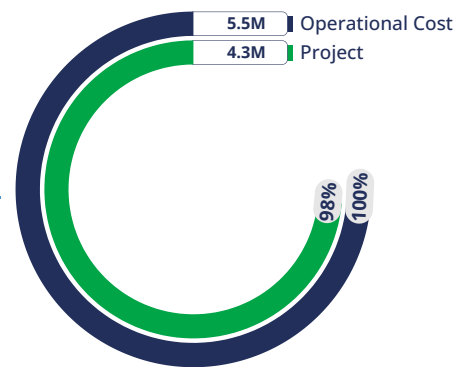
Using USD 66,100 of funding from FIFA Forward, the LFF was able to train additional referee teams, bringing the total number of accredited personnel to eight referees, eight assistant referees and eight replay operators.

The training was conducted in Türkiye under the guidance of a FIFA instructor, and was followed up with simulations, practical training and certification in Latvia. Broadcast crews were also trained to produce a better television product.

Two Virslīga matches per round are now played with the VAR system. Following this successful implementation, a further USD 345,795 funding from FIFA Forward was approved for the next two seasons.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
99.3% (9.7M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**7** COMPETITIONS

Championship/ tournament	5
Cup	3
League	1

	♀	♂
Players	0	10,325
Teams/Clubs	0	323
Referees	0	324
Matches	0	2,797

**3** CAPACITY DEVELOPMENT

Coaching	6
Other	3
Grassroots	1

**266** Participants

♀	21
♂	245

**2** NATIONAL TEAM SUPPORT



**7** SUBVENTIONS

**255** Clubs

**13** Local associations



**3** OTHER PROJECTS

**2** IT

**2** Other





# Forward Legacy & Impact

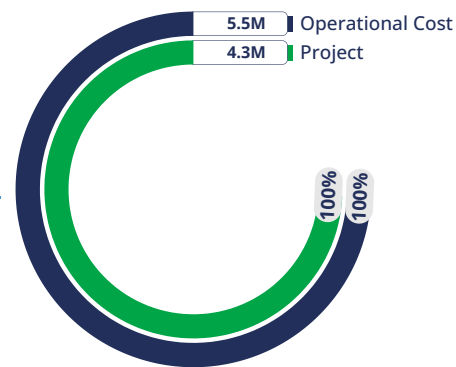
## LIECHTENSTEIN

Liechtenstein, like every other footballing nation, has been striving to provide its elite players with the very best infrastructure to enable them to exploit their talents on the pitch. It was with that goal in mind that the Liechtenstein Football Association (LFV) launched the ambitious project of a national-team training centre in Ruggell. FIFA Forward provided funding of USD 2.4 million, covering a significant proportion of the overall cost.

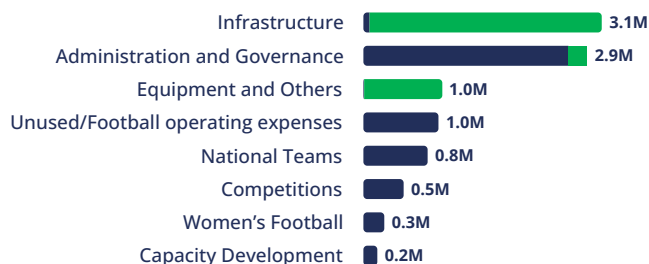
The centre is used by Liechtenstein national teams as well as by men's and women's club sides. It staged a double-header of friendly games between the Liechtenstein women's national team and Gibraltar in June 2021 ahead of the official opening on 29 August 2021, which featured tournaments for girls' and boys' teams. Overall, the centre's pitches were in use for nearly 4,800 hours in 2021.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

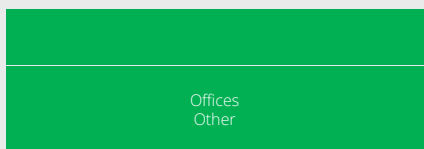
## SPECIFIC PROJECTS



**4**  
INFRASTRUCTURE



■ New ■ Renovated



**9**  
OTHER PROJECTS

- 4 Other
- 2 IT
- 1 Marketing/ Commercial
- 1 Training equipment
- 1 Vehicle purchase





# Forward Legacy & Impact

## LITHUANIA

The FIFA Futsal World Cup 2021™ was the first-ever FIFA event to be held in Lithuania, but COVID-19 restrictions in the lead-up to the tournament dealt a potentially devastating blow to the preparations of the Lithuanian national team.

To assist, FIFA Forward made USD 299,947 available to help make Lithuanian futsal teams more competitive in international competitions and facilitate the development of men's and women's futsal players across the country.

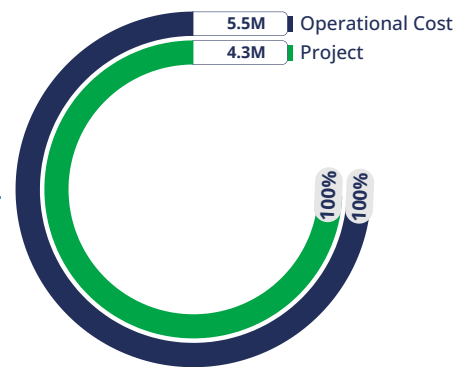
The funding allowed a women's and U-19 national team to be established, along with training camps (both local and international). The senior national team was also able to gain international match experience ahead of the FIFA Futsal World Cup.

After COVID-19 restrictions were announced, a training "bubble" was created so that national-team players were able to train together four times a week and prepare properly for the tournament.

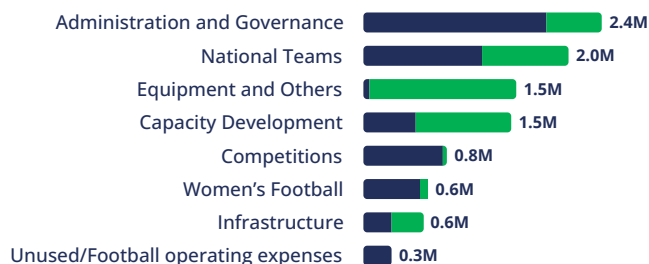
Ultimately, the funding and preparations helped Lithuania to be competitive hosts in their first-ever FIFA event.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

### 2 INFRASTRUCTURE

1 Stadium  
1 Playing Surface



1 Pitch(es)

Artificial pitches  
Other

### 2 COMPETITIONS

1 Other  
1 League

	♀	♂
Players	1,123	2,464
Teams/Clubs	196	176
Referees	36	7
Matches	491	376

### 1 CAPACITY DEVELOPMENT

4 Coaching  
1 Refereeing



150 Participants  
♀ 26  
♂ 124

### 4 NATIONAL TEAM SUPPORT

7 Training Camps



7 Competitions

### 4 SUBVENTIONS

17 Local associations



### 11 OTHER PROJECTS

- 6 Other
- 4 Digital media
- 2 IT
- 2 Marketing/ Commercial
- 2 Training equipment
- 1 Broadcasting/ TV
- 1 Income generation



# Forward Legacy & Impact

## LUXEMBOURG

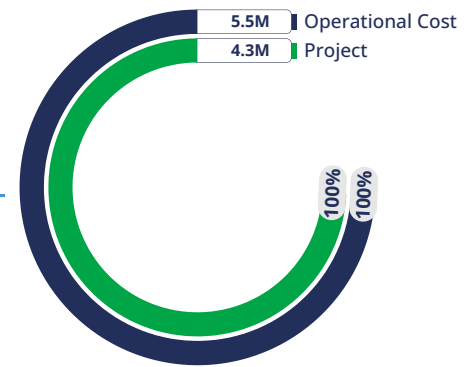
The Luxembourgish Football Association's (LFF) headquarters at Mondercange is also home to its football academy, where youth and women's national teams of all age categories train on a daily basis. The high demand for the natural grass pitches was proving difficult to satisfy, so the LFF has transformed them into two full-size and one 7-a-side artificial turf pitches and installed 62 new floodlights.

The upgrade, which took place from 2018 and 2020 and cost USD 3.7 million, including USD 1.55 million from FIFA Forward, means that the pitches can be now used by the youth and women's national teams at any time. This has had a major impact. In particular, the number of training sessions for the women's U-14, U-17 and senior teams has significantly increased, and two further youth teams have been introduced.

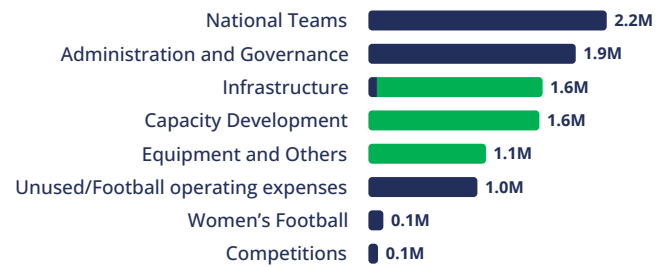
Luxembourg took part in the FIFA Women's World Cup™ qualifiers for the first time in 2021-2022, while the men's U-17 side qualified for the UEFA European Under-17 Championship for the first time in 2022.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Playing Surface



**3** Pitch(es)

Artificial pitches



**2**  
SUBVENTIONS

**173**

Clubs



**3**  
OTHER PROJECTS

**2**

Training equipment



**1**

Other





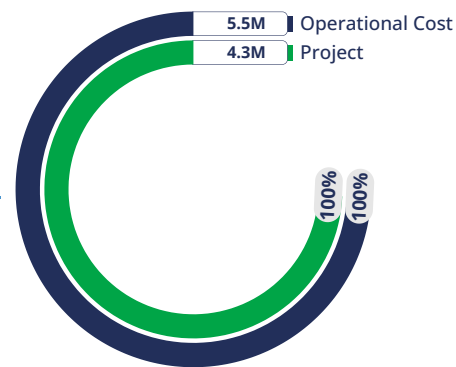
# Forward Legacy & Impact MALTA

Malta has a long and rich football history and, to celebrate this, the Malta Football Association (MFA), founded in 1900, decided to build a museum. Officially opened in June 2021 by FIFA President Gianni Infantino and MFA President Bjorn Vassallo, the Malta Museum of Football includes a collection of unique artefacts and memorabilia encapsulating the history of Maltese football. It commemorates the landmark moments and honours the feats of all those clubs, players, coaches and officials who have etched their names in the annals of the local game.

FIFA Forward covered EUR 707,000 of the project's total cost of EUR 1.11 million. Since the museum's opening, the MFA has organised over 200 private tours and hosted over 5,000 people, including representatives of football nurseries from 53 member clubs that were keen to learn about Malta's football-rich history. The museum has allowed the MFA to tap into new revenue streams and it is also an integral part of the national stadium tour.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**6**  
INFRASTRUCTURE

**5** Stadium  
**1** Technical Centre



**1** Pitch(es)

Accommodation  
Artificial pitches  
Conference facility  
Floodlights  
Other

**5**  
OTHER PROJECTS

**2** Other  
**1** Digital media  
**1** Maintenance equipment  
**1** Training equipment





# Forward Legacy & Impact

# MOLDOVA

With Moldova having never qualified for a Euro Beach Soccer Cup, the Moldovan Football Association (FMF) saw an opportunity to transform beach soccer and turn it into a high-profile sport in the country.

Building an international-standard stadium was identified as an effective method to achieve this goal, as it would not only provide an excellent training base for the national team but would also allow Moldova to host international matches and tournaments.

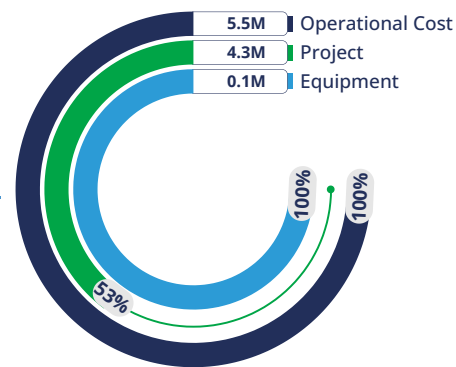
Through USD 2,017,285 of FIFA Forward funding, the FMF was able to construct a 1,100-capacity beach soccer stadium, named La Izvor, on the site of an abandoned amusement park.

Being able to host tournaments to give Moldovan national teams home advantage was a crucial part of the plan. Once complete, La Izvor hosted Euro Beach Soccer League Division B tournaments in 2021 and 2022, with Moldova winning both, meaning they will now compete in Division A.

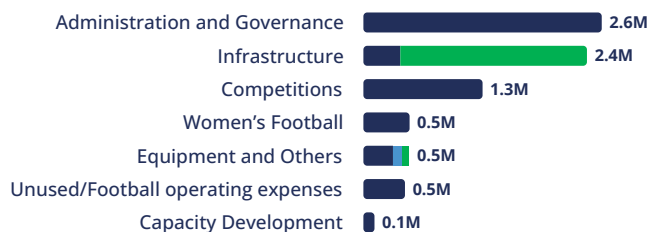
La Izvor is also multi-functional as it can be converted into an artificial pitch.

**TOTAL ENTITLEMENT**  
9.9M

**TOTAL APPROVED FUNDS**  
79.7% (7.9M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Futsal / Beach Soccer Complex



**1**

Stadium



**2** Pitch(es)

Beach soccer pitches  
Changing rooms  
Fencing

Floodlights  
Parking Lot  
Seating



**2**  
OTHER PROJECTS

**1**

Maintenance equipment



**1**

Other





# Forward Legacy & Impact

## MONTENEGRO

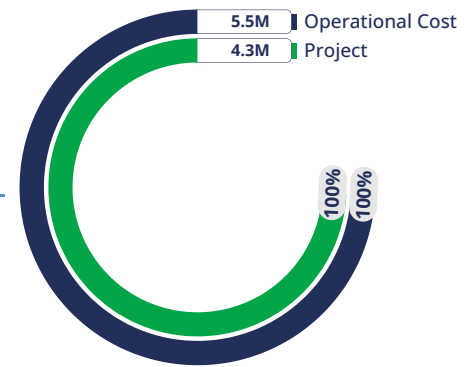
Since the country's independence in 2006, the Football Association of Montenegro (FAM) has made the improvement of infrastructure in the country a priority. Renovations have taken place at almost every stadium, new training facilities have been built with either natural grass or artificial turf pitches, and training conditions for both men and women, across all age groups, have improved greatly.

One of the FAM's targets is to install floodlights at all stadiums used by clubs in the top two divisions in Montenegro. To help achieve this, the FAM asked for support from FIFA Forward for a project to install floodlights at four stadiums – FK Kom (Stadion Zlatica), FK Podgorica (DG Arena), FK Zeta (Stadion Trešnjica) in the municipality of Podgorica, and FK Rudar (Gradski Stadion) in the municipality of Pljevlja.

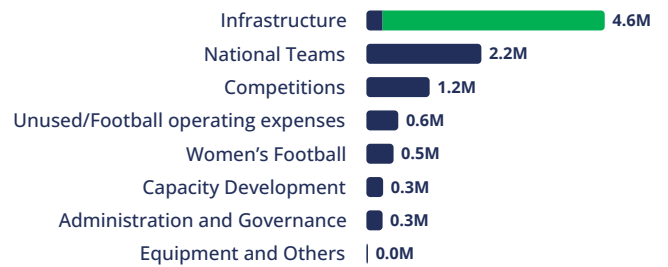
The project was implemented between September 2019 and February 2020, and FIFA Forward funded the entire cost of USD 2.46 million.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

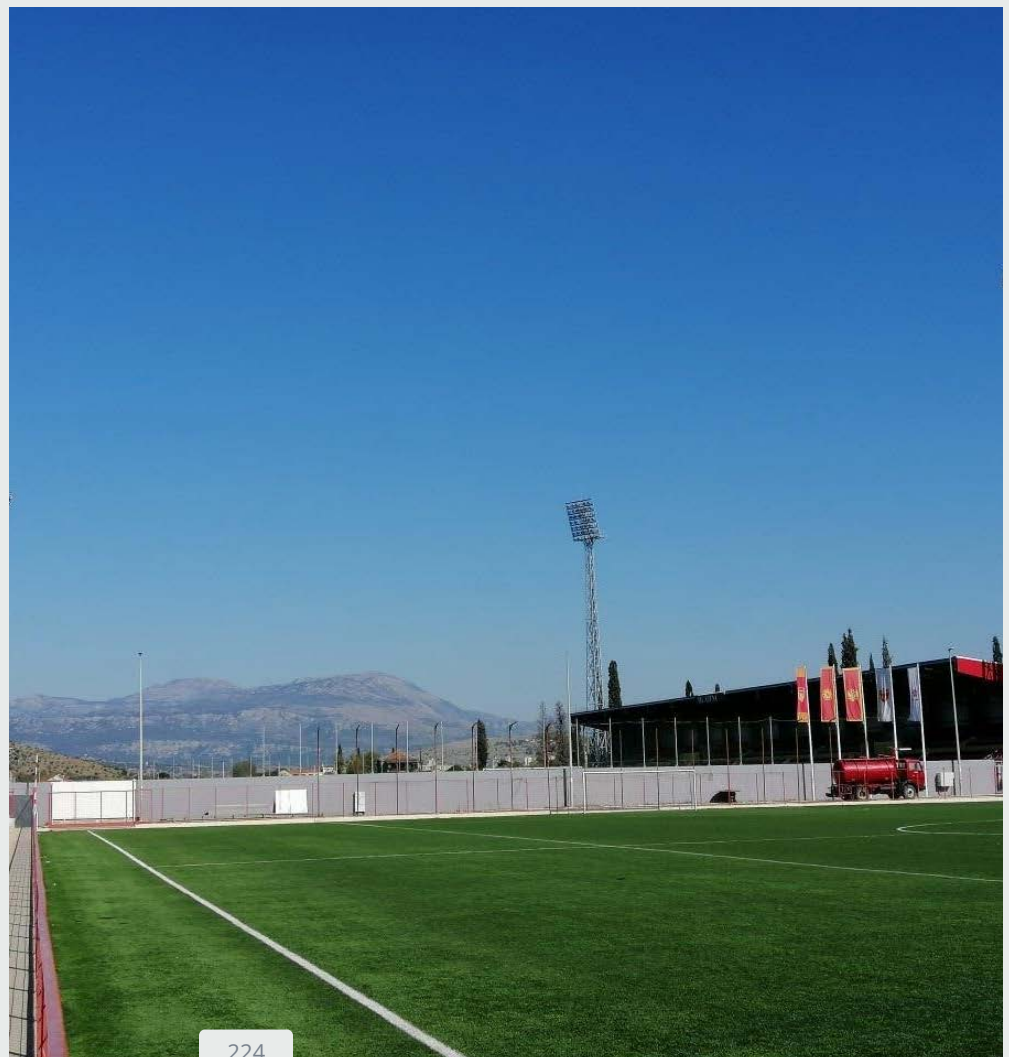
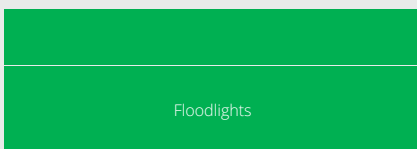
## SPECIFIC PROJECTS



**3**  
INFRASTRUCTURE

Stadium 4

New Renovated







# Forward Legacy & Impact

## NETHERLANDS

The Netherlands' preparations for hosting UEFA Futsal EURO 2022 were enhanced when FIFA Forward provided complete funding for an international-standard futsal pitch at the Zeist campus of the Royal Netherlands Football Association (KNVB).

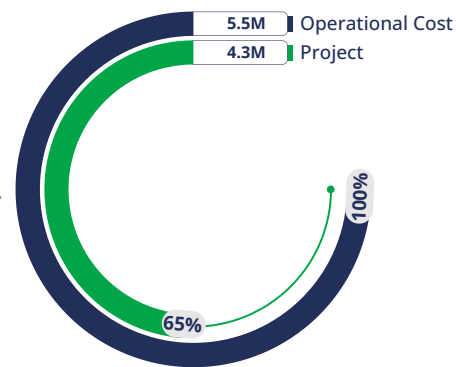
The project, which had a total cost of USD 166,000, comprised the installation of a new playing surface identical to the two courts that would be used in the EURO's 32 matches, providing the perfect base for the Netherlands' pre-tournament preparations.

As well as serving as the pre-tournament base for the Netherlands and being used as a training pitch for several teams during the EURO finals, the court is now the home of futsal for the KNVB, serving as the training base and home ground for the men's, women's and U-19 national futsal teams.

The work is part of the KNVB's broader and more ambitious plans, which aim to professionalise futsal and give the discipline greater prominence in the country.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
84.6% (8.2M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

**3** INFRASTRUCTURE

Technical Centre **2**  
Futsal / Beach Soccer Complex **1**

■ New ■ Renovated

**1** Pitches

Futsal pitches  
Other

**4** CAPACITY DEVELOPMENT

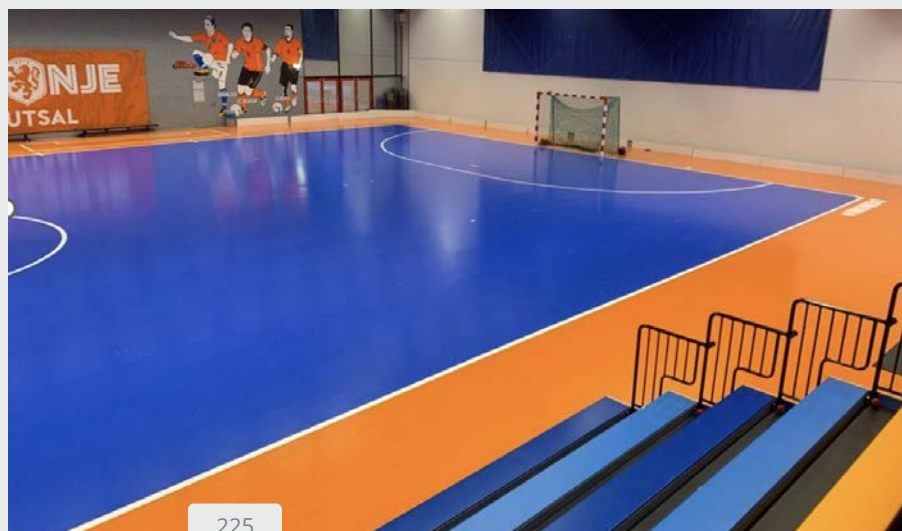
**2** Grassroots  
**1** Administration & Management  
**1** Coaching

**9,500** Participants

♀ 9,500  
♂ 9,500

**13** OTHER PROJECTS

**7** Other  
**5** IT  
**1** Marketing/ Commercial





# Forward Legacy & Impact

## NORTH MACEDONIA

The brightest footballing talents in North Macedonia will have their football education significantly enhanced after vast improvements to the Petar Milosevski Training Centre through FIFA Forward.

Serving as the nation's youth academy since 2013, the training complex comprises numerous pitches and a 2,500-seat stadium for youth internationals, but until recently it had no accommodation block.

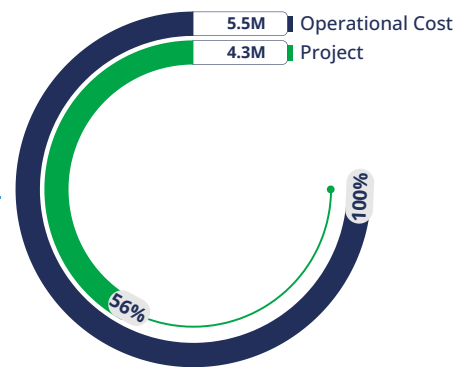
North Macedonia's youngsters were forced to stay in various hotels in and around Skopje and had to be transported to school, as well as to training and back every day: a logistical challenge that impacted their football development.

Thanks to USD 750,000 of funding from FIFA Forward, youngsters can now focus all their attention on their education and football after the construction of 35 bedrooms, two classrooms, a kitchen and a dining room in the west wing of the administrative building.

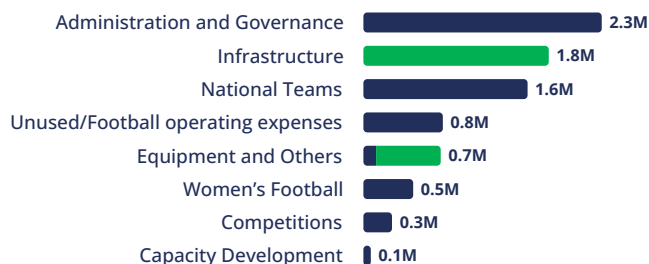
The complex has given young players somewhere they can concentrate on football, with everything from theory to training, and from sports to free time now possible in one location.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
80.6% (7.9M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**3**  
INFRASTRUCTURE

**2**

Technical Centre



**1**

Stadium



**2** Pitch(es)

Accommodation  
Artificial pitches  
Floodlights  
Other



**3**  
OTHER PROJECTS

**2**

Maintenance equipment



**1**

Digital media





# Forward Legacy & Impact NORTHERN IRELAND

The Irish Football Association (IFA) has introduced the Player Development Programme to bridge the gap between youth football and full-time professional football and to show players what they could expect in the professional game.

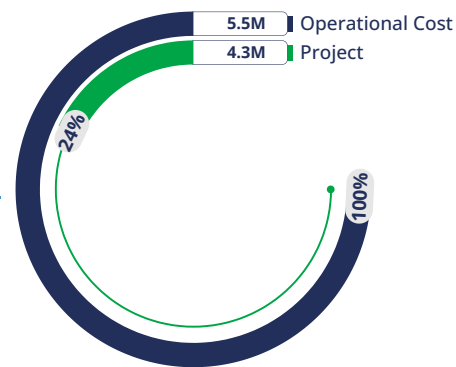
With funding of USD 425,000 from FIFA Forward, the programme has three pillars: to provide a clear development pathway to play football for Northern Ireland; to increase the number of players who play football professionally; and to develop football-based academic partnerships through partner schools and universities.

Under the programme, the first-ever Irish FA Performance School was set up in Dungannon for 11 and 12-year-olds. The next step was Club NI for 12 to 16-year-olds, which develops the best young male players for international tournaments and stages weekly training courses to prepare them for a professional career. Meanwhile, the first-ever Women's Performance Academy was set up at Ulster University.

The programme has helped the Irish FA nurture a number of players who have gone on to play for professional clubs.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
66.9% (6.5M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
OTHER PROJECTS

**1**

Other





# Forward Legacy & Impact NORWAY

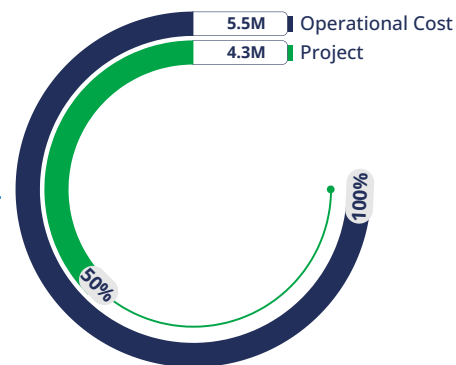
Approximately 6.5% of the population play football in Norway, with grassroots football by far the most popular sport for children. But with so many teams, it became a challenge to provide them all with the appropriate coaching standards and many depended on parents for coaching. Grassroots coach education is provided by Norway's 18 regional football associations. However, these did not have the structure to meet the demand from the clubs for coaching courses.

In response, the Norwegian FA (NFF) introduced a major project in 2017 to improve the quality of grassroots activities. With FIFA Forward providing USD 145,000 of the total cost of USD 2.76 million, the project centred on raising the number of grassroots coaches and implementing a coach mentorship programme.

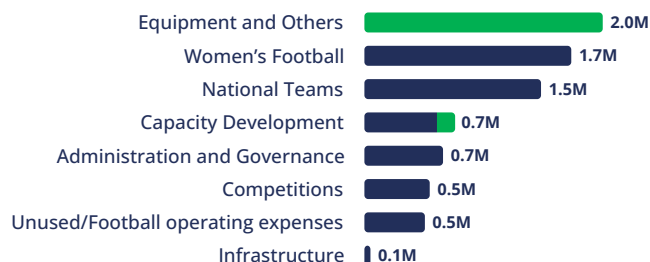
The aim is to have qualified coaches at 70% of all grassroots teams and coach mentoring implemented at "quality clubs" so that more children will stay longer in football, leading to a higher quality of domestic players in professional football.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
78.1% (7.6M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
CAPACITY DEVELOPMENT

**1**  
Coaching



**3**  
OTHER PROJECTS

**2**  
Other



**1**  
IT





# Forward Legacy & Impact POLAND

In the 1970s and 80s, Poland were regular qualifiers for the FIFA World Cup™, reaching the knockout stages in four successive tournaments and winning bronze medals in 1974 and 1982. That period of success was followed by only four qualifications between 1986 and 2022, making it clear that the Polish Football Association (PZPN) needed to revamp its player development system.

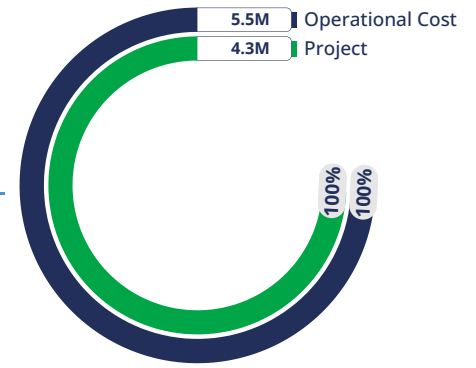
In the traditional model, there were significant differences between the levels of players and teams in each district, so the PZPN created the Central Youth League.

Using USD 4.25 million from FIFA Forward, the Central Youth League has streamlined the nation's youth football competition levels and now provides the next generation of talent with opportunities to compete against one another through the creation of one league level for the best teams.

Some 3,000 elite male and female players go up against each other every weekend in the Central Youth League, and the results so far have been promising with many players earning professional contracts in the Ekstraklasa and being called up for Polish national teams.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
COMPETITIONS

**4**  
League

	♀	♂
Players	0	6,680
Teams/Clubs	0	416
Referees	0	4,059
Matches	0	2,784





# Forward Legacy & Impact

# PORTUGAL

With the Portuguese Football Association (FPF) looking to bring its sporting and administrative activities together in one place, a total of USD 600,000 in funding from FIFA Forward 1.0 allowed them to construct the Cidade do Futebol (City of Football).

As well as housing the FPF headquarters, the Cidade do Futebol boasts a technical centre that includes a 340-capacity stadium, two grass pitches, dressing rooms equipped with state-of-the-art facilities, and an office for coaching and support staff.

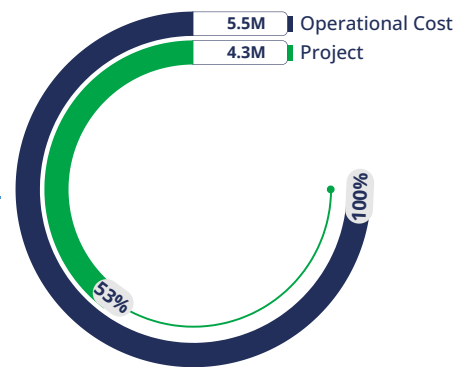
This new infrastructure is being used by the FPF to strengthen its national teams by creating the best possible conditions for football development, a factor that has been particularly beneficial for the Portuguese women's national team.

The infrastructure at the Cidade do Futebol has allowed the women's national team to improve the structure of their daily training programme as well as to increase the quality of the sessions due to the high quality of the pitch.

Following these changes, Portugal qualified for their first-ever FIFA Women's World Cup™ in 2023, breaking their streak of seven unsuccessful qualification campaigns.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
79.5% (7.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Headquarters



Accommodation  
Changing rooms  
Fitness centre  
Offices



**1**  
OTHER PROJECTS

**1**

Other





# Forward Legacy & Impact REPUBLIC OF IRELAND

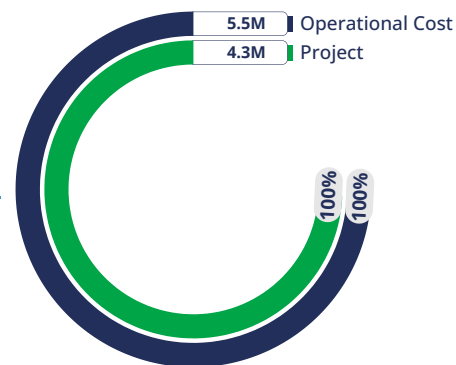
The 51,000-capacity Aviva Stadium, a multi-purpose venue in Dublin, has been home to the Republic of Ireland national team since its opening in May 2010. Among other things, it hosted the UEFA Europa League final in 2011.

Maintenance is key to ensuring that it remains a world-class stadium and, from 2017 to 2018, the Football Association of Ireland (FAI) used funding from FIFA Forward to help with its upkeep and development. Of the total budget of USD 2.75 million, USD 2 million was provided by FIFA Forward 2.0.

This allowed the venue to remain suitable for national-team matches and a key element of FAI strategies to develop the game through increased participation and provision of the best facilities.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

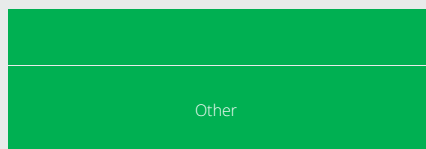
## SPECIFIC PROJECTS



**2**  
INFRASTRUCTURE



■ New ■ Renovated



**1**  
CAPACITY DEVELOPMENT

**1**  
League Development



**1**  
SUBVENTIONS

**20**  
Clubs



**6**  
OTHER PROJECTS

- 4 IT
- 1 Marketing/ Commercial
- 1 Other





# Forward Legacy & Impact

## ROMANIA

While VAR systems are now well established in leagues and tournaments throughout the world, until 2022 matches in Romania's SuperLiga had yet to implement the technology.

Looking to further improve decisions in the top division, the Romanian Football Association (FRF) used USD 341,240 of FIFA Forward funding to train their match officials in the use of VAR technology so that it could be implemented in league and cup matches.

Training was held over two sessions from 2021 to 2023, with a total of 76 referees becoming certified video assistant referees. Five were women, and a total of ten referees were certified as FIFA VARs for international matches.

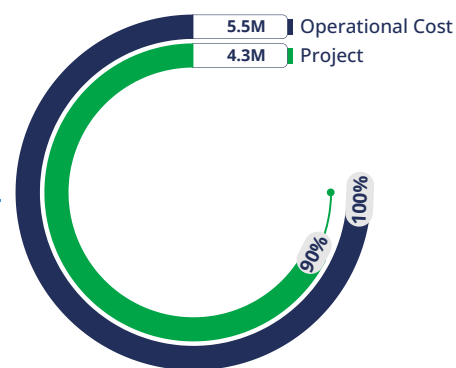
Additionally, 16 VAR operators were trained and VAR equipment was purchased using the funding.

First used in the 2022 Supercupa României, VAR technology was implemented throughout the 2022 SuperLiga season and was also used in 15 matches of the Cupa României.

To highlight the success of the training, Romanian referees have since been appointed to UEFA matches in which the VAR system is used.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
95.8% (9.3M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**3**  
COMPETITIONS

Cup	1
Championship/ tournament	1
Other	1

	♀	♂
Players	0	3,686
Teams/Clubs	0	132
Referees	0	18
Matches	0	228



**5**  
NATIONAL TEAM SUPPORT

**2**  
Training Camps



**8**  
Competitions



**3**  
SUBVENTIONS

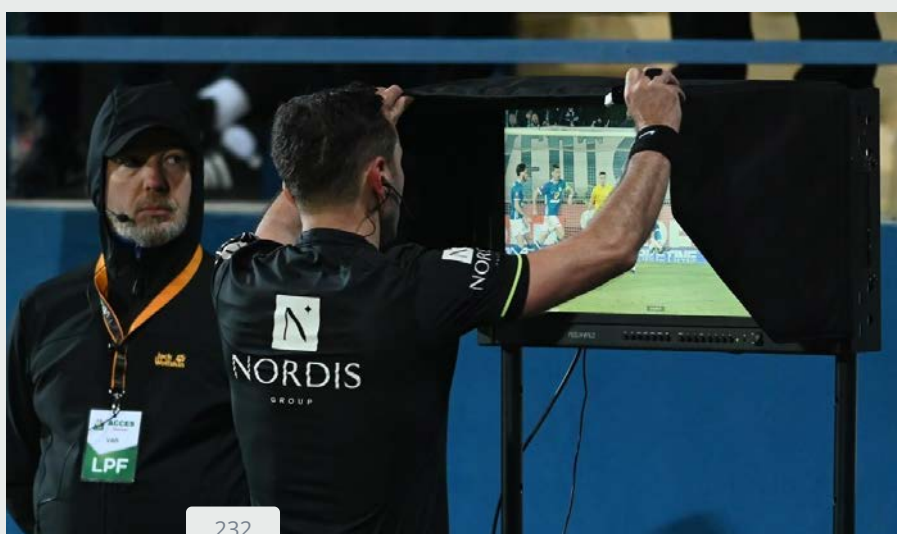
**310**  
Local associations

**268**  
Clubs



**7**  
OTHER PROJECTS

- 4 Other
- 2 Marketing/ Commercial
- 1 Broadcasting/ TV
- 1 Digital media







# Forward Legacy & Impact RUSSIA

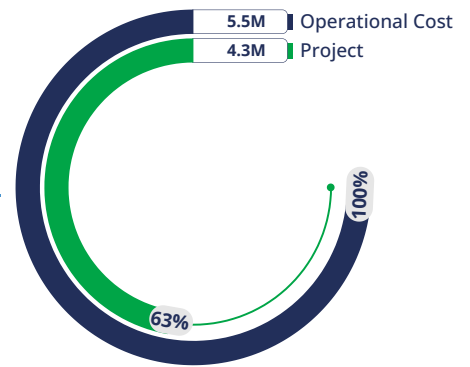
With an eye on making the future of the nation's football as bright as possible, the Russian Football Union (RFS) has focused its efforts and resources on raising coaching standards at U-15 to U-17 levels.

In such a vast nation, ensuring uniformity in the quality and methodology of coaching is an immense challenge. Therefore, the RFS used nearly USD 27,000 to establish a project to film training sessions and then make the footage available to help educate coaches across the country.

In ten sessions over five days, teams of 16 and 17-year-old players were put through their paces by coaches following RFS methodology. Tactical sessions were mixed with injury prevention and strength development exercises, all of which were filmed in order to develop an important educational resource for coaches and help ensure a similar approach in their work in academies nationwide.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
83.8% (8.2M)



## APPROVED FUNDS SPENT PER CATEGORY



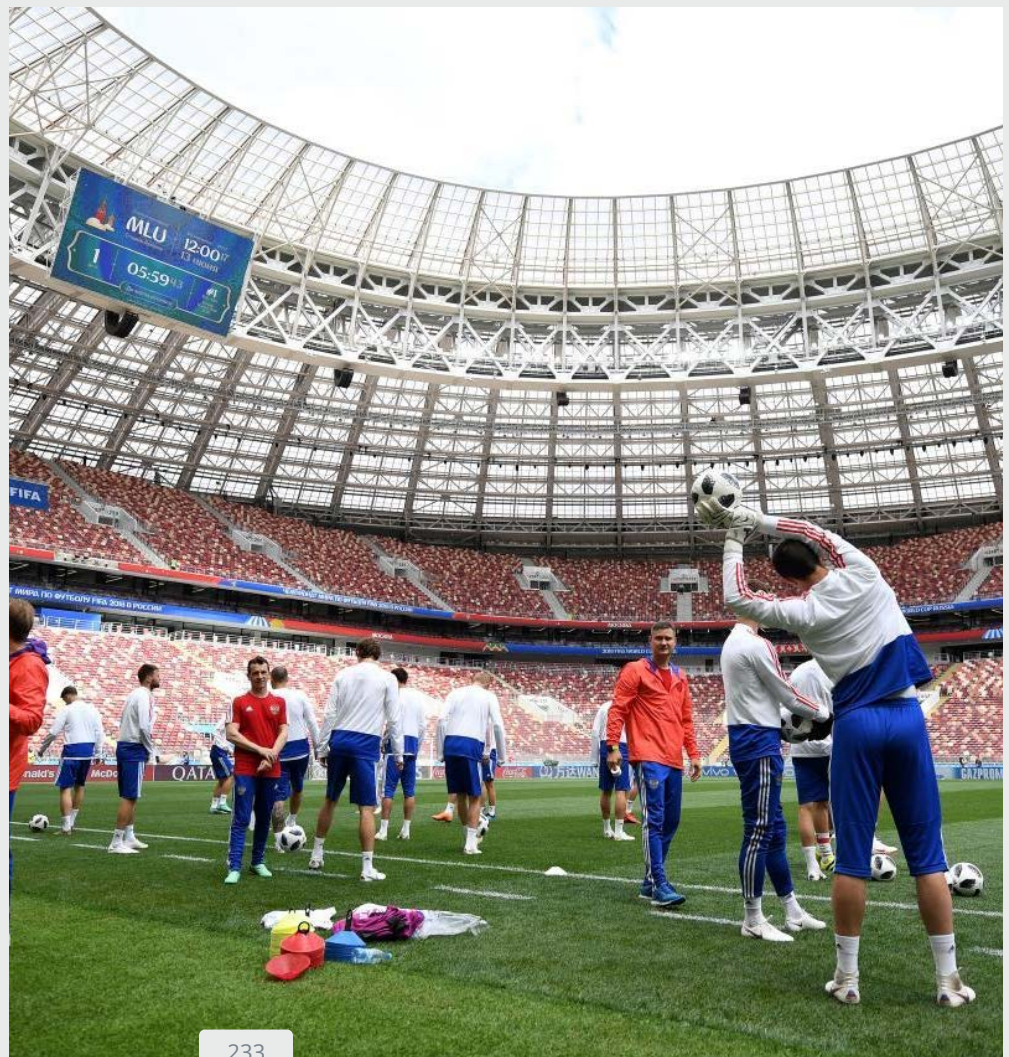
All amounts are in USD

## SPECIFIC PROJECTS



**5**  
OTHER PROJECTS

- 3 IT
- 2 Digital media
- 1 Training equipment





# Forward Legacy & Impact

## SAN MARINO

San Marino's geography and topography present unique challenges when it comes to developing football infrastructure, but with the stadium in Acquaviva, the Sammarinese Football Association (FSGC) has managed to overcome them to provide a top-class football venue.

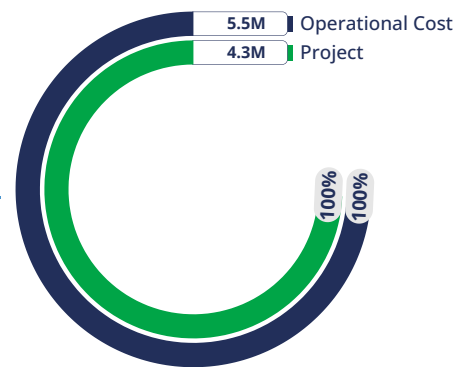
Bar the Stadio Olimpico di San Marino, the facility in Acquaviva is the most modern in the country following the completion of a two-year project during which the stadium was upgraded thanks in part to USD 1.5 million in FIFA Forward funding.

An artificial pitch was added along with dressing rooms and a 480-seater stand, which was then given protection from the elements by the addition of a roof. A futsal pitch was also installed to enable a wide range of teams, from youth to elite national-team squads, to hone their talents in a state-of-the-art environment.

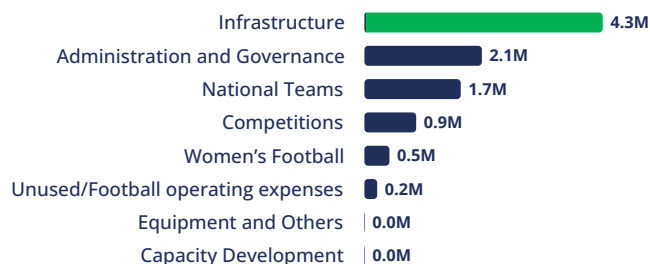
Used daily, the stadium also has a platform from which disabled fans can view the pitch as well as a media working area, while a rainwater collection tank and the potential to add solar panels to the grandstand roof make it an environmentally friendly arena.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY

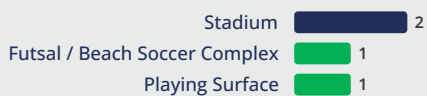


All amounts are in USD

## SPECIFIC PROJECTS



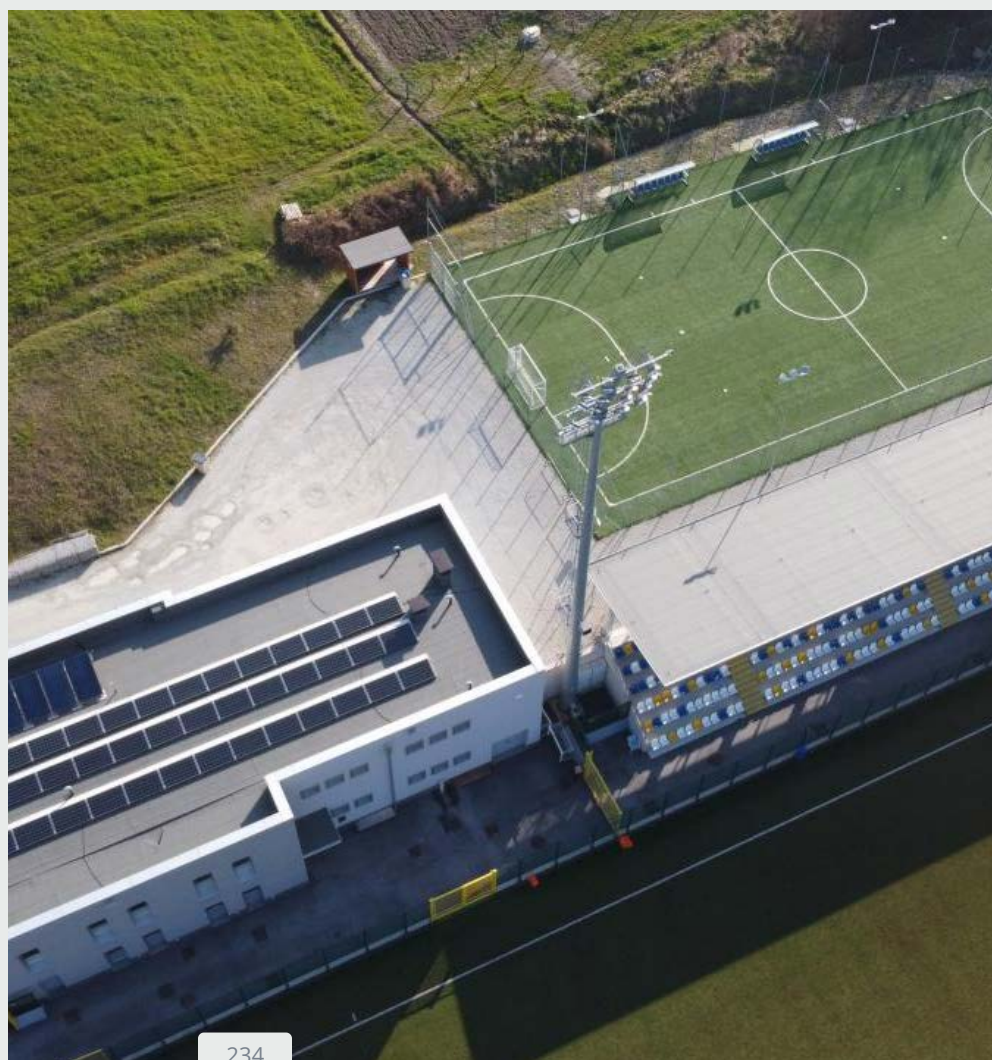
**3**  
INFRASTRUCTURE



■ New ■ Renovated

**4** Pitches

Artificial pitches	Futsal pitches
Changing rooms	Other
Floodlights	Seating





# Forward Legacy & Impact SCOTLAND

The Scottish Football Association (SFA) now has an enhanced presence at Scotland's National Performance Sports Centre, Oriam, located at Heriot-Watt University in Edinburgh, thanks in part to the FIFA Forward Programme.

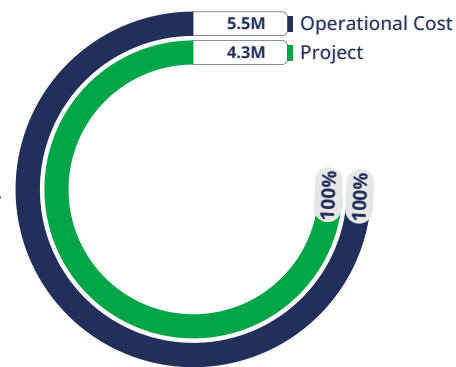
Using some USD 575,000 of FIFA Forward funding, the SFA developed the existing infrastructure for its departments based at the facility. A 400-seat stand with disabled access was a notable addition, with its dual rake design enabling it to be used by fans or coach education course attendees to view games or training sessions across two pitches.

Dugouts were also added to both the indoor and outdoor grass pitches to ensure that the facility meets the requirements of hosting matches and training sessions, and Scottish Premiership outfit Heart of Midlothian are just one of a number of professional clubs to have taken advantage of the facility while the university itself is also a regular user.

In a bid to improve playing standards at the elite level, performance analysis infrastructure was improved through the development of hardware and software, while office space for up to 25 SFA employees was created and dedicated storage containers installed.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Playing Surface



Seating



**1**  
SUBVENTIONS

**25**

Clubs



**2**  
OTHER PROJECTS

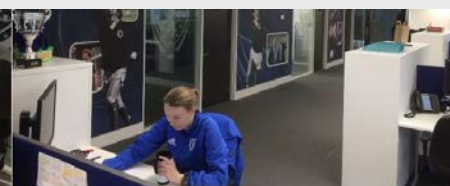
**2**

IT



**1**

Other





# Forward Legacy & Impact

# SERBIA

In 2018, the Football Association of Serbia (FSS) introduced a new computer system, which has greatly improved efficiency. FIFA Forward supported the project with USD 192,000 out of a total cost of USD 451,000.

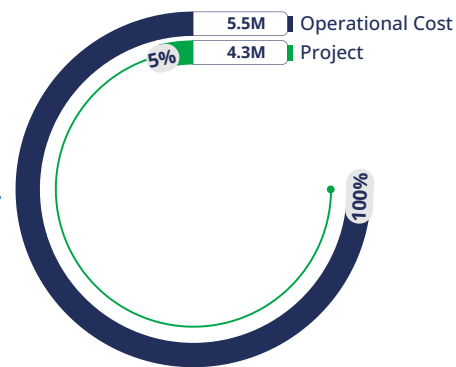
The first area to be upgraded was the registration and transfer of players, with training provided for all clubs as well as for the FSS employees responsible for verifying registrations.

The second phase saw competitions introduced into the system, which now handles more than 400 competitions. Delegates and referee observers were trained to write their reports using the new system, as were referees and FSS Disciplinary Committee members. With so much information now in the system, it can be used to compile reports and statistics such as league tables, the number of goals scored, yellow and red cards, caps, match reports, etc.

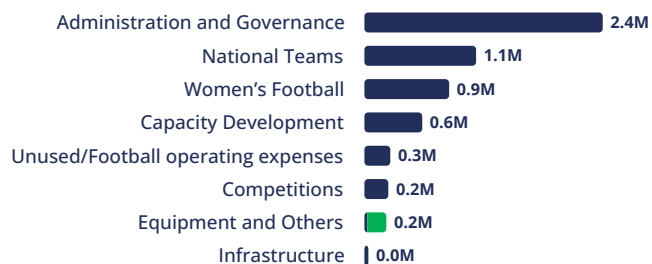
Finally, the system is also used by national-team managers who can draw up competition calendars and keep records on their players with reports and statistics.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
58.4% (5.7M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
OTHER PROJECTS

**1**  
IT





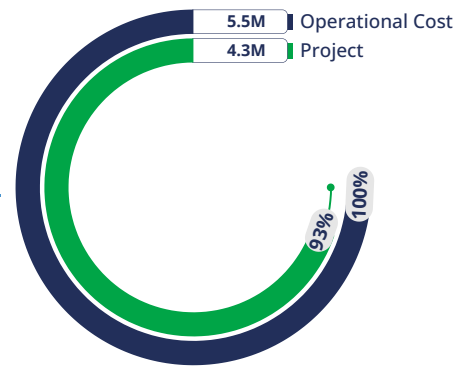
# Forward Legacy & Impact

# SLOVAKIA

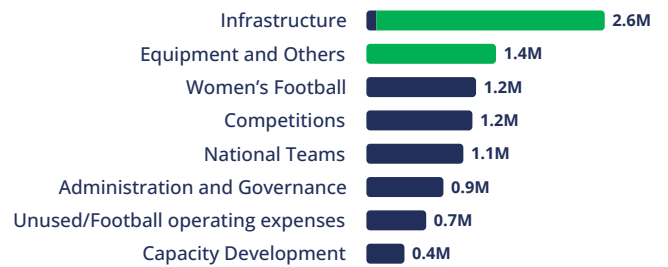
The Slovakia Football Association's (SFZ) Football House, based in the city of Banská Bystrica in the heart of the country, underwent major renovation with a total of USD 605,000 in FIFA Forward funding. It has been transformed into a major hub for the sport in the region. Boasting educational and conference facilities, the building, which was opened on 12 October 2022, provides an ideal workplace for the association and its employees, and plays a key role in the administration of the game. Associations and committees meet there to take the decisions that govern the game at local and regional levels, while it also serves a practical purpose with significant storage space for equipment. The location of the building will also be ideal as one of three future VAR hubs in Slovakia, with referees to be relocated from mobile OB vans to a permanent base.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
96.9% (9.5M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**6**  
INFRASTRUCTURE



■ New ■ Renovated

**13** Pitches

Accommodation	Conference facility
Artificial mini pitches	Fencing
Artificial pitches	Fitness centre
Changing rooms	Natural grass pitches



**3**  
OTHER PROJECTS

**2**  
Other



**1**  
IT





# Forward Legacy & Impact

# SLOVENIA

To reduce the financial burden on clubs, the Football Association of Slovenia (NZZ) has decided to significantly subsidise the cost of match officials.

The NZZ covers the cost of referees, delegates and referee observers in youth football, women's football and the national futsal championship, meaning that clubs no longer have to assume these costs.

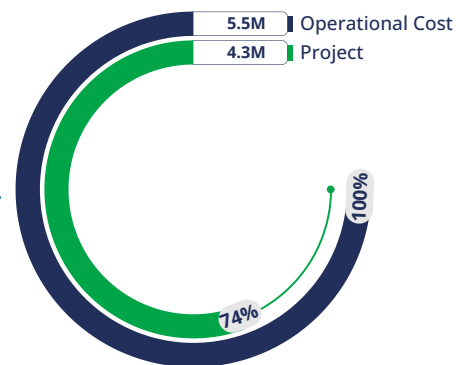
Thanks to funding from the NZZ and FIFA, including USD 1,257,492 from FIFA Forward, this substantial reduction in direct costs has allowed clubs to increase their investment in development programmes and professional work for their teams.

All costs related to match officials are covered in futsal, women's futsal and women's football competitions, as well as for the top divisions in U-15, U-17, and U-19 men's competitions, together with 50% of the costs for second-division men's competitions.

To qualify for this funding, clubs must meet specific criteria to ensure they are investing in development programmes and football staff. This will help to improve the quality of training and increase the rate of development of football players in Slovenia.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
88.6% (8.6M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**  
Headquarters



Offices



**1**  
COMPETITIONS

**1**  
League

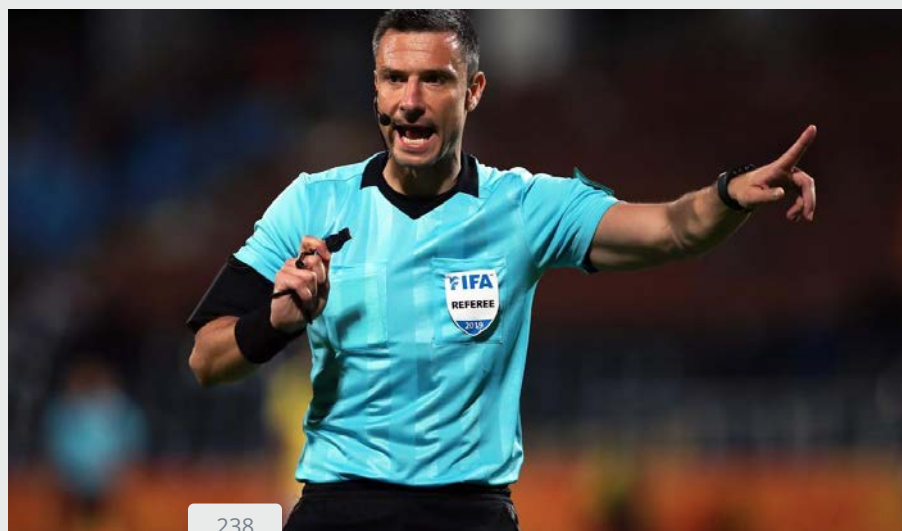


**9**  
SUBVENTIONS

**40**  
Clubs



**11**  
Local associations





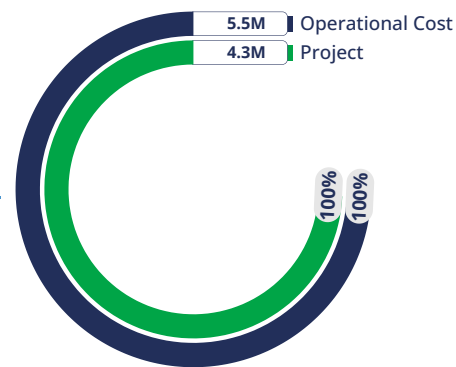
# Forward Legacy & Impact

# SPAIN

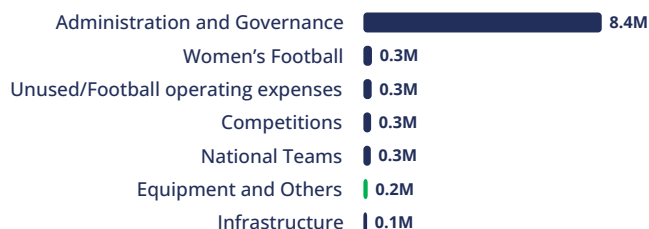
The global COVID-19 pandemic affected all sectors of society and football also saw its usual smooth operations severely disrupted. A number of competitions stopped almost overnight, shutting off the revenue lifeblood of clubs and associations, and – consequently – the people working for them. The Spanish Football Association (RFEF) opted to switch its FIFA Forward funding from the development of football projects to ensuring the organisation retained the most valuable asset at its disposal: its employees. Some 147 RFEF workers had their salaries covered from the moment the RFEF Board of Directors decided, in April 2020, to use USD 4.1 million in FIFA Forward funds to form the basis of a contingency fund that ensured wages were paid right through to the end of 2021, helping to ease employees' financial concerns through the very worst of the pandemic.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**3**  
OTHER PROJECTS

**2**  
Other



**1**  
IT





# Forward Legacy & Impact SWEDEN

Looking to secure the long-term health of football in Sweden, the Swedish Football Association (SvFF) identified a need to offer programmes to ensure that youth players do not drop out of the sport.

Due to the distances involved and the unique landscape of Sweden, there were logistical difficulties in running elite programmes in the country, leading to youth players in regional areas leaving football.

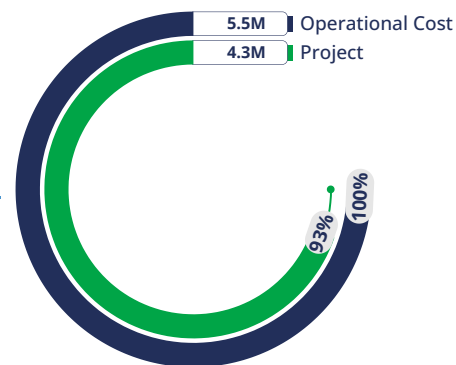
The SvFF wanted incentives for players to stay in the game because, over time, a growth in the number of youth players would give professional clubs more players to select. This would also benefit amateur and grassroots clubs.

Through a total of USD 400,000 in funding from FIFA Forward, the SvFF created regional training centres (RTCs) to ensure that every player in Sweden, no matter where they live, can benefit from elite coaching.

The SvFF has hired elite coaches to run RTC programmes at the best facilities in each region. This will ensure that all youth players, both boys and girls, have access to the best possible football education and the best facilities without having to travel.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
97.1% (9.5M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**2**  
CAPACITY DEVELOPMENT

**1**  
Coaching



**1**  
Other



**600**  
Participants

♀ 300  
♂ 300



**1**  
NATIONAL TEAM SUPPORT

**1**

Competitions



**2**  
SUBVENTIONS

**299**

Clubs



**4**  
OTHER PROJECTS

**2**  
Digital media



**2**  
Other







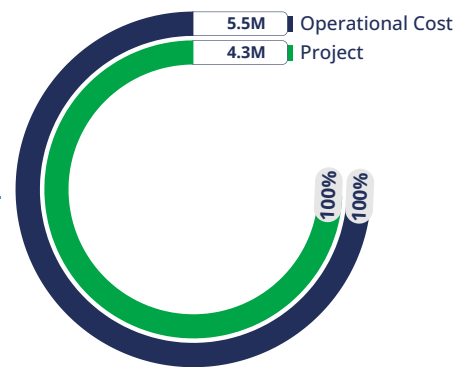
# Forward Legacy & Impact

## SWITZERLAND

Organised football needs more than just 22 players. A referee is also required, and the men and women in the middle were the main focus of the Swiss Football Association's (SFV) work over 12 months from July 2019. In a nation with four official languages, the SFV sought to forge closer ties between the near 4,800 licensed referees by using USD 299,000 of FIFA Forward funds. Already invited to attend biannual refresher courses to ensure that they remain up to date with the latest law changes and interpretations, referees from 13 different regions were given additional learning tools and support. A central database of educational material was incorporated into the existing education structure to enable self-learning, while a full-time referee education manager was hired. In addition to regular meetings of regional representatives in the capital city of Bern, this helped to ensure greater uniformity in refereeing standards and practices countrywide. A recruitment drive was also launched in a bid to attract prospective referees.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



### APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
CAPACITY DEVELOPMENT

**1**

Refereeing



**450**  
Participants

♀ 50  
♂ 400



**3**  
OTHER PROJECTS

**2**

Other



**1**

IT





# Forward Legacy & Impact TÜRKIYE

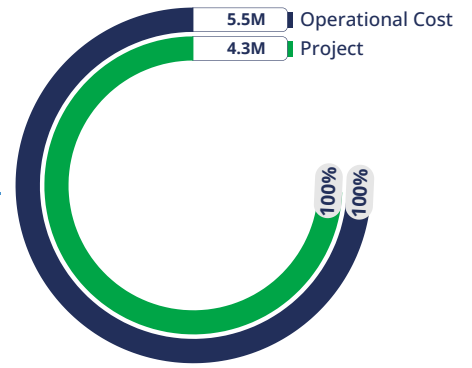
As part of its efforts to develop football and raise the standards of the country's national teams, the Turkish Football Association (TFF) is building a sports complex.

Using USD 2.25 million from FIFA Forward, the complex will include sports facilities, accommodation, administrative buildings, offices and a mosque. A rehabilitation centre for athletes will feature underwater treadmills, massage rooms, a modern fitness area and snow rooms: facilities beyond international standards to ensure that all players can prepare to the highest level and reach their full potential.

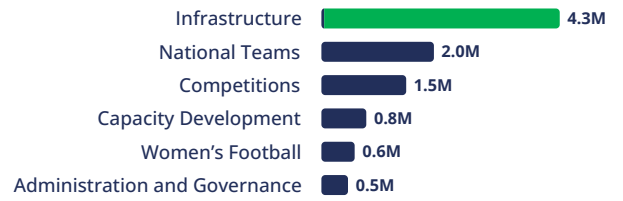
On the administrative side, a restaurant and several conference rooms – including a state-of-the-art conference room with a capacity of 750 people – will also allow the TFF to host social events, exhibitions and presentations.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
100.0% (9.8M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Technical Centre



**2** Pitch(es)

Accommodation	Fitness centre
Changing rooms	Natural grass pitches
Conference facility	Other





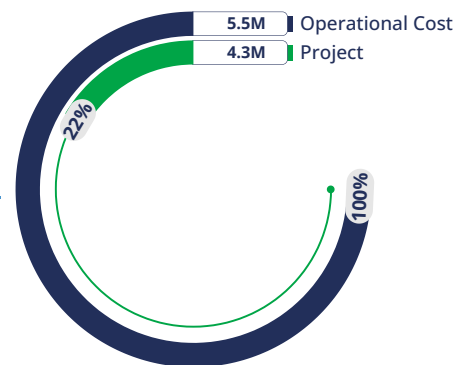
# Forward Legacy & Impact UKRAINE

FIFA Forward has been a driving force behind the Ukrainian Association of Football's (UAF) project to construct a national training and education complex for the country's elite football community.

A total of USD 311,318 of Forward funding was initially used as part of the financing of the land purchase for the facility in Kniazhychi, Brovary district, just outside Kyiv. A further USD 188,404 helped to move the project forward by partly financing pre-design studies and land surveying matters, which were necessary to take the plans off the blueprint and onto the ground.

**TOTAL ENTITLEMENT**  
9.8M

**TOTAL APPROVED FUNDS**  
66.0% (6.4M)



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS



**1**  
INFRASTRUCTURE

**1**

Technical Centre



Other





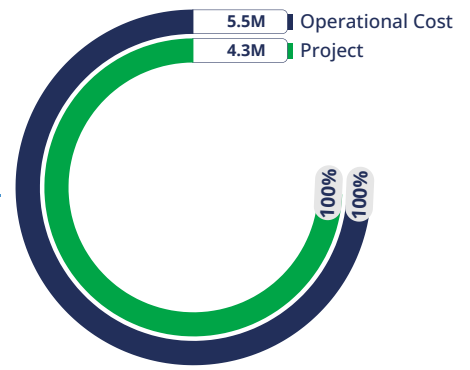
# Forward Legacy & Impact WALES

The Football Association of Wales (FAW) Football Centre of Excellence at the Vale Resort in Hensol was given a major eight-month facelift to provide the country's national teams with a state-of-the-art facility.

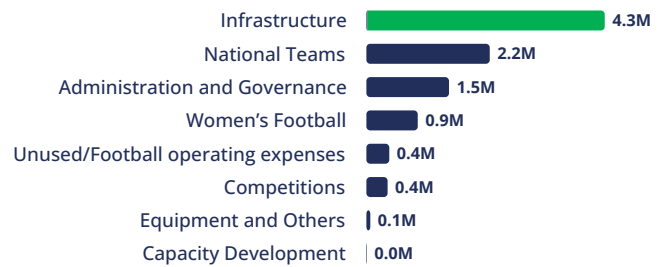
Between November 2019 and June 2020, some USD 2 million of FIFA Forward funding made a significant contribution to the renovations, which included two grass hybrid pitches being installed as well as the establishment of new changing rooms, a fitness centre and conference facilities.

The centre means that Wales' men's and women's national teams have access to the same facilities, including a new physiotherapy centre of excellence. FAW office space was also overhauled to ensure optimal working conditions for everyone, both on and off the pitch.

The development also incorporated a number of aspects that fit into the FAW's 2030 Sustainability Strategy, including focusing the project on re-purposing an existing building while EV charging points were installed for the electric car fleet made available to staff and players while on site.



## APPROVED FUNDS SPENT PER CATEGORY



All amounts are in USD

## SPECIFIC PROJECTS

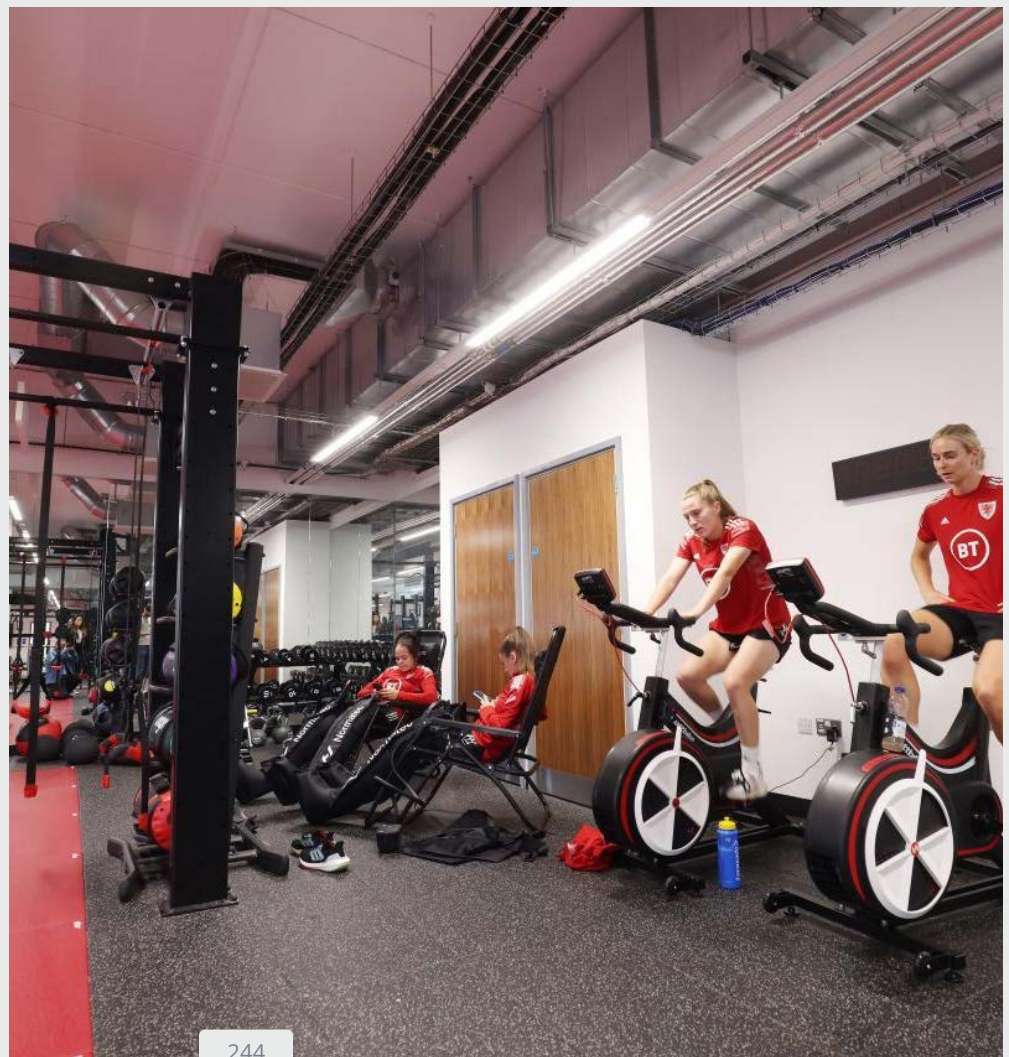


**2**  
INFRASTRUCTURE

Headquarters  1  
 Technical Centre  1

■ New    ■ Renovated

Accommodation	Fencing
Artificial pitches	Fitness centre
Changing rooms	Floodlights
Conference facility	Natural grass pitches



CHAPTER

# SIX

# CONNECT PROGRAMME

The FIFA Connect Programme is a digital football development programme that assists member associations by using a tailor-made approach based on each association's digital maturity:



**CAPACITY DEVELOPMENT**  
through consulting, training  
and knowledge sharing of  
digital capabilities



Implementation of **IN-  
HOUSE DEVELOPED  
DIGITAL PRODUCTS** with  
IP owned by FIFA



**CENTRALIZED SOURCING**  
for digital tools and  
products requested by  
several FIFA member  
associations



## BENEFITS

Increase efficiency

Generate income

Access to data & analytics

Comply with national & FIFA regulations

**1**

### FIFA CONNECT ECOSYSTEM

- » Unique ID for all football stakeholders (FIFA Connect ID, FCID) enabling a 360-degree view
- » Global standards for data and processes in football
- » IT infrastructure to exchange data automatically between FIFA, member associations and third parties

**2**

### FIFA CONNECT SAAS SOLUTIONS

- » Available for free for FIFA members
- » FIFA Connect Platform (FCP): Fully configurable solution for electronic registration & membership management
- » FIFA Connect Competition Management System (FCMS): Digital system for end-to-end management of all competitions

**3**

### ADDITIONAL SERVICES

- » Consulting in digital tools and business models in football
- » Capacity-building in (electronic) registration and competition management
- » Combined/group sourcing to meet the requirements of member associations at reduced cost

\*Available for free to FIFA members



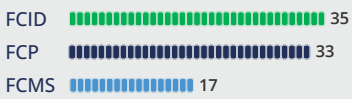
## FIFA CONNECT AS A BACKBONE FOR THE FIFA CLEARING HOUSE

- » The FIFA Clearing House as a centralized solution for distributing training rewards went live on 16th November 2022
- » Basis for payments to the training clubs is the electronic player passport (EPP) of the relevant players with a FIFA Connect ID
- » As of today, approximately 12'995 EPPs have been generated
- » 95.8 % of the EPPs generated have been provided with registration data through FIFA Connect

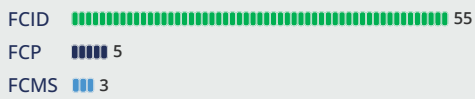


- 200** FIFA Connect ID
- 111** FIFA Connect Platform
- 73** FIFA Connect Competition Management System

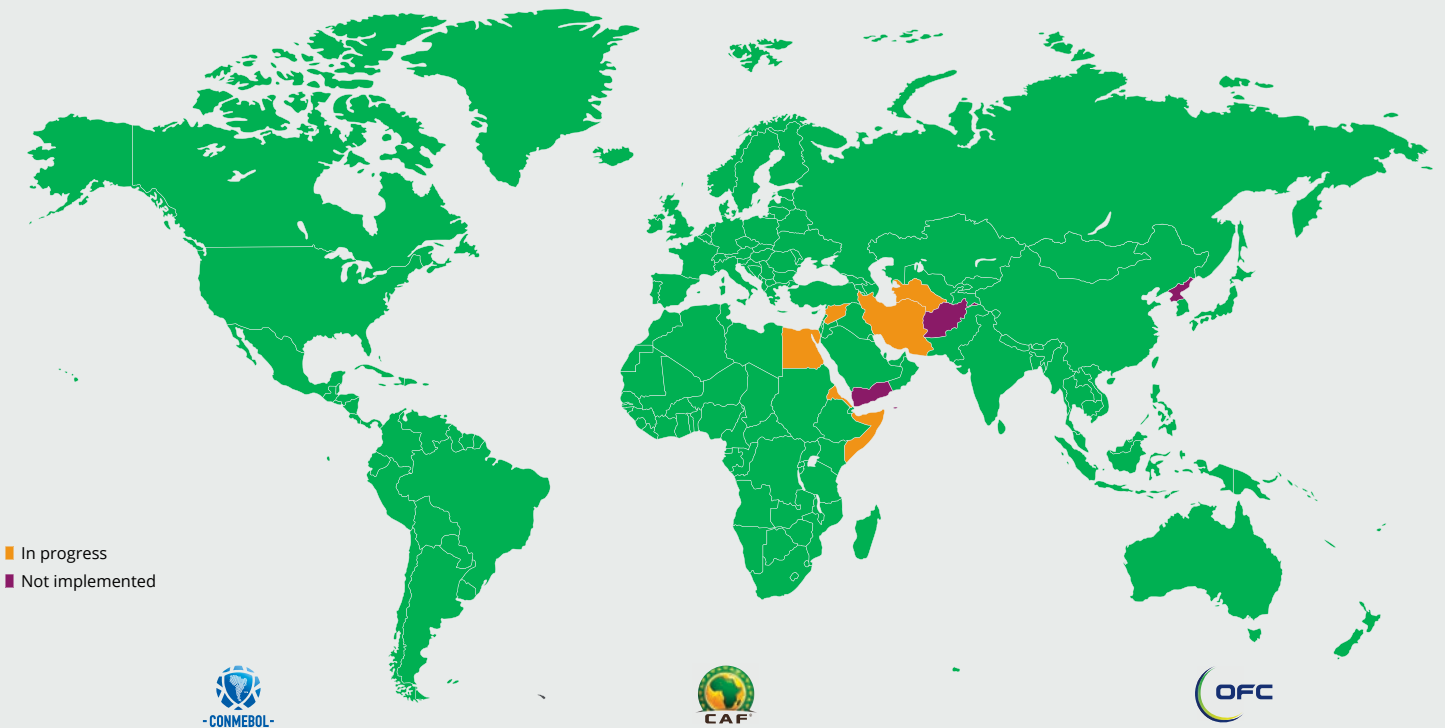
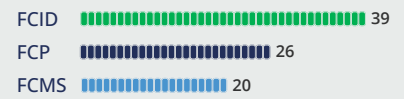
### CONCACAF 35/35



### UEFA 55/55

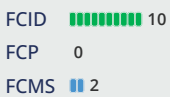


### AFC 39/46



In progress  
 Not implemented

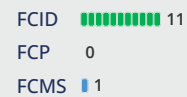
### CONMEBOL 10/10



### CAF 50/54



### OFC 11/11



**7** Zonal football associations | **200** Member Associations | **1,269** Competitions  
**55,148** System users | **111,495** Matches | **35,028,212** Registered Stakeholders

**FIFA<sup>®</sup>**





# OLYMPIC SOLIDARITY 2021-2024 PLAN

Deutscher Bundestag

Sportausschuss

Ausschussdrucksache

**20(5)295c**

Working together  
to develop sport and  
promote its values



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## Message from the President of the International Olympic Committee

Thomas Bach



There is one lesson that I hope we have all learned from the global coronavirus crisis: we need more solidarity. More solidarity within societies and more solidarity among societies.

The worldwide crisis highlighted the relevance of our Olympic Solidarity programme in preserving and spreading our values. This is why since the outbreak of the coronavirus pandemic, the IOC has actively supported the athletes, the National Olympic Committees (NOCs) and the International Federations (IFs) through an emergency COVID aid package programme of 150 million US dollars. Furthermore, as a very strong demonstration of solidarity in action during this global coronavirus crisis, the IOC decided not only to maintain, but even to increase, the 2021-2024 budget of the Olympic Solidarity programme by 16 per cent, to a total budget of 590 million US dollars. Within this budget, the support to athletes has increased by 25 per cent, thus reinforcing the commitment of the IOC to always keep athletes at the heart of the Olympic Movement.

Solidarity is at the core of the Olympic Games which unite the world in all its diversity. In these difficult times, we need the Olympic values more than ever. With these values, sport is ready to contribute to rebuild a more human-centred and inclusive post-coronavirus world.

This is why over the course of the next Olympiad, we will strengthen our Olympic Solidarity programme, which benefits all the athletes from all 206 NOCs, from the IOC Refugee Olympic Team and from all Olympic sports, thereby demonstrating our commitment to solidarity and universality.

In this respect, I would like to thank all the members of the Olympic Solidarity Commission under the leadership of its Chair Robin Mitchell, for their strong dedication and excellent work to put solidarity and universality in sport into practise every day. My thanks go also to the Olympic Solidarity offices around the world for continuing to demonstrate in the best possible way that solidarity runs strong in our Olympic community.



## Message from the Chair of the Olympic Solidarity Commission

Robin E. Mitchell



The mission of Olympic Solidarity is to provide assistance to the NOCs and their athletes, in particular those who have the greatest need.

Never has this mission been more important than today, as we see NOCs facing some of the biggest challenges in their history.

The Olympic Solidarity Commission, which I have the honour to chair, has approved the Olympic Solidarity 2021–2024 Plan, of which the fundamental strategic line will be to increase the support offered to the NOCs, and in particular the programmes that benefit their athletes.

For this new plan, Olympic Solidarity will continue to work closely with the 206 NOCs around the world and with the five Continental Associations, and will offer a range of programmes that we hope:

- will impact positively on the universality of the Olympic Games;
- will contribute to the training and education of athletes' entourage members, empowering them to further support the development of their athletes and their sport;

- will help the NOCs to have solid and sustainable administrative structures able to deliver the support needed by their athletes and members;

- will allow the NOCs to promote the Olympic values at a national level;

- and will enable the NOCs to increase their capacity for good governance and effective sports management at national level.

In addition, from January 2021, all the Olympic Solidarity World Programmes and the "NOC Activities" Continental Programme will be managed through a new IT platform called RELAY, which has been developed specifically to facilitate and simplify the application and reporting procedures for the NOCs.

On behalf of the Olympic Solidarity Commission, I would like to take this opportunity to thank the NOCs, the Continental Associations and ANOC, the Olympic Solidarity offices in Lausanne and on each continent, the IFs and all the other partners who work with us on a daily basis to ensure the successful implementation of our programmes, and wish them all the best for the success of their activities over the next four years.

## HISTORY OF OLYMPIC SOLIDARITY

**1960** The IOC decided to set up its own assistance programme for the NOCs, with a particular focus on supporting a certain number of NOCs that had been created when their countries gained independence and, through them, contribute to the development of sport and the Olympic ideals. **1962** The International Olympic Aid Committee (IOAC) was created by IOC member Count Jean de Beaumont with a view to achieving this goal. **1971** The Committee for Olympic Solidarity was created when the IOAC merged with the International Institute for the Development of NOCs, which was founded in 1969 by the Permanent General Assembly of the NOCs. **1973** Efforts continued with the aim of improving assistance to those NOCs in greatest need. A lack of financial resources made any progress virtually impossible. In the 1960s and 1970s, more than 50 new NOCs were created in countries that had very few resources to develop sport in their territories. **1979** The IOC granted 20 per cent of revenues from television rights to the NOCs at the constitutive assembly of the Association of National Olympic Committees (ANOC) in Puerto Rico. **1981** The Olympic Solidarity Commission was created at the Olympic Congress in Baden-Baden by IOC President Juan Antonio Samaranch and ANOC President Mario Vázquez Raña. Its mission was to serve the interests and meet the needs of the NOCs. It was chaired by the IOC President. **1984** Olympic Solidarity was moved to an income management structure that met IOC criteria, rather than providing a general subsidy, a move made possible by the increase in television rights revenues beginning with the Games of the XXIII Olympiad in Los Angeles. **1985** The Olympic Solidarity Commission started to conduct its activities on a quadrennial plan basis and to enjoy administrative independence in line with its functions, scope and structure. **2001** The current structure of Olympic Solidarity's programmes was established by IOC President Jacques Rogge. Mario Vázquez Raña was appointed to chair the Commission. **2012** Sheikh Ahmad Al-Fahad Al-Sabah, IOC member, succeeded Mario Vázquez Raña as Chair of the Commission. **2019** Robin E. Mitchell, IOC member, became Chair of the Olympic Solidarity Commission.





## ABOUT OLYMPIC SOLIDARITY

Today, Olympic Solidarity's mission is to provide assistance to NOCs for athlete development programmes, in particular those with the greatest need, so that NOCs can fulfil their responsibilities to the Olympic Movement while adhering to the IOC strategy. This assistance takes the form of multi-faceted programmes prioritising athletes, but also training of coaches and sports administrators, and promoting the Olympic values. These programmes are designed jointly by the IOC and the NOCs, with the technical assistance of the IFs, if necessary. The mission of Olympic Solidarity is enshrined in Rule 5 (and its bye-law) of the Olympic Charter.

## KEY PRIORITIES AND STRATEGIC OBJECTIVES FOR 2021-2024

In line with the IOC's own strategy for 2021-2024, the key priorities of the Olympic Solidarity 2021-2024 Plan are to further develop the opportunities offered to NOCs and position Olympic Solidarity as the Olympic Movement's main reference point for the development of sport. In this respect, all programmes have been reviewed and the internal delivery structure of Olympic Solidarity has been enhanced to provide optimal support to NOCs in their development activities, from grassroots to elite level and beyond. As a result, the strategic objectives of the 2021-2024 plan are the following:

Empower NOCs to keep athletes at the heart of the Olympic Movement.

Ensure good governance, financial control and compliance by strengthening capacity-building programmes for NOCs.

Strengthen the Olympic Movement's solidarity funding model.

Align with the IOC's strategy for the post-coronavirus world.

Enable NOCs to contribute to the promotion of the Olympic values.

Provide tailored services to NOCs.

Measure the real impact of the Olympic Solidarity programmes and funding on the worldwide development of sport.

## TARGETS FOR 2024

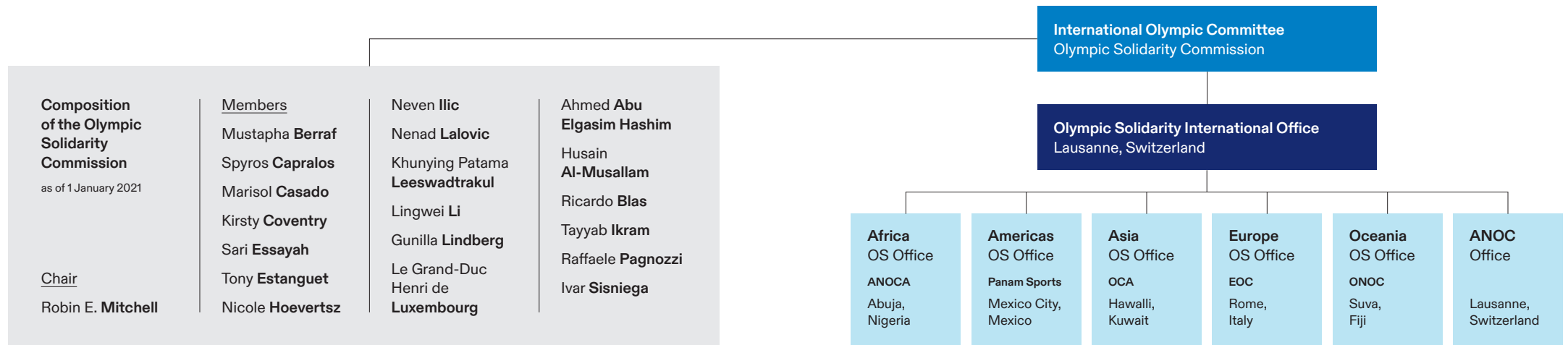
By implementing these key priorities of the 2021-2024 plan, the goal of Olympic Solidarity, together with the Continental Associations and the NOCs, is, by the end of 2024, to have impacted positively on the following:

- The universality of the Olympic Games.
- The training and education of athletes' entourages, allowing them to further support the development of their athletes and their sport.
- Helping NOCs to have solid and sustainable administrative structures that are able to deliver the support needed by their athletes and members.
- Enabling NOCs to contribute to the IOC's post-coronavirus global strategy at a national level.
- Informing and engaging 206 NOCs, increasing their capacity for good governance and effective sports management.

## GLOBAL STRUCTURE

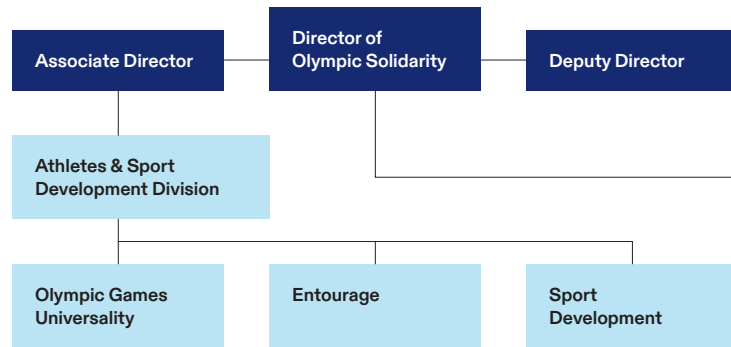
The Olympic Solidarity Commission, made up of individual members appointed by the IOC President, was created to accomplish the tasks entrusted to it under the Olympic Charter. It is responsible for defining the main course of action and managing the activities of Olympic Solidarity, for example by approving programmes and their related budgets, and monitoring their implementation. It enjoys financial, technical and administrative independence, reporting directly to the IOC Executive Board and the IOC President, who ratify its main decisions, including approving the programmes and budgets for the Olympic Solidarity plans.

The Olympic Solidarity Commission relies on the Olympic Solidarity international office in Lausanne to implement, execute, monitor and coordinate all its decisions. The Olympic Solidarity international office is responsible for all operational aspects of implementing the 2021-2024 plan and coordinates them with the respective Olympic Solidarity offices belonging to each of the five Continental Associations of NOCs and ANOC.



# ORGANISATIONAL DELIVERY STRUCTURE

The Olympic Solidarity international office in Lausanne reports to the Olympic Solidarity Commission, and is responsible for implementing the 2021-2024 plan. The tasks are divided according to the table below.



<b>WORLD PROGRAMMES</b>	Olympic Scholarships for Athletes: Tokyo 2020, Beijing 2022, Paris 2024 and Milano Cortina 2026 Team Support Grant	Technical Courses for Coaches Olympic Scholarships for Coaches Athlete Career Transition NOC Athletes' Commission Activity Grant	Development of National Sports System Continental Athlete Support Grant Youth Athlete Development Refugee Athlete Support
<b>STAKEHOLDER MANAGEMENT</b>	Relations with Asia and OCA	Relations with Africa and ANOCA	Relations with IFs and Olympic Refuge Foundation
<b>IOC SUBSIDIES</b>			
<b>SERVICES</b>	Olympic Games Tripartite Commission invitations		

	Olympic Values, IOC Subsidies & Finance	NOC Management & Knowledge Sharing	Forums, Special Projects & Services
<b>WORLD PROGRAMMES</b>	Olympic Values Programme	NOC Administration Development National Courses for Sports Administrators International Courses in Sports Management NOC Exchanges	Forums for NOCs and their Athletes Special Projects
<b>STAKEHOLDER MANAGEMENT</b>	Relations with Oceania and ONOC	Relations with the Americas and Panam Sports	Relations with Europe, EOC and ANOC
<b>IOC SUBSIDIES</b>	Olympic Games Subsidies YOG Subsidies		
<b>SERVICES</b>	Olympic Solidarity finance Control over the use of Olympic Solidarity funds Meetings with the 7 Olympic Solidarity offices		Communications and publications IT services Olympic Solidarity Commission Continental and ANOC meetings Olympic Games internal costs



## 2021-2024 PROGRAMMES

The NOCs receive targeted advice to help them fulfil their mission, along with financial, technical and administrative assistance through programmes developed by Olympic Solidarity.

The World Programmes are split into three development areas and five programme clusters covering specific sports development activities. The Continental Programmes meet the NOCs' specific needs, taking into account the priorities of each continent. IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games support the NOCs at three stages: before, during and after the Games.



# 2021-2024 BUDGET

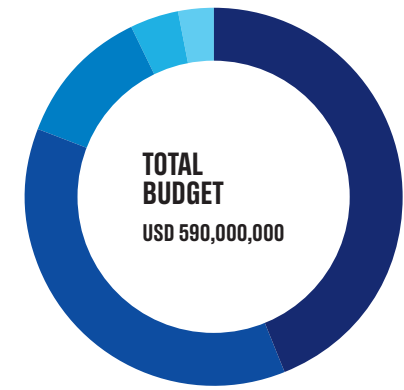
In accordance with Rule 5 of the Olympic Charter and its bye-law, the IOC allocates certain funds derived from its revenues to Olympic Solidarity for the purpose of providing assistance to NOCs through various programmes administered on behalf of the IOC by the Olympic Solidarity Commission.

For the Olympic Solidarity 2021-2024 Plan, the development and assistance budget approved by the Olympic Solidarity Commission comes to USD 590,000,000. This figure is based on the estimated revenues from the Games of the XXXII Olympiad Tokyo 2020 and the XXIV Olympic Winter Games Beijing 2022, as well as projected interest from future investments.

## Essential elements of the Olympic Solidarity 2021-2024 Plan

- 16% INCREASE IN THE 2021-2024 BUDGET**  
USD 509,000,000 to USD 590,000,000
- 18% INCREASE FOR THE WORLD PROGRAMMES**  
USD 218,000,000 to USD 258,000,000
- 25% INCREASE IN SUPPORT TO ATHLETES**  
USD 127,000,000 to USD 160,000,000
- 25% INCREASE IN NOC ACTIVITIES BUDGET**  
USD 400,000 to USD 500,000 per NOC per Olympiad
- 24% INCREASE FOR CONTINENT-SPECIFIC PROGRAMMES**  
USD 83,000,000 to USD 103,000,000

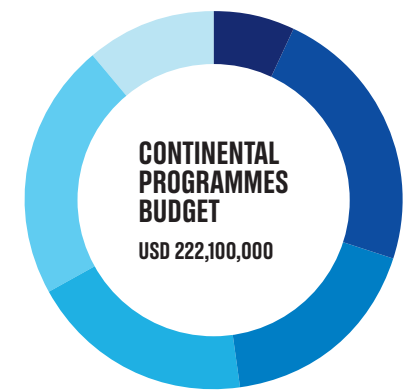
- World Programmes**  
USD 258,270,000 (44%)
- Continental Programmes and ANOC**  
USD 222,100,000 (37%)
- IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games**  
USD 70,500,000 (12%)
- Administration**  
USD 22,600,000 (4%)
- Technical Support Services**  
USD 16,530,000 (3%)



- Olympic Games Universality**  
USD 79,000,000
- Entourage**  
USD 38,000,000
- Sport Development**  
USD 43,000,000
- Olympic Values**  
USD 25,000,000
- NOC Management and Knowledge Sharing**  
USD 58,270,000
- Forums and Special Projects**  
USD 15,000,000



- ANOC**  
USD 16,000,000
- Africa**  
USD 51,000,000
- Americas**  
USD 40,100,000
- Asia**  
USD 42,200,000
- Europe**  
USD 47,800,000
- Oceania**  
USD 25,000,000

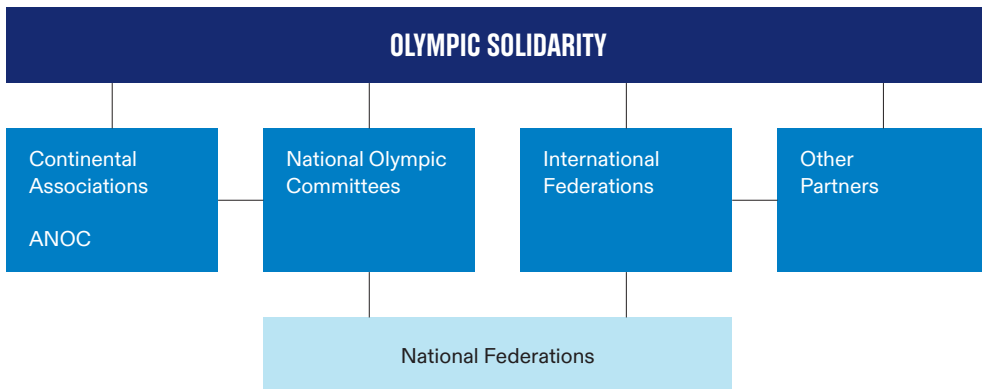


## PARTNERS

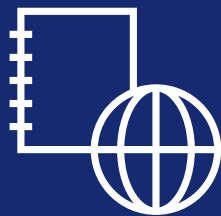
The global network of partners involved in setting up, implementing and monitoring Olympic Solidarity programmes, as well as providing technical expertise, constitutes an essential action channel. Each partner plays a clearly defined role in the various phases of the programmes, whether this is analysing applications, providing access to training centres or sharing their expertise.

“In providing high-performance training and the use of outstanding facilities such as Centre d’Alt Rendiment (CAR), it is guaranteed that success and participation at the Games will remain high.”

Josep Escoda, Head of International Relations & Innovation at the CAR in Sant Cugat (Spain) on the Olympic Scholarships for Coaches programme



# WORLD PROGRAMMES



World Programmes provide technical, financial and administrative assistance to the NOCs for the organisation of specific sports development activities. They are essential for enabling the NOCs to fulfil their mission, as defined in the Olympic Charter. To emphasise Olympic Solidarity's priorities and better demonstrate the World Programmes' alignment with the IOC strategy, the programmes are divided into three development areas and five programme clusters.

The Olympic Solidarity international office in Lausanne manages the World Programmes. If the situation requires, it may call upon the continental offices within the Continental Associations to coordinate activities within their continents, according to their specific needs.

Olympic Solidarity works closely with the IFs, the IOC commissions and various other partners within the Olympic Movement to develop and provide World Programmes of a high quality for all the NOCs, particularly those with the greatest need.

3 DEVELOPMENT AREAS	5 PROGRAMME CLUSTERS	20 WORLD PROGRAMMES
Athletes & Sport Development	 <b>Olympic Games Universality</b>	Olympic Scholarships for Athletes: Tokyo 2020, Beijing 2022, Paris 2024 and Milano Cortina 2026 Team Support Grant
	 <b>Entourage</b>	Technical Courses for Coaches Olympic Scholarships for Coaches Athlete Career Transition NOC Athletes' Commission Activity Grant
	 <b>Sport Development</b>	Development of National Sports System Continental Athlete Support Grant Youth Athlete Development Refugee Athlete Support
Values	 <b>Olympic Values</b>	Olympic Values
Capacity Building & Administration	 <b>NOC Management &amp; Knowledge Sharing</b> (incl. Forums & Special Projects)	NOC Administration Development National Courses for Sports Administrators International Executive Courses in Sports Management NOC Exchanges Forums for NOCs and their Athletes Special Projects

# ATHLETES AND SPORT DEVELOPMENT

Athletes and sport development is an essential area to assist those who are at the heart of the Olympic Movement: the athletes. The objective of the programmes included in this development area is to bring athletes the assistance they need, impact positively on the universality of the Olympic Games and contribute to the training and education of athletes' entourages by providing coaches, administrators and other key people who work closely with athletes the opportunity to further support the development of their athletes and their sport.

In order to ensure a successful implementation of these programmes, the organisation of the Olympic Solidarity international office has been enhanced, with three specifically dedicated programme clusters: Olympic Games Universality – Entourage – Sport Development.

13 programmes – All fully focused on assisting athletes:

- At all levels of development
- At all stages of their careers
- All over the world
- In all sports.



## WORLD PROGRAMMES

### OLYMPIC GAMES UNIVERSALITY

The Olympic Games Universality World Programmes aim to allow NOCs worldwide to support elite athletes and teams by providing them with financial and technical assistance for their preparation for the Games of the XXXII Olympiad Tokyo 2020, the XXIV Olympic Winter Games Beijing 2022, the Games of the XXXIII Olympiad Paris 2024, and the XXV Olympic Winter Games Milano Cortina 2026.

**Budget USD 79,000,000**

**5 programmes**

“Olympic Solidarity support helped propel the women’s national team to the Olympic Games, which has had a great impact, especially on girls and young women, improving their participation in sport and inspiring millions of Turkish girls to pursue their dreams.”

Eda Erdem Dünder, captain of the Turkish women’s national volleyball team

### Olympic Scholarships for Athletes Tokyo 2020 (extension) and Paris 2024

Targeted at all NOCs and their athletes, but particularly those with the greatest needs, these two programmes provide financial and technical support to elite athletes with the potential to participate in the Olympic Games and thereby increase their universality. The individual scholarships provide a monthly grant to the beneficiaries to contribute to their preparation and qualification for the Olympic Games, whether in their home country or in a high-level training centre. For Paris 2024, a tailor-made option will be made available for the NOCs with the largest Olympic Games delegations to provide additional flexibility in the use of the programme.

### Olympic Scholarships for Athletes Beijing 2022 and Milano Cortina 2026

These two programmes are designed to increase the competitiveness of the Olympic Winter Games by supporting NOCs that can present athletes with a proven winter sports record and technical level. The individual scholarships provide a monthly grant to the beneficiaries to contribute to their preparation and qualification for the Olympic Games. The tailor-made option will be made available for the NOCs with the largest Olympic Winter Games delegations to provide additional flexibility in the use of the programme.

## Team Support Grant

The Team Support Grant programme enables NOCs to select a team to receive technical and financial support, over the full 2021-2024 plan, to train for and take part in regional, continental or world competitions, with a view to attempting to qualify for the Olympic Games. In order to increase women's team participation in this programme, NOCs may split the budget available between two teams provided one of the teams is a women's team.



## WORLD PROGRAMMES

### ENTOURAGE

For athletes and teams, having the right environment is key to progress. So many factors are essential to have the right entourage: people aware of key areas such as anti-doping and protecting clean athletes, and preventing discrimination, harassment and manipulation of competitions. The Entourage World Programmes support members of the entourage, including coaches, by providing them with tools to improve their knowledge at all levels.

These programmes also support other essential aspects of an athlete's career, including being heard off the field of play, for example through their NOC's Athletes' Commission, and planning their career transition, thanks to the training programmes and workshops of the IOC Athlete365 Career+ Power Up Outreach Programme. Another objective of these programmes is to encourage NOCs to take a rigorous approach when selecting their candidates, as course participants will subsequently be expected to help develop the overall sports structure in the region or country, and to promote the participation of women by encouraging NOCs to nominate female applicants for the various programmes.

**Budget USD 38,000,000**

**4 programmes**

“It is vital that athletes have the opportunity to become social leaders, to help our communities and to bring through new generations. The Athlete Career Transition programme provides them with the chance to do so.”

Eligio Cervantes (Mexico), triathlon, participated in the Athlete365 Business Accelerator to help develop his bicycle business

### Technical Courses for Coaches

Coaches who are active in their country and officially recognised by their National Federation get the opportunity to take part in short-term training courses at a variety of levels and dedicated to different topics, enabling them to become better coaches, educators, coach developers, etc. NOCs have the possibility to apply for the standard sport-based courses as well as for courses in physical conditioning, training planning, mental preparation, nutrition, and so on.

### Olympic Scholarships for Coaches

This programme gives coaches who are officially recognised by their National Federation and who are active in their country the opportunity to receive continuous training at a high-level training centre, university or IF-run establishment. Three types of training course are available to NOCs: training in sports sciences, sport-specific training and tailor-made training.

### Athlete Career Transition

This programme provides NOCs with technical and financial assistance to support athletes at various stages of their careers through financial and supportive measures in view of a successful post-sports career. Olympians can develop an individual education project, take the Athlete365 Business Accelerator course in entrepreneurship, or enrol in a Master's degree in Sports Ethics and Integrity (MAiSI). Another option is the Athlete365 Career+ Power Up Outreach Workshops, targeted at NOCs that do not have a national athlete career programme and have an active Athletes' Commission.

### NOC Athletes' Commission Activity Grant

The NOC Athletes' Commission Activity Grant is all about empowering athletes and contributing to the development of an effective global athletes' representation network at national level by strengthening direct financial support for NOC Athletes' Commission activities. This grant is available to each NOC, with the objective of offering support to NOCs without an Athletes' Commission so that they can create one, or funding activities proposed by existing and active NOC Athletes' Commissions.



### WORLD PROGRAMMES

### SPORT DEVELOPMENT

The Sport Development World Programmes focus on promoting the development of sport from grassroots to elite level in collaboration with the International and National Federations and other key partners. They cover four levels of support: supporting young athletes on their path to a promising career and to qualifying for the YOG; supporting athletes in successfully moving from the regional or continental level to the world stage; supporting athletes who had to flee their home country by enabling them to compete as a refugee athletes; and supporting sports development in various countries on a large scale by assisting them in expanding their national sports system.

**Budget USD 43,000,000**  
**4 programmes**

“The Development of National Sports System programme is the lifeblood of the sport in less wealthy nations, enabling them to close the gap with bigger nations.”

Giovanni Postiglione, World Rowing Coaching Director

### Development of National Sports System

Through this programme focused on the development of the national sports system, NOCs get the opportunity to develop and strengthen their basic coaching structures and related sports systems by putting in place a medium- or long-term action plan for one or more sports on the Olympic Games programme. NOCs and their National Federations are also encouraged to look at athlete development pathways and good governance policies, to build administrative capacity to support coach and athlete activities, to optimise existing aspects of their overall management, etc., as these are all intrinsically linked.

### Continental Athlete Support Grant

This grant provides financial and technical assistance to help NOCs train their continental-level athletes for the Olympic Games, and for world, continental and regional multi-sports games. The grant may be used to fund training camps or to help athletes participate in competitions considered useful for their training programme.

## Youth Athlete Development

The Youth Athlete Development programme offers NOCs assistance in identifying and training young athletes for youth competitions, as well as in supporting athletes whose goal is to participate in qualification events for Summer and Winter Youth Olympic Games. NOCs have three options: technical and financial support for identifying and training young athletes; financial support for participating in qualifying events; and variable-term training and competition opportunities organised by the IFs for a limited number of talented young athletes.

## Refugee Athlete Support

This programme supports NOCs in countries that admit refugees in identifying and supporting elite refugee athletes. It provides training grants to enable athletes to train for and participate in international competitions, as well as technical and financial assistance to NOCs and refugee camps for the organisation of specific activities for the identification, training and education of refugee athletes.





The main factor behind the success and universality of the Games is the shared belief in a better world through sport in a spirit of respect, friendship, solidarity and fair play. The Olympic values are at the core of our activities, therefore a programme entirely dedicated to them has been created within the framework of the Olympic Solidarity 2021-2024 Plan, with the five programmes of the 2017-2020 plan now merged into one single programme, which covers the same areas as up until now.



## WORLD PROGRAMMES OLYMPIC VALUES

The objective of the Olympic Values Programme is to provide the assistance required for NOCs to promote sport for all and the fundamental principles and values of Olympism in the field of sport and education, ensuring a level playing field without discrimination of any kind and supporting athlete health and integrity. The programme is structured around two main results areas:



**On an organisational level**, the objective of the programme is to ensure that sports organisations are safe, sustainable and inclusive;



**On a community level**, the aim is to help more people be active in sport and physical activity and to promote Olympic, values-based education, culture and heritage.

To support these results areas, Olympic Solidarity provides three main types of financial assistance:

- Support towards initiatives run by the NOC or with a partner organisation;
- Olympic Values Training Scholarships for candidates nominated by NOCs, aimed at building capacity through various training and educational opportunities;
- Support for Olympic Day celebrations, with the goal of ensuring that all NOCs celebrate Olympic heritage annually by staging sports, cultural and educational activities which address everybody – regardless of age, gender, social background or sporting ability.

**Budget USD 25,000,000**  
**1 programme**

“Without the support given by Olympic Solidarity to enable us to develop our own programmes, it wouldn’t be possible to achieve our objectives to promote Olympic values such as excellence, respect and friendship on a national scale.”

Filomena Fortes, Cape Verde NOC President

# CAPACITY BUILDING AND ADMINISTRATION

Assisting NOCs in their development, and supporting them in the services they provide to their constituents, is essential for the long-term development of sport in any country. In addition to programmes focusing on NOCs' administration, this development area also includes forums and workshops given by Olympic Solidarity, in cooperation with the Continental Associations, where concepts as well as strategic and topical information can be shared with the NOCs and their athletes. All these programmes have one common goal: to help the NOCs develop their capacity and thus enable them to fulfil their obligation to ensure support for their athletes, promote the fundamental principles of Olympism and increase their capacity for good governance and effective sports management.



## WORLD PROGRAMMES

### NOC MANAGEMENT AND KNOWLEDGE SHARING

(INCL. FORUMS AND SPECIAL PROJECTS)

The World Programmes below aim to help NOCs develop and maintain solid and sustainable administrative structures that are able to deliver the support needed by their athletes and members. They focus on providing NOC executives and staff with access to a wide range of training opportunities and courses in several areas linked to running and managing NOCs successfully on a daily basis. Mutual learning and assistance also play an important role in these programmes, as NOCs are encouraged to exchange and share knowledge and experience.

**Budget USD 73,270,000**  
**6 programmes**

“Not all countries are able to provide training to their leaders. Without Olympic Solidarity it would have been impossible because of the expense. It is also about the social and moral support that the Olympic Solidarity team provides.”

Ada Jaffery, member of the NOC of Pakistan's Women & Sports Commission, participated in MEMOS XXI

## NOC Administration Development

This programme provides the NOCs with two assistance streams:

- The Administrative Subsidy, which enables NOCs to run their organisations by providing a contribution towards their running costs. An additional grant is available to NOCs with limited sources of funding to enable them to build more sustainable administrative structures that are essential to expand their activities and services;
- The NOC Management Initiatives, which enable NOCs to strengthen their management structures (and address their management weaknesses) by providing a contribution towards projects that aim to improve their management, with a focus on ensuring an appropriate financial management and governance structure and strategic planning, and having an efficient organisation chart with properly trained staff, as well as IT and communication tools that are appropriate for the size of the NOC.

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**National Courses for Sports Administrators**

The goal of this programme is to strengthen the capacity of NOCs and their constituents. NOCs deliver management training in the form of Sports Administrators Courses and Advanced Sports Management Courses targeted at the administrators of the country's sports organisations at a national and regional level. Training materials and course frameworks are provided by Olympic Solidarity, which also oversees the training of course deliverers.

**International Executive Courses in Sports Management**

Targeted at strengthening the capacity of NOCs and their constituents, this programme provides access to high-level international sports management training through MEMOS (Executive Masters in Sport Organisation Management). The internationally recognised MEMOS course is available to high-level sports managers nominated by their NOCs. It is offered by a network of universities, and comprises several modules conducted over the course of a year. Participants are required to develop a professional project aiming to improve an aspect of their sports organisation's management, under the supervision of a tutor.

**NOC Exchanges**

This programme aims to strengthen the capacity of NOCs and their constituents by promoting and facilitating the exchange of knowledge and experience among them. NOCs wishing to share their knowledge, experience or resources with the NOCs in greatest need are encouraged to contact Olympic Solidarity in order to identify optimal ways to share what they have to offer. Furthermore, NOCs may propose organising practical workshops on topics of particular interest to specific groups of NOCs. Topical seminars may also be offered to selected NOCs by Olympic Solidarity.

**Forums for NOCs and their Athletes**

Forums provide a unique opportunity to bring NOCs, athletes on a given continent and Olympic Solidarity together and to discuss specific topics. This enables Olympic Solidarity to respond by organising themed seminars for the NOCs, and for certain functional areas within the NOCs. The Olympic marketing seminars initiated by the Olympic Solidarity Commission in 2015 have been maintained as part of this programme. Moreover, in line with the IOC's commitment to place athletes at the heart of the Olympic Movement, biennial athletes' forums are funded through this programme, in close collaboration with the Continental Associations, their Continental Athletes' Commissions and the IOC Athletes' Commission.

**Special Projects**

The aim of this programme is to respond to the specific needs of NOCs facing extraordinary or unforeseen circumstances. This fund can also be used to manage other situations or projects submitted by the NOCs that do not fit into Olympic Solidarity's general programmes. The requests are analysed taking into account the situation of the NOC, any special grants received in the past and the seriousness of the situation.



# CONTINENTAL PROGRAMMES AND ANOC



Throughout the Olympic Solidarity 2021-2024 Plan, and in accordance with the Olympic Solidarity's policy of decentralisation, the five Continental Associations of NOCs can offer specific Continental Programmes to their constituent NOCs. Continental Programmes offer the NOCs access to technical, financial and administrative assistance which addresses the specific needs and priorities of the NOCs in that continent. Taking into consideration the global Olympic Solidarity priorities and targets for the 2021-2024 period, they complement the programmes offered at the world level and are administered by each Continental Association Olympic Solidarity office, following consultation and in complete coordination with the Olympic Solidarity international office in Lausanne.

When drawing up and developing their Continental Programmes and budgets for 2021-2024, the Continental Associations should cover several minimum basic and common requirements, including allocating annual direct subsidies of a minimum of USD 125,000 to each NOC for the development of their own NOC programme of national activities, and limiting to a maximum of 30 per cent the share of administration costs and assistance towards the organisation of statutory meetings of the Continental Associations.

## Examples of projects covered by the funds devoted to the Continental Programmes include:

- Enabling NOCs to create, where needed, simple, functional and economical sports facilities;
- Organising, in conjunction with the Olympic Solidarity international office and the IOC, biennial Continental Athletes' Commission meetings and forums;
- Providing assistance towards the participation of NOCs and their athletes in recognised continental and regional games;
- Offering tailored advice on sports development, in particular to the NOCs in greatest need;
- Establishing and maintaining a system of monitoring and evaluation of the Continental Programmes' outcomes and impacts.

Each Continental Association and ANOC are required to establish clear procedures relating to the control of the utilisation of the funds and the execution of the programmes, in conformity with the Olympic Solidarity financial control system.

The Continental Association is fully responsible for the technical and financial control of its programmes, and informs the international office in Lausanne of the level of execution of the programmes and the utilisation of the decentralised funds. This exchange of information is essential to provide an overview of the results relating to the individual situation of each of the 206 NOCs recognised by the IOC and to provide a global and unique audit

of the total budget managed by Olympic Solidarity over the four-year period.



**ANOCA**  
Association of National Olympic Committees of Africa  
info@africaolympic.org  
www.africaolympic.com



**Panam Sports**  
Pan American Sports Organization  
info@panamsports.org  
www.panamsports.org



**OCA**  
Olympic Council of Asia  
info@ocasia.org  
www.ocasia.org



**EOC**  
European Olympic Committees  
eoc@eurolympic.org  
www.eurolympic.org



**ONOC**  
Oceania National Olympic Committees  
onoc@oceanianoc.org  
www.oceanianoc.org



**ANOC**  
Association of National Olympic Committees  
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# IOC SUBSIDIES FOR NOCs' PARTICIPATION IN OLYMPIC GAMES AND YOUTH OLYMPIC GAMES



The IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games provided by Olympic Solidarity aim to assist NOCs in covering part of the costs linked to their participation in the Olympic Games and the Youth Olympic Games. The financial assistance has two complementary objectives: to help foster the universal spirit of the Olympic Games by guaranteeing the participation of all NOCs, and to give additional support to NOCs for their contribution to the development and success of the Games.

These subsidies are managed by the Olympic Solidarity office in Lausanne in coordination with the Organising Committees of the respective Olympic Games. For the Olympic Games, they are given in three phases:

1. **Before the Games**, they cover the travel expenses and accommodation for one person per NOC to attend the meeting between the Chefs de Mission and the Organising Committee for the Olympic Games (OCOG) and help NOCs that will organise pre-Games training camps in the host country.
2. **During the Games**, they contribute to travel expenses for a number of athletes, team officials and NOC officials, cover accommodation costs for a maximum of two rooms per NOC, and cover Games-related expenses which are not already covered by other sources of funding.
3. **After the Games**, they are paid to the NOCs to compensate their contribution to the success of the Games.

For the Youth Olympic Games, these subsidies are given in two phases:

1. **Before the Games**, they cover 100 per cent of the travel expenses and accommodation costs for one person per NOC at the Chefs de Mission Seminar.
2. **During the Games**, they cover full board at the Youth Olympic Village for the athletes and team officials, as well as the travel expenses of the NOC delegations to travel to the Games.

For the 2021-2024 plan, financial assistance will be provided for the following Games editions:

- Games of the XXXII Olympiad Tokyo 2020

Following the postponement of the Olympic Games Tokyo 2020, the financial assistance to NOCs has been extended by one year. The budget of USD 56,300,000 originally planned for 2020 has been transferred to 2021.

- The XXIV Olympic Winter Games Beijing 2022
- Games of the XXXIII Olympiad Paris 2024
- 4<sup>th</sup> Winter Youth Olympic Games Gangwon 2024

**Budget USD 70,500,000**



## ABBREVIATIONS

### NOC Associations

<b>ANOC</b>	Association of National Olympic Committees
<b>ANOCA</b>	Association of National Olympic Committees of Africa
<b>Panam Sports</b>	Pan American Sports Organization
<b>OCA</b>	Olympic Council of Asia
<b>EOC</b>	European Olympic Committees
<b>ONOC</b>	Oceania National Olympic Committees

### National Olympic Committees

206 NOCs were recognised by the IOC (as of 1 January 2021)

#### Africa - 54 NOCs

<b>ALG</b>	Algeria
<b>ANG</b>	Angola
<b>BDI</b>	Burundi
<b>BEN</b>	Benin
<b>BOT</b>	Botswana
<b>BUR</b>	Burkina Faso
<b>CAF</b>	Central African Republic
<b>CGO</b>	Congo
<b>CHA</b>	Chad
<b>CIV</b>	Côte d'Ivoire
<b>CMR</b>	Cameroon
<b>COD</b>	Democratic Republic of the Congo
<b>COM</b>	Comoros
<b>CPV</b>	Cape Verde
<b>DJI</b>	Djibouti
<b>EGY</b>	Egypt
<b>ERI</b>	Eritrea
<b>ETH</b>	Ethiopia
<b>GAB</b>	Gabon
<b>GAM</b>	Gambia
<b>GBS</b>	Guinea-Bissau

<b>GEQ</b>	Equatorial Guinea
<b>GHA</b>	Ghana
<b>GUI</b>	Guinea
<b>KEN</b>	Kenya
<b>LBA</b>	Libya
<b>LBR</b>	Liberia
<b>LES</b>	Lesotho
<b>MAD</b>	Madagascar
<b>MAR</b>	Morocco
<b>MAW</b>	Malawi
<b>MLI</b>	Mali
<b>MOZ</b>	Mozambique
<b>MRI</b>	Mauritius
<b>MTN</b>	Mauritania
<b>NAM</b>	Namibia
<b>NGR</b>	Nigeria
<b>NIG</b>	Niger
<b>RSA</b>	South Africa
<b>RWA</b>	Rwanda
<b>SEN</b>	Senegal
<b>SEY</b>	Seychelles
<b>SLE</b>	Sierra Leone
<b>SOM</b>	Somalia
<b>SSD</b>	South Sudan
<b>STP</b>	Sao Tome and Principe

<b>SUD</b>	Sudan
<b>SWZ</b>	Eswatini
<b>TAN</b>	United Republic of Tanzania
<b>TOG</b>	Togo
<b>TUN</b>	Tunisia
<b>UGA</b>	Uganda
<b>ZAM</b>	Zambia
<b>ZIM</b>	Zimbabwe

#### Americas - 41 NOCs

<b>ANT</b>	Antigua and Barbuda
<b>ARG</b>	Argentina
<b>ARU</b>	Aruba
<b>BAH</b>	Bahamas
<b>BAR</b>	Barbados
<b>BER</b>	Bermuda
<b>BIZ</b>	Belize
<b>BOL</b>	Bolivia
<b>BRA</b>	Brazil
<b>CAN</b>	Canada
<b>CAY</b>	Cayman Islands
<b>CHI</b>	Chile
<b>COL</b>	Colombia

<b>CRC</b>	Costa Rica
<b>CUB</b>	Cuba
<b>DMA</b>	Dominica
<b>DOM</b>	Dominican Republic
<b>ECU</b>	Ecuador
<b>ESA</b>	El Salvador
<b>GRN</b>	Grenada
<b>GUA</b>	Guatemala
<b>GUY</b>	Guyana
<b>HAI</b>	Haiti
<b>HON</b>	Honduras
<b>ISV</b>	Virgin Islands, US
<b>IVB</b>	Virgin Islands, British
<b>JAM</b>	Jamaica
<b>LCA</b>	Saint Lucia
<b>MEX</b>	Mexico
<b>NCA</b>	Nicaragua
<b>PAN</b>	Panama
<b>PAR</b>	Paraguay
<b>PER</b>	Peru
<b>PUR</b>	Puerto Rico
<b>SKN</b>	Saint Kitts and Nevis
<b>SUR</b>	Suriname
<b>TTO</b>	Trinidad and Tobago
<b>URU</b>	Uruguay
<b>USA</b>	United States of America
<b>VEN</b>	Venezuela
<b>VIN</b>	Saint Vincent and the Grenadines

#### Asia · 44 NOCs

<b>AFG</b>	Afghanistan
<b>BAN</b>	Bangladesh
<b>BHU</b>	Bhutan
<b>BRN</b>	Bahrain
<b>BRU</b>	Brunei Darussalam
<b>CAM</b>	Cambodia
<b>CHN</b>	People's Republic of China
<b>HKG</b>	Hong Kong, China
<b>INA</b>	Indonesia

<b>IND</b>	India
<b>IRI</b>	Islamic Republic of Iran
<b>IRQ</b>	Iraq
<b>JOR</b>	Jordan
<b>JPN</b>	Japan
<b>KAZ</b>	Kazakhstan
<b>KGZ</b>	Kyrgyzstan
<b>KOR</b>	Republic of Korea
<b>KSA</b>	Saudi Arabia
<b>KUW</b>	Kuwait
<b>LAO</b>	Lao People's Democratic Republic
<b>LBN</b>	Lebanon
<b>MAS</b>	Malaysia
<b>MDV</b>	Maldives
<b>MGL</b>	Mongolia
<b>MYA</b>	Myanmar
<b>NEP</b>	Nepal
<b>OMA</b>	Oman
<b>PAK</b>	Pakistan
<b>PHI</b>	Philippines
<b>PLE</b>	Palestine
<b>PRK</b>	Democratic People's Republic of Korea
<b>QAT</b>	Qatar
<b>SGP</b>	Singapore
<b>SRI</b>	Sri Lanka
<b>SYR</b>	Syrian Arab Republic
<b>THA</b>	Thailand
<b>TJK</b>	Tajikistan
<b>TKM</b>	Turkmenistan
<b>TLS</b>	Democratic Republic of Timor-Leste
<b>TPE</b>	Chinese Taipei
<b>UAE</b>	United Arab Emirates
<b>UZB</b>	Uzbekistan
<b>VIE</b>	Vietnam
<b>YEM</b>	Yemen

#### Europe · 50 NOCs

<b>ALB</b>	Albania
<b>AND</b>	Andorra
<b>ARM</b>	Armenia
<b>AUT</b>	Austria
<b>AZE</b>	Azerbaijan
<b>BEL</b>	Belgium
<b>BIH</b>	Bosnia and Herzegovina
<b>BLR</b>	Belarus
<b>BUL</b>	Bulgaria
<b>CRO</b>	Croatia
<b>CYP</b>	Cyprus
<b>CZE</b>	Czech Republic
<b>DEN</b>	Denmark
<b>ESP</b>	Spain
<b>EST</b>	Estonia
<b>FIN</b>	Finland
<b>FRA</b>	France
<b>GBR</b>	Great Britain
<b>GEO</b>	Georgia
<b>GER</b>	Germany
<b>GRE</b>	Greece
<b>HUN</b>	Hungary
<b>IRL</b>	Ireland
<b>ISL</b>	Iceland
<b>ISR</b>	Israel
<b>ITA</b>	Italy
<b>KOS</b>	Kosovo
<b>LAT</b>	Latvia
<b>LIE</b>	Liechtenstein
<b>LTU</b>	Lithuania
<b>LUX</b>	Luxembourg
<b>MDA</b>	Republic of Moldova
<b>MKD</b>	North Macedonia
<b>MLT</b>	Malta
<b>MNE</b>	Montenegro
<b>MON</b>	Monaco
<b>NED</b>	Netherlands
<b>NOR</b>	Norway
<b>POL</b>	Poland
<b>POR</b>	Portugal
<b>ROU</b>	Romania

<b>RUS</b>	Russian Federation
<b>SLO</b>	Slovenia
<b>SMR</b>	San Marino
<b>SRB</b>	Serbia
<b>SUI</b>	Switzerland
<b>SVK</b>	Slovakia
<b>SWE</b>	Sweden
<b>TUR</b>	Turkey
<b>UKR</b>	Ukraine

#### Oceania · 17 NOCs

<b>ASA</b>	American Samoa
<b>US</b>	Australia
<b>COK</b>	Cook Islands
<b>FIJ</b>	Fiji
<b>FSM</b>	Federated States of Micronesia
<b>GUM</b>	Guam
<b>KIR</b>	Kiribati
<b>MHL</b>	Marshall Islands
<b>NRU</b>	Nauru
<b>NZL</b>	New Zealand
<b>PLW</b>	Palau
<b>PNG</b>	Papua New Guinea
<b>SAM</b>	Samoa
<b>SOL</b>	Solomon Islands
<b>TGA</b>	Tonga
<b>TUV</b>	Tuvalu
<b>VAN</b>	Vanuatu

#### International Federations

##### Sports on the programme of the XXIV Olympic Winter Games Beijing 2022

<b>Biathlon</b>	<b>IBU</b>	International Biathlon Union
<b>Bobsleigh</b>	<b>IBSF</b>	International Bobsleigh and Skeleton Federation
<b>Curling</b>	<b>WCF</b>	World Curling Federation
<b>Ice hockey</b>	<b>IIHF</b>	International Ice Hockey Federation
<b>Luge</b>	<b>FIL</b>	Fédération Internationale de Luge de Course
<b>Skating</b>	<b>ISU</b>	International Skating Union
<b>Skiing</b>	<b>FIS</b>	Fédération Internationale de Ski

##### Sports on the programme of the Games of the XXXIII Olympiad Paris 2024

<b>Aquatics</b>	<b>FINA</b>	Fédération Internationale de Natation
<b>Archery</b>	<b>WA</b>	World Archery
<b>Athletics</b>		World Athletics
<b>Badminton</b>	<b>BWF</b>	Badminton World Federation
<b>Basketball</b>	<b>FIBA</b>	Fédération Internationale de Basketball
<b>Boxing</b>	<b>AIBA</b>	Association Internationale de Boxe
<b>Breaking</b>	<b>WDSF</b>	World DanceSport Federation
<b>Canoe</b>	<b>ICF</b>	International Canoe Federation
<b>Cycling</b>	<b>UCI</b>	Union Cycliste Internationale
<b>Equestrian</b>	<b>FEI</b>	Fédération Équestre Internationale
<b>Fencing</b>	<b>FIE</b>	Fédération Internationale d'Escrime
<b>Football</b>	<b>FIFA</b>	Fédération Internationale de Football Association
<b>Golf</b>	<b>IGF</b>	International Golf Federation
<b>Gymnastics</b>	<b>FIG</b>	Fédération Internationale de Gymnastique
<b>Handball</b>	<b>IHF</b>	International Handball Federation
<b>Hockey</b>	<b>FIH</b>	Fédération Internationale de Hockey

<b>Judo</b>	<b>IJF</b>	International Judo Federation
<b>Modern Pentathlon</b>	<b>UIPM</b>	Union Internationale de Pentathlon Moderne
<b>Rowing</b>	<b>FISA</b>	World Rowing
<b>Rugby</b>	<b>WR</b>	World Rugby
<b>Sailing</b>	<b>WS</b>	World Sailing
<b>Shooting</b>	<b>ISSF</b>	International Shooting Sport Federation
<b>Skateboarding</b>		World Skate
<b>Sport Climbing</b>	<b>IFSC</b>	International Federation of Sport Climbing
<b>Surfing</b>	<b>ISA</b>	International Surfing Association
<b>Table Tennis</b>	<b>ITTF</b>	International Table Tennis Federation
<b>Taekwondo</b>	<b>WT</b>	World Taekwondo
<b>Tennis</b>	<b>ITF</b>	International Tennis Federation
<b>Triathlon</b>	<b>TRI</b>	World Triathlon
<b>Volleyball</b>	<b>FIVB</b>	Fédération Internationale de Volleyball
<b>Weightlifting</b>	<b>IWF</b>	International Weightlifting Federation
<b>Wrestling</b>	<b>UWW</b>	United World Wrestling

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Stand März 2024

19. Juni 2024

# Programm "ReStart – Sport bewegt Deutschland" - Zwischenbericht -

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## Zusammenfassung

Im Fokus des „ReStart“-Projektes steht der Aufruf zu mehr Bewegung und Sport in Deutschland. Das Maßnahmenpaket „ReStart“ konzentriert sich daher mit einem Schwerpunkt auf die Rückgewinnung von sportinteressierten und -affinen Menschen, die aufgrund der durch die Corona-Pandemie veränderten Lebensumstände ihre sportlichen Aktivitäten im Sportverein aufgegeben haben, sowie auf die Gewinnung der Gruppe der „Bewegungs-Muffel“, die sich bereits vor der Pandemie sukzessive vergrößert hat<sup>i</sup>. Dabei werden insbesondere auch Bevölkerungsgruppen angesprochen, die besonders unter den Folgen der Corona-Pandemie gelitten haben, wie vulnerable Gruppen, Menschen mit kleinen Einkommen, Menschen mit Migrationsgeschichte, Ältere, Frauen.

Zudem sollen, und dies ist der zweite Schwerpunkt, die Bedeutung, Qualifizierung und Wertschätzung des ehrenamtlichen Engagements – insbesondere von Trainer\*innen, Übungsleiter\*innen, Vereinsmanager\*innen und Schiedsrichter\*innen als Träger\*innen des Vereinssports – gestärkt werden. Die Gewinnung und Bindung von ehrenamtlichen Mitarbeiter\*innen im Sportverein steht dabei im Vordergrund. Das Gesamtvolumen des Programms beträgt 25 Millionen Euro.

Das Maßnahmenpaket „ReStart“ umfasste im Jahr 2023 drei Säulen, diese gliederten sich auf in „Digital und Qualifiziert – Stärkung des ehrenamtlichen Engagements“, „Starke Aktionen von starken Vereinen“ und „Aller Anfang ist leicht – Sportliche Einstiegsangebote“. Zusätzlich wurde zur Bekanntmachung und Unterstützung der Maßnahmen eine zielgerichtete öffentlichkeitswirksame Dachkampagne aufgesetzt.

Die äußerst positive Resonanz und die Überzeichnung einzelner Module in den Säulen zeigt wie hoch die Bedarfe im organisierten Sport sind. Umfrageergebnisse, s. Anlage zeigten dass bei 84% der Befragten, die Bereitschaft durch die ReStart Kampagne gestiegen ist, mehr Sport zu treiben. Für 80% wäre dies gleichzeitig die Motivation, in einen Verein einzutreten und 79% wären durch die ReStart Kampagne sogar bereit, ein Ehrenamt zu übernehmen. Gleichzeitig zeigt auch die Befragung, dass durch die Maßnahmen des ReStart Programms die Werte des Sportvereins wieder mehr Sichtbarkeit erhalten haben und zu einem Vereinseintritt des Befragten geführt haben.

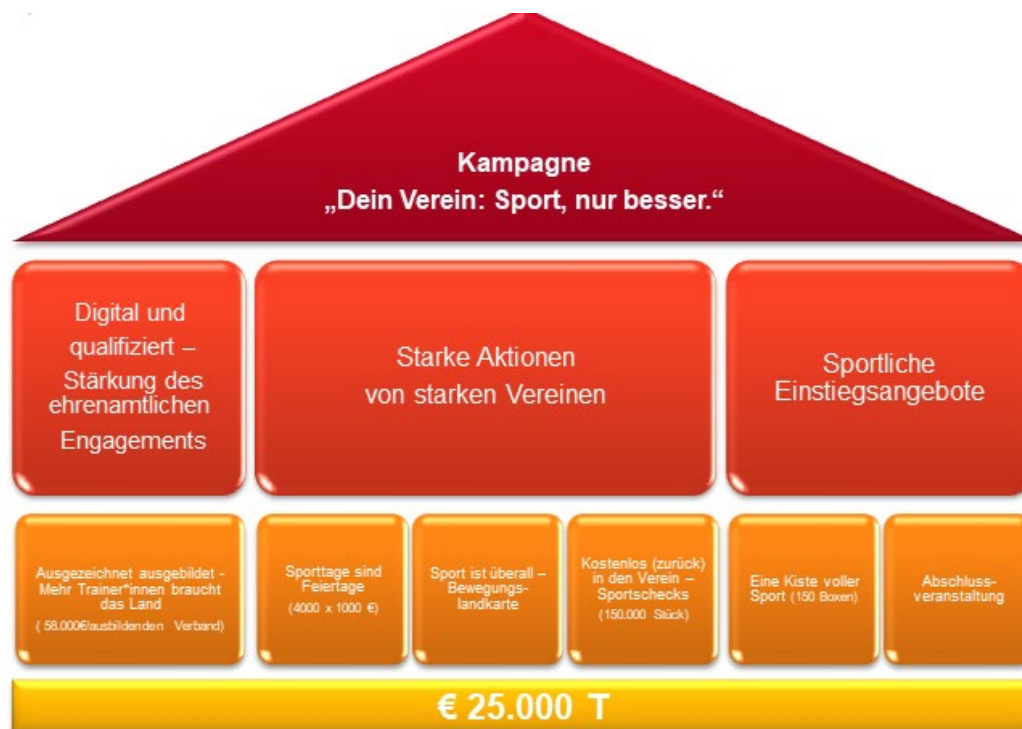
## 1. Einleitung

Vereine sind Gestalter kommunalen Lebens. Durch ihre Aktivitäten, Angebote und Leistungen sowie Kooperationen mit Schulen und anderen öffentlichen Einrichtungen tragen sie dazu bei, dass in Kommunen soziales Leben überhaupt erst stattfinden kann. Sportvereine sind wichtiger Teil und die zahlenmäßig größte Gruppe dieser lokalen Vereinslandschaft. Sie leben in hohem Maße von bürgerschaftlichem Engagement.

Während der Corona-Pandemie haben Sportvereine teilweise deutliche Vereinsaustritte verzeichnen müssen bzw. konnten kaum Neumitglieder gewinnen, um die natürliche Fluktuation auszugleichen<sup>ii</sup>. Dies ist besonders darauf zurückzuführen, dass zeitweise Sportstätten geschlossen waren und das Vereinsangebot nicht wie gewohnt umgesetzt werden konnte. Aber nicht nur die Vereine leiden unter den Folgen, sondern auch der Bewegungsmangel im Alltag<sup>iii</sup> ist zu einem noch größeren Problem für die Bevölkerung in allen Altersklassen geworden, deren Auswirkungen sich bereits nachweislich signifikant bemerkbar machen (u. a. Erhöhung des Anteils von Adipositas, physische und psychische Beeinträchtigungen<sup>iv</sup>). Tendenziell nimmt auch das ehrenamtliche Engagement aus den verschiedensten Gründen ab, welches sich negativ auf die Vereinsentwicklung, Vereinsangebotsdurchführung und den sozialen Zusammenhalt in der Gesellschaft auswirkt<sup>v</sup>.

## 2. Programmstruktur

Das Programm ReStart gliederte sich im Jahr 2023, in eine Dachkampagne und drei Programm-Säulen. Innerhalb der jeweiligen Säulen gab es verschiedene Module, die jeweils bestimmte Ziele verfolgten und bestimmte Zielgruppen ansprachen. Einzelne Module wurden von der begleitenden Kampagne aufgegriffen. Im Rahmen des Dialogforums der Sportentwicklung am 7. September 2023 in Berlin gab es eine öffentlichkeitswirksame Abschlussveranstaltung für das ReStart Programm 2023.



ReStart – Sport bewegt Deutschland, Gesamtübersicht, Quelle: eigene Darstellung

### 2.1 Dachkampagne „Dein Verein: Sport nur besser“

Im Fokus der Dachkampagne „Dein Verein: Sport nur besser“ stand die Konzeption, kreative Entwicklung und Umsetzung einer bundesweiten, öffentlichkeitswirksamen Bewegungskampagne. Ziel war es, mehr Menschen zu Bewegung und Sport im Sportverein aufzurufen und den organisierten Sport sowie das Ehrenamt zu stärken. Dazu wurden vielfältige öffentlichkeitswirksame Maßnahmen und Ideen zur Begleitung des gesamten ReStart- Programms im Förderzeitraum ausgespielt.

Für die konkrete Umsetzung wurde eine klare Kampagnenarchitektur gemeinsam mit der Deutschen Sport Marketing GmbH und der Agentur „Zum Goldenen Hirschen“ entwickelt, die die drei Säulen mit den einzelnen Modulen (kommunikativ und inhaltlich) des ReStart-Programms berücksichtigt. Innerhalb der kommunikativen und kreativen Umsetzung der Bewegungskampagne wurden in der Entwicklung die Inhalte der einzelnen Module des Konzepts „ReStart - Sport bewegt Deutschland“ bedacht und kommunikativ aufbereitet, um eine breite Öffentlichkeit und spezielle Zielgruppen zu erreichen.

Die Werbekampagne startete planmäßig am 24. Januar 2023. Dies hatte den positiven Effekt, dass mit Start des neuen Jahres auch die Phase der „guten Vorsätze“ in der Bevölkerung genutzt werden konnten und eine höhere Sichtbarkeit der Kampagne zu erwarten war. Über das gesamte Jahr hinweg wurden verschiedene Schwerpunkte in insgesamt drei großen „Flights“ realisiert, die unterjährig mit einem sogenannten „Grundrauschen“ stets die Kampagne „Dein Verein: Sport, nur besser.“ in Sportdeutschland vertreten haben. Mit mehr als 150 Millionen Kontakten in den ersten beiden Monaten des Jahres, über 300 Millionen Kontakten im zweiten Media Flight und insgesamt über 600 Millionen Kontakten bundesweit überzeugte die Kampagne die Zielgruppe nachhaltig. Über 248.000.000 Suchergebnisse unter dem Stichwort „Sport nur besser“ in der Google-Suche zeigten außerdem die Vielzahl an Veröffentlichungen.

## **2.2 Digital und Qualifiziert – Stärkung des ehrenamtlichen Engagements (Säule 1)**

Das Ziel dieser Maßnahme war die Akquise neuer Übungsleiter\*innen, Trainer\*innen, Vereinsmanager\*innen und Schiedsrichter\*innen. Zudem sollte die Ausbildung innerhalb der Verbände – beispielsweise durch Blended Learning – weiterentwickelt werden. Die Zielgruppe umfasste die 86 ausbildenden Verbände sowie die bereits erwähnten Positionen im Ehrenamt des organisierten Sports. Die Fördersumme dieser Maßnahme belief sich grundsätzlich auf maximal 58.000 Euro pro auszubildende Mitgliedsorganisation.

Anfang des Jahres 2023 starteten 69 Verbände mit den bewilligten Maßnahmen. Insgesamt wurden Fördermittel in Höhe von rund 3,6 Mio. Euro bewilligt. In der zweiten Förderrunde, die vom 1. März 2023 bis 31. März 2023 ausgeschrieben war, wurden weitere 37 Anträge von 37 Verbänden mit einer Fördersumme von 1.436.423,71 Euro berücksichtigt.

Bei der Verteilung der bewilligten Gelder zeigte sich, dass rund 3,2 Mio. Euro für Digitalisierungsmaßnahmen sowie circa 1,6 Mio. Euro für vergünstigte Aus-, Fort- und Weiterbildungsmaßnahmen beantragt wurden. Die Maßnahme „Digital und Qualifiziert“ des ReStart-Programmes ist bei der Mehrheit der Mitgliedsorganisationen auf sehr großes Interesse und großen Bedarf gestoßen.

Die thematische Verteilung betreffend, nahmen 73 der 106 bewilligten Anträge inhaltlichen Bezug sowohl auf die vergünstigten Aus-, Fort- und Weiterbildungen als auch auf die Digitalisierungsmöglichkeiten. Von den verbleibenden 33 Anträgen hatte lediglich einer eine reine Ausrichtung auf die vergünstigten Bildungsangebote, wohingegen 32 Anträge ausschließlich auf die Verwendung von digitalen Maßnahmen fokussiert waren. Somit deckten sich die inhaltlichen Ziele der einzelnen Mitgliedsorganisationen mit den angegangenen Herausforderungen, die im Kern mithilfe dieser Maßnahme angegangen werden sollen.

Nach der zweiten Antragsstellung war das Fördervolumen in Höhe von 5 Mio. Euro mit 87.726,56 Euro überzeichnet. Davon wurden 4.862.033,94 Euro abgerufen und letztendlich 4.477.990,85 Euro verausgabt, was in Anbetracht des kurzen Förderzeitraums der Säule 1 von knapp einem Jahr (inklusive Antragsstellung und Erstellung Verwendungsnachweis der antragsberechtigten Mitgliedsorganisationen), den hohen Bedarf im Bereich der Engagementförderung widerspiegelt.

## **2.3 Starke Aktionen von starken Vereinen (Säule 2)**

Die Säule 2 gliederte sich in drei Module und sprach daher mehrere Adressaten an. Ziel war es in Säule 2, den Sportvereinen als „soziale Tankstellen“ mittels verschiedener Maßnahmen (Module) Darstellungsmöglichkeit zu bieten, sodass Menschen gemäß dem Motto „Sport ist im Verein am schönsten“ (wieder) ihren Weg in die Vereine finden.

Konkret wurden Vereine in Modul 1 „Sporttage sind Feiertage – 4000 x 1000€“ bei Aktions- und Schnuppertagen sowie der Angebotsentwicklung, die der Mitgliederakquise dienen, finanziell mit 1.000 Euro unterstützt. 4770 eingegangene Anträge zeigen, wie nötig die finanzielle Unterstützung für Vereine ist, um Mitglieder zu gewinnen und Angebote generieren zu können. Nach Antragsprüfung konnten schließlich knapp 3500 Anträge der Vereine bewilligt werden.

Mit dem Modul 2, der digitalen Bewegungslandkarte (BeLa), werden insbesondere niedrigschwellige Bewegungsangebote und Vereine des organisierten Sports in einer Datenbank leicht, unmittelbar und niedrigschwellig zu finden sein. Zwischenzeitlich weist die Datenbank 75.000 Sportangebote von rund 13.000 Vereinen vor (Stand Mai 2024).

Die Sportvereinschecks in Modul 3 dienen der unmittelbaren Rück- und Neugewinnung von Vereinsmitgliedern. Die Sportvereinschecks erleichterten mittels eines finanziellen Anreizes den Zugang zum Vereinsangebot und senkten somit die Hemmschwellen für einen Vereinseintritt. Alle 150.000 Sportvereinschecks wurden bei den Vereinen eingereicht und dienen einer Neumitgliedschaft. Mit einer Downloadzahl von 300.000 Checks war das Interesse und die Aufmerksamkeit im Vorfeld noch wesentlich höher.

Die beiden Module 1 und 3 starteten parallel zur Werbekampagne im Januar 2023. Modul 1 endete für die Vereine mit der Frist zur Einreichung der Verwendungsnachweise am 15. Januar 2024. Modul 3 endete bereits mit Antragsfrist für Vereine am 15. November 2023. Modul 2, die Bewegungslandkarte, startete planmäßig im April 2023 und soll auch über den Förderzeitraum hinaus fortgeführt werden.

## **2.4 Aller Anfang ist leicht – Sportliche Einstiegsangebote (Säule 3)**

Zur Förderung eines bewegten Lebensstils innerhalb der Kommune wurden mittels sogenannter „öffentlicher Verleihangebote“ niedrigschwellige Bewegungsmöglichkeiten im öffentlichen und frei zugänglichen Raum durch die Kommune installiert, um der gesamten Bevölkerung auch ohne eine Vereinsmitgliedschaft die Möglichkeit zu Sport und Bewegung zu ermöglichen.

Ziel war es, niedrigschwellige, kostenlose und attraktive Bewegungsangebote auf öffentlich zugänglichen vereinseigenen Sportstätten oder im öffentlichen Raum (etwa auf Spielplätzen, in Parkanlagen, am Waldrand, etc.) zu installieren. Vereine haben über Patenschaften die Möglichkeit, sich zu präsentieren und die Vorzüge der Nutzung der öffentlichen Verleihangebote mittels angeleiteten Trainings sichtbar zu machen.

Aufgrund von Verzögerungen, die sich in der Phase der öffentlichen Ausschreibung ergeben hatten, konnte die Vergabe erst im März 2023 erfolgen, an den Hersteller app and move. Die 150 öffentlichen Verleihangebote (in Folge SportBox genannt) wurden im Zeitraum Mai bis Dezember 2023 in den Kommunen installiert und mit 106 Aktionstagen erfolgreich – gemeinsam mit den insgesamt 188 Partnervereinen vor Ort – bundesweit eingeweiht.

Mit der Interessenbekundung im Vorfeld von über 500 Teilnehmenden in den Informationsveranstaltungen, waren die SportBoxen in Kombination mit der Kooperation Kommune und Verein, eines der am Stärksten nachgefragten Module. Mit über 160 Berichten in der lokalen Presse, Hörfunk und TV sowie über 200 Beiträgen und über 300 Storys auf Social Media wurden zusätzlich mehrere Monate bundesweite Aufmerksamkeit in der Öffentlichkeit auf die Einweihung der Sportboxen und dem vielfältigen Vereinsangebot gelenkt. Die Aktionstage erlangten mit über 4.400 Sichtkontakten vor Ort sowie über 500.000 Follower\*innen durch die Social Media Aktivitäten der Moderator\*innen, Influencern und Team D-Athlet\*innen medial eine große Reichweite.

## 2.5 Abschlussveranstaltung

Im Rahmen des Dialogforums der Sportentwicklung am 7. und 8. September 2023 in Berlin fand die Abschlussveranstaltung des ReStart-Programms 2023 statt. Ziel war es, Highlights und Ergebnisse des Programms den rund 300 Gästen aus den DOSB-Mitgliedsorganisationen, der Politik, Wissenschaft, Kultur und weiteren Stakeholdern zu präsentieren.

Neben einem Markt der Möglichkeiten, wurden Impulsvorträge und Workshops mit den Schwerpunktthemen des ReStart-Programms angeboten. Der Abend des 7. Septembers stand gänzlich im Zeichen des ReStart-Programms 2023: hier wurde einem mitwirkenden Verein die Chance zur Präsentation in einer Talkrunde ermöglicht, auch BMI-Staatssekretärin Juliane Seifert, DOSB-Präsident Thomas Weikert und DOSB-Vorständin Sportentwicklung Michaela Röhrbein waren mit von der Partie. Eindrücke der Veranstaltung und Impressionen sind im Magazin<sup>vi</sup> „Wir machen Zukunft für den Sport“ des Geschäftsbereichs Sportentwicklung veröffentlicht worden.

## 3. Fortführung des Programms im Jahr 2024 - Ausblick

Im Februar 2024 beliefen sich die vorhandenen Restmittel auf 1,45 Mio. Euro. Mit Zustimmung des Bundesministeriums des Innern und für Heimat führt der DOSB bis Ende 2024 mit modifizierten Maßnahmen fort:

- Weiterentwicklung der Bewegungslandkarte (BeLa);
- die Weiterführung der digitalen Content-Plattform „Brandox“ (Content der Kampagne);
- die Stärkung des ehrenamtlichen Engagements mittels Sichtbarmachung innovativer Projekte der Mitgliedsorganisationen und Vereine zur Engagemententwicklung und
- die Entwicklung einer Datenbank für niederschwellige Qualifizierungsangebote.

Die geplante Gesamtevaluierung wird nach Abschluss des Programms im Jahr 2025 erfolgen.

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<sup>i</sup> <https://www.who.int/publications/i/item/9789240015128>

<sup>ii</sup>

[https://cdn.dosb.de/user\\_upload/Sportentwicklung/Dokumente/SEB/2022/SEBBerichtCOVID19.pdf](https://cdn.dosb.de/user_upload/Sportentwicklung/Dokumente/SEB/2022/SEBBerichtCOVID19.pdf)

<sup>iii</sup> <https://www.who.int/publications/i/item/9789240015128>

<sup>iv</sup> <https://www.thieme-connect.com/products/ejournals/abstract/10.1055/a-1532-4395>

<sup>v</sup>

[https://cdn.dosb.de/user\\_upload/Sportentwicklung/Dokumente/SEB/2022/SEBBerichtCOVID19.pdf](https://cdn.dosb.de/user_upload/Sportentwicklung/Dokumente/SEB/2022/SEBBerichtCOVID19.pdf)

<sup>vi</sup> chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/[https://cdn.dosb.de/user\\_upload/Sportentwicklung/Dokumente/Magazin\\_Dialogforum\\_Sportentwicklung.pdf](https://cdn.dosb.de/user_upload/Sportentwicklung/Dokumente/Magazin_Dialogforum_Sportentwicklung.pdf)



**Stellungnahme im Rahmen der öffentlichen Anhörung im Sportausschuss des Deutschen Bundestages am 3. Juli 2024 zum Thema „Entwicklungszusammenarbeit und Sport“**

**Dr. Karen Petry**

**1. Ausgangslage: Gestiegene Relevanz**

In den letzten zwei Jahrzehnten hat der Einsatz von Sport in der Entwicklungszusammenarbeit stark zugenommen. Der im Kontext von „Sport für Entwicklung“ verwendete Ansatz nutzt dabei die positiven Aspekte des Sports, um gesellschaftliche Ziele zu fördern. Der mittlerweile international etablierte Ansatz „Sport für Entwicklung“ (SfE) zielt ab auf die Förderung von Eigenschaften auf der Persönlichkeitsebene, sog. *Life Skills*, sowie auf die Unterstützung demokratischer und sozialer Prozesse in den Partnerländern der Entwicklungszusammenarbeit. Im internationalen Kontext haben sich die Bezeichnungen „**Sport for Development**“ (*SfD* oder *S4D*) und „**Sport, Development and Peace**“ (*SDP*) durchgesetzt (vgl. Petry 2020<sup>1</sup>).

Die **international gestiegene Relevanz von Sport und Bewegung im Kontext der entwicklungspolitischen Zusammenarbeit** zeigt sich u.a. auch darin, dass eine Vielzahl an Akteuren in verschiedenen entwicklungspolitischen Handlungsfeldern verstärkt sportbasierte Projekt-/ Programmansätze für Kinder und Jugendliche entwickeln und unterstützen: zu nennen sind u.a. die Vereinten Nationen (UNHCR, UNESCO, UNICEF), das Commonwealth Sekretariat, die Europäische Union, die African Union sowie verschiedene Geberländer (z.B. Norwegen, Australien, Frankreich, Kanada), nationale und internationale Nichtregierungsorganisationen (z.B. SOS-Kinderdörfer, PLAN International, CARE Deutschland), nationale und internationale Sportverbände (IOC, FIFA, DFB, World Athletics, DLV, DOSB etc.), Stiftungen (z.B. LAUREUS Stiftung, ITTF Foundation, SCORT Foundation) und Wirtschaftspartner (z. B. adidas).

Die **national gestiegene Relevanz von Sport und Bewegung im Kontext gesellschaftlicher Transformationsprozesse in Deutschland** zeigt sich u.a. in der gestiegenen Anzahl an Projekten, Programmen und nicht zuletzt Akteuren (Sportvereinen, Stiftungen, zivilgesellschaftlichen Organisationen, Entrepreneurs). Zur Förderung der Zusammenarbeit und der Sichtbarkeit dieser verschiedenen Akteure wird im Juli 2024 das „**S4D-Netzwerk Deutschland**“ gegründet. Das neue Netzwerk bildet die Diversität des deutschen Sektors *Sport für Entwicklung* ab und vereint unterschiedliche Akteurs-Gruppen, die operativ und/ oder

<sup>1</sup> Petry, K. (2020) (Hrsg). Sport im Kontext von internationaler Zusammenarbeit und Entwicklung. Perspektiven und Herausforderungen im Spannungsfeld von Wissenschaft, Politik und Praxis. Schriftenreihe „Sport und gesellschaftspolitische Verantwortung“, Band 1, Verlag Barbara Budrich.

unterstützend/ fördernd im Sektor tätig sind. Gemeinsam verfolgen sie das Ziel, dem deutschen S4D-Sektor eine Stimme zu verleihen und die Interessen des Sektors - im Sinne eines gemeinwohlorientierten Beitrages zu unserer Gesellschaft - zu vertreten.

## 2. Handlungsfelder von SfE-Maßnahmen

Aus sportwissenschaftlicher Sicht besteht Konsens, **dass sportliche Betätigungen für Kinder und Jugendliche ein ideales Lernfeld für ein soziales Miteinander darstellen:** Gemeinschaftssinn, Kommunikation, Entschlussfähigkeit, Konfliktlösungstechniken, Teamwork, Selbstbewusstsein, Persönliche Verantwortung, Einfühlungsvermögen und Belastbarkeit können erleb- und erfahrbar gemacht werden. In dieser Hinsicht fördern Sport und Bewegung die **Entwicklung von Life Skills (Lebenskompetenzen)** und können somit eine positive Einstellung zur eigenen Persönlichkeit und zur Entwicklung von Resilienz unterstützen. Zentral ist hier einerseits die richtige (pädagogische) Methode aber auch der Eigenwert der sportlichen Betätigung (z.B. Regelbefolgung oder die Möglichkeit, Stress und Ärger durch körperliche Aktivität abzubauen).

**Spezifische entwicklungspolitische Handlungsfelder von SfE-Maßnahmen sind:**

- Zugang zu Bildung/ Schulsport
- Gesundheitserziehung und -prävention
- Geschlechtergerechtigkeit und Mädchenförderung
- Konfliktbewältigung und Aussöhnung
- Gewaltprävention und Anti-Aggressionstraining
- Konfliktnachsorge und Traumabewältigung im Fluchtcontext
- Entwicklung von Kompetenzen zur Berufsbefähigung
- Stärkung und Inklusion marginalisierter Bevölkerungsgruppen
- Soziale Kohäsion und gesellschaftlicher Zusammenhalt
- Gute Regierungsführung in Sportorganisationen

Diese Handlungsfelder überlappen sich teilweise und sind nicht trennscharf voneinander abgrenzbar. Daher werden **SfE-Ansätze zumeist als Querschnittsaufgabe in der EZ eingesetzt.** Im Folgenden werden drei ausgewählte Handlungsfelder kurz skizziert:

### a) Geschlechtergerechtigkeit und Mädchenförderung

Die Selbstbestimmung von Frauen und Mädchen ist ein grundlegendes Ziel entwicklungsbezogener Maßnahmen. Bei SfE-Ansätzen im Kontext der Geschlechtergerechtigkeit geht es z.B. in erster Linie um die **Vermittlung emanzipativer Ideen und Werte** sowie um die **Erprobung von Führungsfertigkeiten** durch sportliche Aktivitäten. Durch sport- und bewegungsbezogene Projekte können **stereotype Erwartungen aufgebrochen und soziokulturell bedingtes Rollenverhalten in Frage gestellt werden.** Damit einher gehen sollte auch das Ziel einer verbesserten Teilhabe von Mädchen und Frauen am öffentlichen Leben sowie an Bildungs- und Berufsangeboten. In jüngster Zeit richten sich aber auch SfE-Maßnahmen vermehrt an Jungen und männliche Jugendliche, mit dem Ziel, für Themen wie „Dominanz“ oder „(toxic) masculinity“ zu sensibilisieren.



## b) Gesundheitserziehung und -prävention

Sport fördert das **allgemeine individuelle körperliche und psychosoziale Wohlbefinden**, das Selbstwertgefühl, die soziale Verbundenheit und die psychische Gesundheit. Wenn Sport in Entwicklungsprogramme integriert wird, können sensible Gesundheitsthemen wie HIV/AIDS oder reproduktive Gesundheit angesprochen werden. Sportangebote können als Plattform genutzt werden, um Menschen für die Gesundheitserziehung zu Themen wie HIV/AIDS, übertragbare und nicht übertragbare Krankheiten zu sensibilisieren.

## c) Konfliktnachsorge und Traumabewältigung im Fluchtkontext

Sportangebote tragen in der Flüchtlingsarbeit zur Verarbeitung von Traumata und zur Lebensnormalisierung bei. Auf struktureller Ebene besteht die Aufgabe darin, langfristige Sportprogramme für Geflüchtete zu schaffen. Auf individueller Ebene wird den Geflüchteten die Möglichkeit gegeben, traumatische und unangenehme Erlebnisse nachrangig werden zu lassen und das **Psycho-soziale Wohlbefinden** (wieder)herzustellen. Ein weiteres Ziel ist es, durch Sport ein **friedliches Zusammenleben in den multinationalen Camps** zu schaffen.

## 3. Der SfE-Ansatz entfaltet Wirkungen!

Das BMZ und die GIZ haben in Zusammenarbeit mit Universitäten in den jeweiligen Partnerländern und der Deutschen Sporthochschule Köln zwischen 2021 und 2023 insgesamt **fünf Wirkungsstudien** in Kolumbien (zu SDG Unterziele 3.4, 4.5 und 16.1), in Marokko (zu SDG Unterziele 8.5 und 8.6), in Albanien und Nord Mazedonien (zu SDG Unterziel 8.6) und im Nordirak (zu SDG Unterziel 3.4, 5.1, 5.2, 5.4 und 10.2) durchgeführt. In allen Studien wurden Wirkungen auf Zielgruppenebene im Zeitverlauf untersucht, allerdings variieren die einzelnen Studien methodisch: In Kolumbien, Nordirak, Westbalkan und Mexiko wurde ein **experimentelles Studiendesign mit zwei Erhebungszeitpunkten und (randomisierten) Interventions- und Vergleichsgruppen** gewählt. Die quantitativen Erhebungsmethoden wurden mit qualitativen Methoden wie Fokusgruppen ergänzt. In Marokko wurde aufgrund des spezifischen Projektdesigns eine **qualitative Fallstudie** durchgeführt.

Zum besseren Verständnis wird im folgenden Abschnitt die **Wirkungsstudie im Nordirak** etwas detaillierter erläutert: Die Studie wurde in Kooperation mit dem Regionalvorhaben „Austausch, Bildung und Konfliktbearbeitung durch Sport für Entwicklung“ in Jordanien und im Irak durchgeführt. Zielgruppe waren **10 bis 19-jährige Schüler\*innen in Flüchtlingscamps und aufnehmenden Gemeinden** im Nordirak. Die GIZ führt seit 2018 Sportaktivitäten in IDP-Camps und in Aufnahmegemeinden im Nordirak durch. Im Zentrum der Aktivitäten steht die **Ausbildung lokaler Trainer\*innen in der SfE-Methode in den Sportarten Fußball und Ultimate Frisbee**.

Gemeinsam mit der Universität Dohuk wurden mehr als **600 Kinder und Jugendliche** mithilfe eines standardisierten, digitalen Fragebogens befragt. Zwischen den zwei Erhebungszeiträumen lagen 6-7 Monate, in denen die Hälfte der Kinder und Jugendlichen an der SfE-Intervention teilnahmen. Die **statistische Auswertung** der Daten zeigt, dass die Intervention zur Erreichung von **SDG Unterziel 3.4** beiträgt: SfE-Aktivitäten im Nordirak haben einen statistisch signifikanten, mittleren Effekt auf das psychosoziale Wohlbefinden von Kindern und Jugendlichen und **steigern somit das psychosoziale Wohlbefinden**. Gemischte

Sportteams erhöhen zudem das psychosoziale Wohlbefinden von Jungen im Vergleich zu gleichgeschlechtlichen Teams.

SfE-Aktivitäten haben einen statistisch signifikanten, starken Effekt auf **SDG Unterziel 5.1** und verbessert die Einstellungen zu Gleichstellung der Geschlechter im untersuchten Kontext. Die Maßnahmen zeigen einen statistisch signifikanten, mittel bis starken Effekt auf **SDG Unterziel 5.2** und reduzieren die Akzeptanz geschlechtsspezifischer Gewalt gegen Frauen und Mädchen. Die Analysen zeigen auch einen statistisch signifikanten, mittleren Effekt auf **SDG Unterziel 5.4**: SfE-Maßnahmen fördern Einstellungen zu einer gleichberechtigten Arbeitsteilung im Haushalt.

Außerdem wurde der Beitrag zu **SDG Unterziel 10.2** untersucht. Auch hier konnte ein statistisch signifikanter, mittlerer Effekt nachgewiesen werden: SfE-Maßnahmen stärken inklusives Verhalten gegenüber anderen Religionen und Ethnien.

**Fazit der Studie:** Die hier beschriebenen ausgewählten quantitativen Studienergebnisse geben Anlass zur Annahme, dass die SfE-Aktivitäten im Nordirak die Einstellung zur Gleichberechtigung der Geschlechter verändern, messbar das psychosoziale Wohlbefinden der Kinder und Jugendlichen in den Vertriebenencamps verbessern und das integrative Verhalten gegenüber anderen Religionen und ethnischen Gruppen verbessern. **Die Ergebnisse belegen, dass der SfE-Ansatz auf der persönlichen und auf der sozialen Ebene Wirkungen entfaltet**, und zu veränderten Einstellung und Sichtweisen sowie zu einer Verbesserung des psycho-sozialen Wohlbefindens von Kindern und Jugendlichen im Fluchtkontext beiträgt.

**Fasst man die vielfältigen Ergebnisse aller Studien zusammen, so zeigt sich, dass Sport- und bewegungsbezogene Ansätze - richtig eingesetzt - einen Beitrag in der entwicklungspolitischen Zusammenarbeit leisten.** Das ist zugleich Erkenntnis und Auftrag für die Weiterführung dieser wichtigen Aktivitäten in den Krisenregionen weltweit.

#### **4. Schlussfolgerungen für zukünftige Entwicklungen**

Wenn die Bundesregierung die Bedeutsamkeit und Strahlkraft dieses wichtigen nationalen und internationalen Feldes anerkennt, uns sich dazu entschließt, auch zukünftig zur weiteren Konsolidierung beizutragen (so wie es bereits andere Staaten, die EU und die UN getan haben), kommt den folgenden Aspekten eine zentrale Bedeutung zu:

##### **Weiterer Aus- und Aufbau von nationalen und globalen Partnerschaften**

Die in den letzten 10 Jahren erzielten Erfolge in der **Zusammenarbeit mit den Akteuren in den Partnerländern der Entwicklungszusammenarbeit** und die damit verbundene gegenseitige Wertschätzung bietet Anreiz und Gelegenheit für weitere gemeinsame Bestrebungen und Maßnahmen im Bereich Sport für Entwicklung. Für den deutschen Ansatz ist **die „partnerschaftlichen Zusammenarbeit“ zwischen staatlichen und sportverbandlichen Akteuren** zentral: Die Verbände für Sportarten, wie Fußball, Basketball oder Leichtathletik sowie der Deutsche Olympische Sportbund (DOSB) sind starke Umsetzungspartner mit hoher Reputation und extrem guter Vernetzung auf

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<sup>2</sup> Zur Bezeichnung und Beschreibung der entsprechenden Kooperationsbeziehungen zwischen staatlichen Akteuren und Sportverbänden hat sich im sportpolitischen Raum der Terminus der „partnerschaftlichen Zusammenarbeit“ als Leitbegriff etabliert.

internationaler Ebene. Erst durch die **Zusammenarbeit mit den verantwortlichen politischen Akteuren im Feld der Entwicklungszusammenarbeit** und durch eine **Weiterführung der finanziellen Förderung von SfE-Vorhaben durch die Bundesregierung** können die vielfältigen Ansätze und Erfolge langfristig weitere Wirkungen erzielen.

#### **Gewährleistung der Sichtbarkeit der Erfolge der durchgeführten Maßnahmen**

Es besteht die Gefahr, dass eine **rhetorische Überschätzung** eines sportbasierten Ansatzes zu einer gewissen Unglaubwürdigkeit führt. Dem gegenüber sollte der Einsatz von evidenzbasierten **Monitoring- und Evaluationssystemen** sowie die **Durchführung von Wirkungsstudien** stehen. Wirkungsstudien von Sportprojekten in der entwicklungspolitischen Zusammenarbeit tragen nicht nur zum besseren Verständnis der Reichweite und erzielten Ergebnisse solcher Prozesse bei, sondern dienen - quasi als Nebeneffekt - auch einer **Qualitätssicherung der Angebote, was letztendlich die Legitimation des SfE-Ansatzes fördert**.

Die Bundesregierung könnte zudem zukünftig auf nationaler und internationaler Ebene die Sichtbarkeit der bereits erzielten Erfolge erhöhen und somit zur weiteren **Positionierung Deutschlands im Sinne eines verantwortungsvollen, sportbegeisterten Landes** beitragen.

**Beantwortung offener Fragen durch das Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ) Referat L3 | Kabinett und Parlament**

In der 56. Sitzung des Sportausschusses am 03. Juli 2024 hatte MdB Dr. André Hahn i.R.d. TOP 1 „Entwicklungszusammenarbeit und Sport“ zum Stand der Initiative „1.000 Chancen für Afrika“ gefragt.

**Diese Frage möchten wir wie folgt beantworten:**

Die im Jahr 2014 ins Leben gerufene Initiative „mehr Platz für Sport – 1.000 Chancen für Afrika“ wurde eingerichtet, um einen Rahmen zu bieten, in dem sich Partner aus Politik, Wirtschaft, organisiertem Sport und Zivilgesellschaft gemeinsam für Kinder und Jugendliche in Afrika engagieren. Insbesondere in den Bereichen Bildung, Gesundheit, Gewaltprävention, Inklusion und Geschlechtergerechtigkeit wurden sportbezogene Programme des BMZ umgesetzt.

Gefördert wurden unter anderem sportpädagogische Angebote an Berufsschulen, Ausbildungen von Trainerinnen und Trainern, Beratung von Sportverbänden zum Aufbau transparenter und demokratischer Strukturen.

Seit 2013 profitieren bereits mehr als 1,4 Millionen Kinder und Jugendliche in 43 Partnerländern von den sportpädagogischen Maßnahmen. Mehr als 800 Trainerausbilder\*innen sind in der Methodik geschult und haben ihrerseits rund 9.500 Trainer\*innen ausgebildet. Bis zum 24.11.2022 wurden zudem 198 Sportplätze rehabilitiert oder neu gebaut.

Mit besten Grüßen

i.A.

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