

# ACTIVITY REPORT 2011

62<sup>nd</sup> FIFA Congress  
Budapest, 24 and 25 May 2012



**FIFA**

*For the Game. For the World.*

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*For the Game. For the World.*



Foreword by the FIFA President		4		
The FIFA year in review	The FIFA year in review	8	01	The FIFA year in review
Develop the game	Introduction FAP and Goal Special projects PERFORMANCE Technical support Sports medicine Quality	26 28 32 36 39 50 54	02	Develop the game
Touch the world	Competitions World rankings FIFA Ballon d'Or	60 74 76	03	Touch the world
Build a better future	Corporate social responsibility 20 Centres for 2010 Green Goal Anti-discrimination Sustainability	82 86 90 92 94	04	Build a better future
TV, marketing, law and communications	Television Marketing Legal affairs Communications	98 104 116 120	05	TV, marketing, law and communications
Facts and figures	Executive Committee Committee meetings Results Calendar Obituaries	128 130 134 152 154	06	Facts and figures



“Now it is about pushing ahead with the reform process so that FIFA can concentrate on its core activities again.”

Dear members,  
dear friends of football,

Looking back on the 2011 football year, my thoughts immediately turn to the top-class and thrilling FIFA Women's World Cup™ in Germany. Incredible performances on the pitch, capacity crowds and record TV viewing figures were just rewards for our intensive development of women's football over the years. There were also further media highlights in the form of our youth competitions, the FIFA Beach Soccer World Cup and the FIFA Club World Cup, all of which captivated football fans around the world.

2011 was also a year full of challenges for both FIFA and football in general. Increasing greed and attempts to abuse football for personal gains now require ever more demanding and complex measures to protect our game. Therefore, FIFA's structure and organisation need to be modernised and set up in accordance with the latest corporate governance guidelines, and I received the full support of the 61<sup>st</sup> FIFA Congress for this objective. The 62<sup>nd</sup> FIFA Congress in Budapest will be about pushing ahead with the reform process and approving the proposals tabled by various committees so that FIFA can concentrate on its core activities again. I have no doubt that, together, we can develop and protect our game, organise successful competitions and also use football to bring about even more positive changes in society. Here's to a fascinating and successful 2012.

For the Game. For the World.

Joseph S. Blatter  
FIFA President





Opened in 2011: the Football for Hope Centre in Lesotho.



A full stadium at the FIFA Club World Cup in Japan.



The most coveted trophy in women's football.



Promoting children's football.



The Maracanã Stadium in Rio.



FIFA Club World Cup champions.



Futsal instructor course in Uruguay.



Germany's Simone Laudehr scores against Nigeria for a 1-0 win.



Fans enjoying the Women's World Cup.



Homare Sawa, star of the FIFA Women's World Cup Germany 2011.



The Mexican U-17 team before the final.



Lots of football cheer.



Happy world champion Bukhlitskiy.



Smiles from Blatter and Shakira.



The best of 2011: Sawa and Messi.

The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

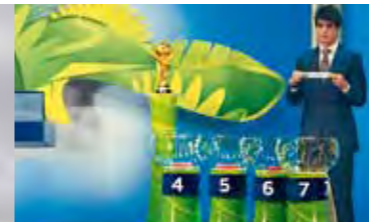
Facts and figures



FIFA President Blatter was re-elected at the Congress.



FIFA beach soccer course in Florida.



Lucas Piazzón draws the teams.



Pelé makes a speech.



Women's World Cup mascot Karla Kick.



Hope Solo instructing.



Ethics Committee press conference.



Opening ceremony of the FIFA Congress.

# 2011

**2011 was a year full of contrasts and it will go down in FIFA's history as a difficult but very positive 12 months.**

The first few months of the year were dominated by criticism of some individual members of the FIFA family as well as by calls for more transparency at the head of world football. The 61<sup>st</sup> FIFA Congress heralded a new dawn, however, with FIFA President Joseph S. Blatter promising the members that he would steer the FIFA ship back on course by taking radical decisions and implementing reforms after being re-elected for a further four-year term with an overwhelming majority. Blatter tabled a number of motions regarding good governance, transparency and zero tolerance, which were generally approved by the vast majority. The second half of the year was all about preparing for the comprehensive reform process, while the focus also shifted back to footballing action at five extremely successful World Cups. Having seen success on the pitch, FIFA saw out 2011 armed with new political determination and standing on very solid financial foundations, so there is certainly good reason to look towards the future with great optimism.



The Japanese are delighted with their first World Cup win...



... and the support their fans gave them.



The Brazilian U-20 world champions.



Sweden celebrate.



FIFA Interactive World Cup.



Homare Sawa scores against Mexico in the FIFA Women's World Cup 2011.

The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures

Touch the world

# The 2011 footballing year

Hope Solo takes time out for her fans.



The Mexicans win the FIFA U-17 World Cup...



...and the Brazilians claim the FIFA U-20 World Cup title.



Ruiz (SLV) and Corosinitti (ITA) at the FIFA Beach Soccer World Cup.



Shaykov (RUS) celebrates World Cup victory.



Interview with Zico.



The **FIFA Women's World Cup 2011™** in Germany was a milestone for the development of women's football as, more than ever before, fans took the game to their hearts. The opening match in front of a capacity crowd at Berlin's Olympic Stadium set the scene for a highly successful and spectacular Women's World Cup, the climax of which was undoubtedly the incredibly tense and thrilling final that saw Japan ultimately overcome the USA in a penalty shoot-out. [» Read more from page 60 onwards](#)

The **FIFA U-17 World Cup** was also a resounding success for the Mexican hosts, both in terms of organisation and on the pitch itself. The young Mexicans refused to bow under the weight of expectation and, having reached the final, they became the very first hosts to claim FIFA U-17 World Cup glory in front of an impressive crowd of 100,000 fans. [» Read more on page 64](#)

As hosts of the **FIFA U-20 World Cup**, Colombia also had cause for celebration. Although the title was claimed – for the fifth time – by Brazil, the Colombians can look back with pride on a very well-organised tournament that received great support from the local fans. The tournament also left a significant legacy in the shape of vastly improved infrastructure. [» Read more on page 66](#)

**Beach soccer** has long been dominated by the Brazilians, but the **World Cup** in Ravenna, Italy saw a tactically astute Russian team wrestle the crown from the *Seleção's* grasp. [» Read more on page 68](#)

The **FIFA Club World Cup** in Japan was not only impeccably organised, but there was also some textbook football for all to admire as FC Barcelona turned on their modern, attractive brand of football in the final, leaving Santos FC with absolutely no chance. [» Read more on page 70](#)

Away from the pitch, there was also the **Preliminary Draw for the 2014 FIFA World Cup Brazil™** in Rio de Janeiro in July, which for many signalled the start of the countdown to the World Cup itself, and which for FIFA and the Local Organising Committee was yet another milestone en route to another successful World Cup. The anticipation in a country renowned for being football-crazy was there for all to see, and a first-class show not only shone the spotlight on Brazilian passion and flair but also whetted the appetite for a football fiesta in 2014. Brazilian President Dilma Rousseff summed up the nation's confidence by promising that Brazil will organise a World Cup that will showcase not only the country's energy and vitality but also its professionalism.

[» Read more from page 111 onwards](#)

## Looking ahead → 2012

2012 also promises to be a year full of footballing thrills and spills, whether at the Men's and Women's Olympic Football Tournaments in London, at the FIFA U-17 Women's World Cup in Azerbaijan, the FIFA Futsal World Cup in Thailand, which will see 24 teams competing for the first time and could well set a new attendance record, or at the FIFA Interactive World Cup in Dubai. As if that were not enough, fans will also be able to turn their gaze towards Japan once again, this time for the FIFA U-20 Women's World Cup in August and the FIFA Club World Cup in December.



Develop the game

# Targeted development

Training is key.



Further training for referees.



Fair play has a central role in football ...



... as does the playing surface (pitch in Greenland pictured), ...



... the right preparation ...



... and medical care.



Continuing to **develop the game all around the world** is one of FIFA's key objectives. In order to keep on providing member associations with efficient and tailor-made support in the future, FIFA has carried out an in-depth analysis of the support provided so far and taken the results into account for its re-launch of football development work up to the year 2014. As part of the continuing moves to diversify FIFA's development programmes, the new Development Committee has been created to oversee all of these activities. Since 2011, FIFA has also had more manpower and financial resources at its disposal for football development work, although the focus is not on the quantity but rather on the quality and efficiency of such work. » [Read more on page 26](#)

In the year under review, FIFA completed 130 projects in 61 member associations as part of the **PERFORMANCE Programme** to help the associations with the quality of their work, structure and management. In 2011, FIFA also made progress with the **Financial Assistance Programme** in terms of auditing and reporting on the financial support. » [Read more on page 36](#)

In the **Goal Programme**, certain infrastructure projects now have a maximum allocation of USD 500,000, up from the previous USD 400,000. A further 52 *Goal* projects were approved last year, as well as four new development programmes with a total budget of USD 60 million until 2014. » [Read more on page 30](#)

The health of players was yet another main focus in 2011, and the support provided for the nationwide implementation of the **FIFA 11+ injury prevention programme** in both Japan, home of the women's world champions, and Spain, home of the men's world champions, was sign of yet more progress. » [Read more from page 50 onwards](#)

## Looking ahead → 2012

In 2012, the focus will be on defining the Development Committee's remit as well as on the new approach to football development work. The four new development programmes reflect FIFA's priorities for the next few years: football governance and institutional strength, a worldwide registration system, revenue generation and diversification, and infrastructure and sports logistics projects.

Protect the game

# Zero tolerance in football

Monitoring of the betting market.

Irregular betting and match-fixing are a major threat to football. FIFA explains its plan of action.



In recent years, football has continued to grow in popularity and importance, but greed and abuse of the game are on the rise. FIFA is therefore now working harder than ever before, and on more levels, to protect the game.

In 2011, FIFA and its subsidiary **Early Warning System GmbH (EWS)** continued to monitor the international sports betting market, which led to several disciplinary proceedings against officials. The threat posed by illegal and irregular betting and match-fixing is so big and so extremely complex that FIFA has come to an agreement with Interpol, the largest police organisation in the world, and is financially supporting its establishment of an anti-corruption unit in Singapore for a period of ten years. By also making it obligatory to use the transfer matching system (TMS), FIFA's main aim is to ensure that the **transfer regulations are respected** in addition to protecting minors from illegal transfers. » [Read more on page 117](#)

In 2011, the **FIFA Ethics Committee**, which is responsible for implementing the FIFA Code of Ethics, had to open 31 proceedings and impose various sanctions. With regard to the independence and specificity of sport, in 2011 FIFA also set up an EU Affairs Department, which is in daily contact with European institutions and coordinates exchanges between the EU and world football's governing body. » [Read more on page 119](#)

As appropriate internal structures help FIFA to protect the game, in the year under review FIFA also worked hard to prepare the **reform process** to improve governance. » [Read more on page 118](#)



Italian footballer Simone Farina was honoured by FIFA President Joseph S. Blatter at the FIFA Ballon d'Or gala for his bravery in rejecting a lucrative match-fixing deal and choosing to expose the mastermind instead.

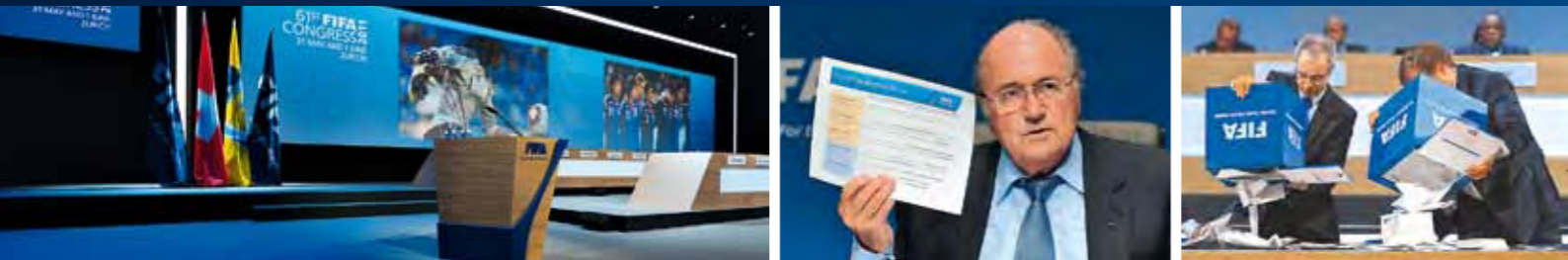
## Looking ahead → 2012

In May 2012, the first reform proposals to improve governance will be submitted to the FIFA Congress in Budapest. 2012 will therefore be dominated by the reform process.

Strengthening through structures

# Good governance reform plan

President Blatter was re-elected at the 61<sup>st</sup> FIFA Congress and his good governance reform plan was greeted with widespread approval.



At the **61<sup>st</sup> FIFA Congress** in Zurich, the FIFA President tabled a number of motions regarding good governance, transparency and zero tolerance, which were generally approved by the vast majority. Since then, FIFA has been working hard on the **reform** process. In October and December, the Executive Committee ratified the process for presenting, discussing and implementing reforms. As part of this process, the first set of reform proposals will be submitted to the 62<sup>nd</sup> FIFA Congress in Budapest in May.

» [More details on page 118](#)

The proposals are being devised by four Task Forces (Revision of Statutes; Ethics Committee; Transparency & Compliance; Football 2014) and by the **Independent Governance Committee**, which is monitoring the entire reform process and will submit their final recommendations to the Executive Committee.

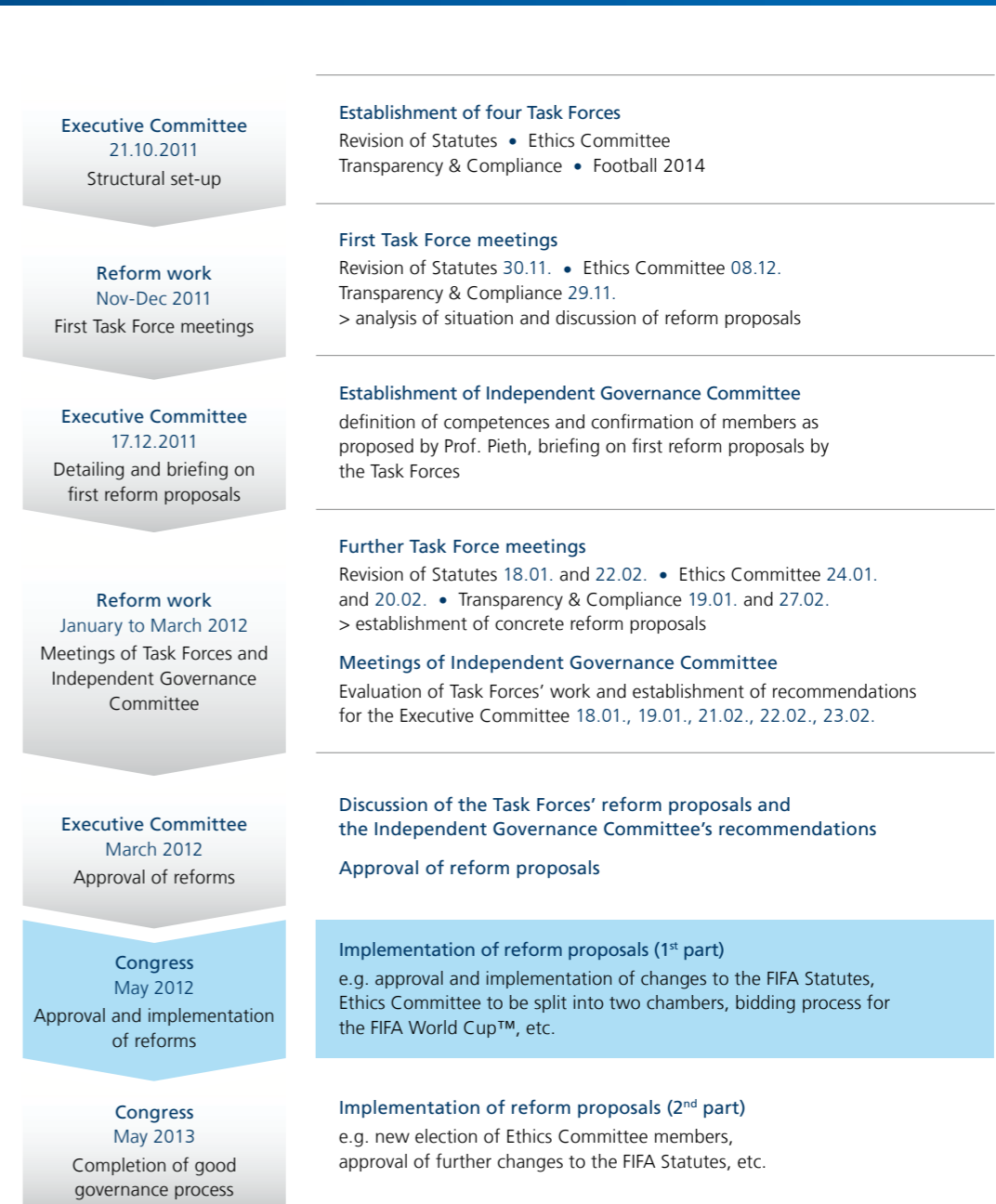
» [More details on page 118](#)

The focus of their work is on issues such as the process for awarding World Cup hosting rights, the election procedure for members of the Executive Committee, strengthening the Ethics Committee and dividing it up into an investigatory and adjudicatory chamber, the transparency of FIFA development programmes and creating an integrated compliance unit.

The following graph shows the key steps in the good governance reform plan:

# Good governance reform plan

Key steps



Develop the game

# Social development through football

The positive impact of the Football for Hope Centres and the Football for Health programme is being felt.



FIFA's finances\*

# Solid financial basis

The Home of FIFA lit up at night makes for an impressive sight.



Once again, in the year under review, FIFA's **social responsibility** was both varied and significant. At the FIFA Women's World Cup™ in Germany, FIFA supported a programme to reduce the negative impact of the competition in terms of climate change, energy, water, waste, traffic and catering, and it also offset 40,000 tonnes of CO<sub>2</sub> emissions. At the FIFA U-20 World Cup in Colombia, the planting of 35,000 trees in the Andes also offset 9,000 tonnes of carbon dioxide. » [Read more on page 90](#)

Through **Football for Hope**, FIFA supported 63 organisations around the world that help to improve the living conditions of people in need through football. Work is also continuing at the 20 Football for Hope Centres in African communities a full year after the 2010 FIFA World Cup South Africa™. Three new centres have been opened and a further ten are under construction. » [Read more from page 82 onwards](#)

FIFA also donated USD 1.1 million to **educational programmes** for disadvantaged youngsters in Colombia, and children in five different African countries are now benefiting from the **FIFA 11 for Health education programme**. » [Read more from pages 50 and 82 onwards](#)

## Looking ahead → 2012

2012 will be about building and opening further Football for Hope Centres. The aim is to have completed all 20 centres by the end of 2013. FIFA will also continue to work hand-in-hand with the relevant bodies in both Russia and Qatar on the sustainability of the World Cup, and last but not least, the FIFA 11 for Health programme will be expanded to include countries in Central and South America.

Back in 2009, the decision was taken at the FIFA Congress to make only a moderate increase in reserves during the current 2011-2014 four-year cycle and instead invest more of FIFA's revenue in the worldwide development of football. As announced last year, the **2011 net result of USD 36 million** is thus lower than in previous years. However, FIFA's financial performance was again very positive. Despite the challenging global economic situation and turbulent exchange markets, marketing activities for the forthcoming FIFA World Cups™ are proceeding better than expected. Contracts signed for the FIFA World Cup™ in Brazil indicate that budgeted revenue will be exceeded, while **contracts worth USD 2.3 billion** had already been sealed for the 2018 World Cup™ by the end of the year under review. Thanks to systematic cost control measures, the 2011 expense budget was adhered to and FIFA again displayed a rock-solid financial basis at the end of the year.

\* The exact figures and a detailed breakdown of FIFA's business in 2011 can be found in the FIFA Financial Report.

## Looking ahead → 2012

There is currently no reason for FIFA to deviate from the principles of its financial and investment policy. The focus in the coming year will thus again be firmly on sales activities combined with systematic cost control measures.

Member associations

# Tailor-made support

Infrastructure in the form of football pitches and training centres (e.g. in El Salvador) as well as numerous courses continue to be major cornerstones of football development.



Having been involved in **development work since 1998**, FIFA began a new cycle in 2011 with the objective of moving away from simply providing financial assistance, and instead offering support, serving as a facilitator, and contributing to institutional strengthening and football development based on the improvements observed in each member association.

To this end, a number of **new programmes and different approaches** have been launched or are currently being prepared. PERFORMANCE: The Football Management Programme of FIFA is now being implemented, with standardised working methods and specific objectives. The focus is increasingly on adopting a **regional approach**, particularly in such areas as equipping the member associations with IT infrastructures, with a view to benefiting from synergies and comparable circumstances. In other developments, the associations are fully supported in their efforts to create, maintain or expand competitions at all levels, with an emphasis on **youth football**.

In particular, four new programmes were approved by the FIFA Executive Committee in Tokyo in December 2011:

- Programme for governance and institutional strengthening of the member associations
- International registration system for football players and stakeholders
- Programme for revenue generation and diversification in the member associations
- Development, sporting infrastructure and competition logistics projects

Of course, FIFA's existing development programmes have not been neglected, with **52 Goal projects** awarded in 2011, **464 courses** organised (in a variety of areas such as training, women's football, futsal and refereeing), and each association that fulfilled the criteria receiving the annual FAP payment, etc. However, these programmes have also been adapted to take account of the new direction FIFA's development work is taking, with **Goal projects** being awarded to support technical activities in the associations, particularly for youth football (training centres, development of futsal, beach soccer or women's football, etc.) and memorandums of understanding being signed with the associations to firm up commitments made at grassroots football seminars, all of which is expected to support the progress of the associations.

In order to consolidate efforts to develop football at the **grassroots level**, where the sport's full potential and objectives have not yet been realised, FIFA wants to continue to enhance its development programmes, just as it did in 2011, over the next three years of the 2011-2014 cycle.



## Introduction

# A new direction

The world of football is in a constant state of flux. FIFA's governance and development work needs to keep up with and respond to these changes. Following the re-election of President Joseph S. Blatter, and as part of our ongoing efforts to support the member associations, the "Develop the game" pillar will take a new direction in the 2011-2014 cycle.



Introduction	26	«
FAP and Goal	28	
Special projects	32	
PERFORMANCE	36	
Technical support	39	
Sports medicine	50	
Quality	54	

When FIFA President Joseph S. Blatter was re-elected for a four-year term on 1 June 2011, he stated the following objectives: **good governance, transparency, zero tolerance** for fraudsters and exemplary behaviour on and off the pitch. All of these objectives are reflected in FIFA's **development programmes and activities**, for which the criteria for participation include exemplary behaviour, compliance, responsibility and commitment to football.

The establishment of the new **Development Committee** is the logical continuation of FIFA's football development efforts over the last ten years. FIFA's development programmes have evolved a great deal and the range of services FIFA offers its member associations has been significantly diversified. In the past, the *Goal* Bureau and the **Technical and Development Committee** oversaw these activities, but the current development framework necessitates a new committee with expanded powers and responsibilities.

## More resources

As part of its new **development strategy for the 2011-2014 cycle**, FIFA has also strengthened financial and human resources. In the areas of organisational and institutional strengthening of the associations, youth football, national leagues and revenue diversification, the strategy will focus on the **methodology and quality assurance** by setting new objectives and success measures while adhering to FIFA's general principles of solidarity, subsidiarity and regionalism.

In addition, as of 2012, FIFA will introduce **four new programmes** for its members. One of the programmes will offer governance support and **institutional strengthening** of the associations, and will allow FIFA to take a proactive role in helping associations facing political problems. The second programme will involve a **standardised worldwide** computer registration system for football stakeholders that responds to local and international administration needs. The final two programmes will cater to different categories of member associations. One will focus on associations whose revenue does not match their potential, and will provide support for activities aimed at **maximising and diversifying** revenue sources in these associations. The second will target the most vulnerable associations, helping them to improve their sporting infrastructure, **develop youth football** and create structured competitions at various levels. This is the first time that FIFA has developed different programmes for specific target groups, and marks a new stage in its approach to football development.

Financial Assistance Programme (FAP)

# Substantial funding for sustainable reinforcement

The Financial Assistance Programme is a key element in FIFA's work for its member associations, and allows the associations to diversify their activities while maintaining a modern standard of operation.

FAP provides each association with an allocation of USD 250,000 per year and each confederation with **USD 2.5 million**. The confederations also receive USD 2.5 million per year to support their development programmes. This financial assistance allows the associations and confederations to finance their **activities and projects**. In particular, FAP contributes towards:

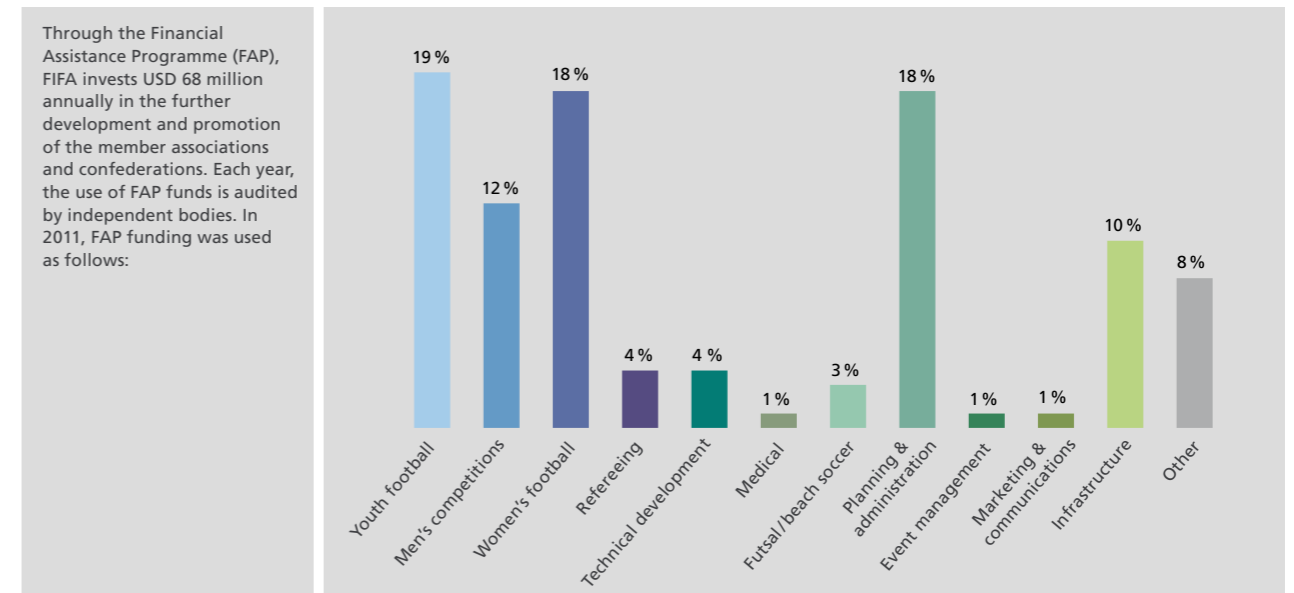
- promoting football, its principles and its social, educational and cultural values worldwide
- reducing the disparity in football standards and infrastructure worldwide
- establishing a modern, efficient, transparent and functional administration of football
- building technical and administrative capacity
- promoting sustainable long-term development of the member associations and their mutual solidarity
- enabling the associations to comply with the criteria for membership of FIFA and participation in its competitions

For the good of the game

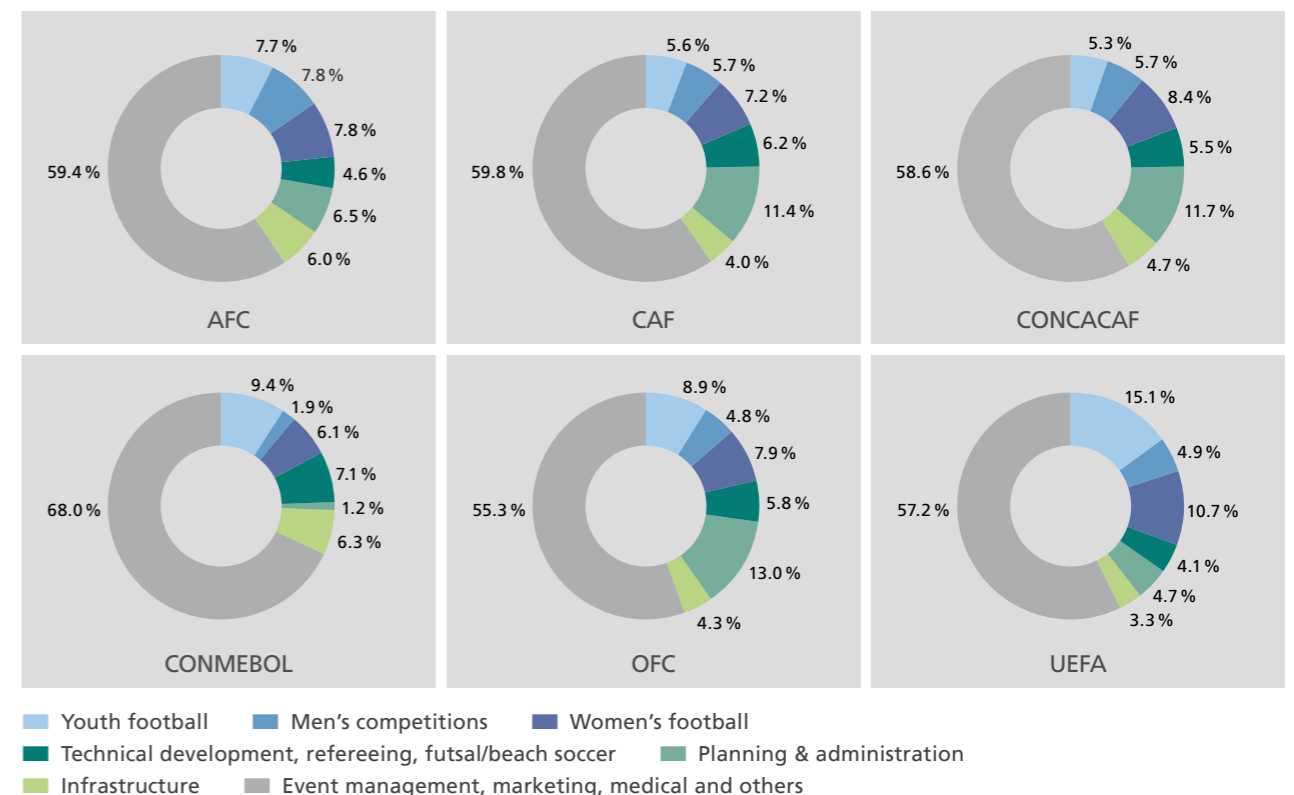
In 2004, FIFA introduced a system of local audits (mandatory) and **general audits** (20 annual audits selected at random) to methodically and systematically control the use of the funds allocated and to encourage a sense of responsibility in the associations. Since these measures have been in place, a number of improvements have been made in the following areas:

- accounting standards
- the quality of local audit reports
- the comprehensiveness of supporting documents submitted to FIFA
- the percentage of associations that have fulfilled all of their audit obligations has increased significantly, and was close to 100% in 2011. It should be noted that failure to submit the audit report results in suspension of payment of FAP funds for the following year.

Average use of FAP funds in 2011 by member associations



Use of FAP funds by member associations in 2011 (per confederation)





Introduction	26
<b>FAP and Goal</b>	<b>28</b>
Special projects	32
PERFORMANCE	36
Technical support	39
Sports medicine	50
Quality	54

Goal Programme

# Global investment

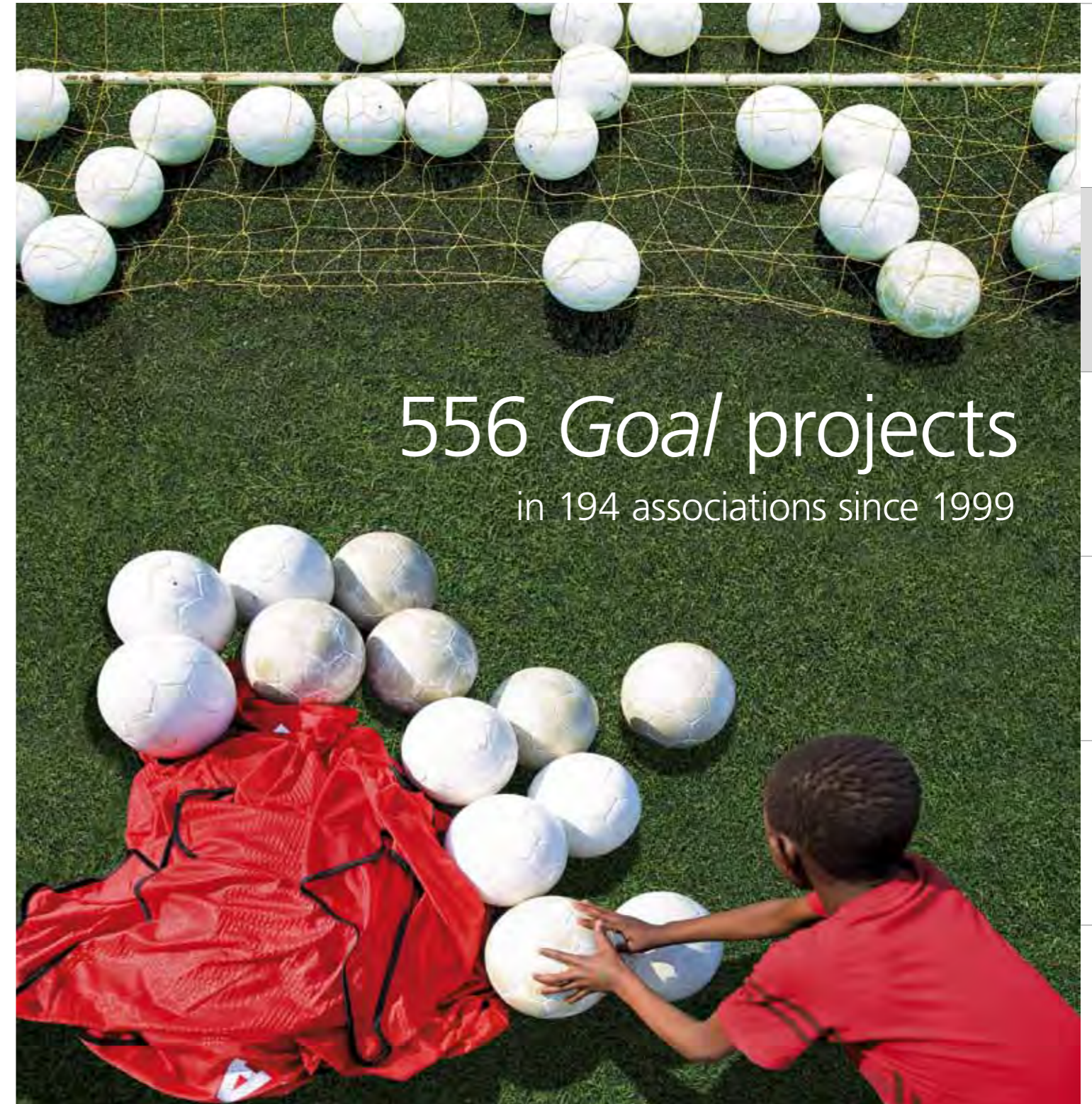
The *Goal* Programme has developed significantly since its establishment in 1999. In 2011, FIFA conducted a broad-based survey to measure progress and gain a better understanding of the impact of the projects and the needs of the associations. In addition, the funds allocated for each project were increased in 2011 from USD 400,000 to USD 500,000.

Following the wide-ranging **survey** of its associations concerning the impact of the *Goal* projects in 2010 and 2011, FIFA comprehensively evaluated the results to draw the necessary conclusions for the future **development of the programme**.

The results were presented to the *Goal* Bureau in February 2011 and painted a very rosy picture, with 95% of *Goal* projects having a positive impact on the beneficiary associations, whether in terms of **improved working conditions**, increased autonomy of the association vis-à-vis the local or governmental authorities, or finding partners, sponsors and diversified revenue sources. In addition, 90% of the projects that involved **technical infrastructure** had a positive impact on the technical development of the associations, including the strengthening of the technical department and its programmes, such as coach training and qualification and mass participation nationwide.

## Modifying the programme

Other findings (**financial impact, maintenance, use**) enabled FIFA to understand the needs of the associations and undertake a series of modifications to the *Goal* Programme, the first of which was increasing the funding allocation for each project to **USD 500,000**. Other changes will be introduced over the course of 2012. The evaluation of the *Goal* Football projects found that these projects are considered to be **very successful**, for example the U-17 academy in Rwanda, which contributed in large part to the U-17 national team qualifying for the FIFA U-17 World Cup in 2011. Demand for these projects among the associations is strong, but **modifications are needed**, and in 2012 FIFA and the *Goal* Bureau will have to address such issues as the importance of external partners, the need to be vigilant with regard to the players in question having **academic or professional training** and the standardisation of project applications and follow-up procedures.



556 *Goal* projects  
in 194 associations since 1999

The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures

Win in... projects in brief

<p><b>Win in Africa with Africa</b></p> <p>Budget: USD 70 million</p> <ul style="list-style-type: none"> <li>- Football turf pitches</li> <li>- Support for clubs and competitions</li> <li>- Training of African sporting directors</li> <li>- Medical programme</li> <li>- Fiftieth anniversary of CAF</li> <li>- Match in South Africa in honour of Nelson Mandela</li> <li>- Support for FIFA U-17 and U-20 World Cups and for junior players</li> <li>- Media support for the 2010 FIFA World Cup South Africa™</li> </ul>	<p><b>Win in CONCACAF with CONCACAF</b></p> <p>Budget: USD 10 million</p> <ul style="list-style-type: none"> <li>- Aid programme for the national leagues</li> <li>- Programme for promotion of junior players</li> <li>- Support provided to the University of the West Indies</li> </ul>	<p><b>Win in Oceania with Oceania</b></p> <p>Budget: USD 8 million</p> <ul style="list-style-type: none"> <li>- Development and professionalisation of national leagues</li> <li>- Promotion of futsal</li> <li>- Communication, media and marketing</li> <li>- Football medicine</li> <li>- Professionalisation of the administration</li> <li>- Special project (support for New Zealand in preparation for the 2010 FIFA World Cup™)</li> </ul>
<p><b>Win in Europe with Europe</b></p> <p>Budget: USD 5 million</p> <ul style="list-style-type: none"> <li>- Renovation of stadiums in six countries</li> </ul>	<p><b>Win in CONMEBOL with CONMEBOL</b></p> <p>Budget: USD 7 million</p> <ul style="list-style-type: none"> <li>- Football turf pitches for each member association of the confederation</li> </ul>	<p><b>Win in India with India</b></p> <p>Budget: USD 8 million</p> <ul style="list-style-type: none"> <li>- Eight football turf pitches</li> <li>- Regional technical centre in Mumbai</li> </ul>

Special projects

# A resounding success

For the new FIFA 2011-2014 budget cycle, the *Win in...* initiatives have been replaced by an assistance fund for confederations' development programmes. However, some *Win in...* projects are still being completed, mainly in India and South America.

The total amount invested in the various projects aimed at helping all football regions through the *Win in...* initiatives between 2006 and 2012 has topped the **USD 100 million** mark. Since the vast majority of planned projects have either been implemented or are operational, FIFA is well on course to meeting this challenge. In Africa, Oceania, Europe and CONCACAF, the projects have assisted in the **personal development** of people who take part in football while helping to grow the game's infrastructure.

The final aspects of the programmes awaiting completion mainly concern **facilities** in South America and India. In the CONMEBOL region, only two football turf pitches (in Bolivia and Peru) have yet to be finished. In India, three football turf pitches have been purchased, three more are in construction and work is expected to start on two others. A final facility – a regional centre in Mumbai – is awaiting completion.

The new pitch in the stadium in Ethiopia is one of over 50 football turf pitches that have been created under the *Win in Africa with Africa* initiative.



## Crowned with success

In their own way, each of these local initiatives has enabled football to develop in accordance with the needs and circumstances of the particular region. FIFA is proud to be able to provide additional resources (when funds allow) to football associations and confederations alike to **help develop the sport**.

Introduction	26
FAP and Goal	28
<b>Special projects</b>	<b>32</b>
PERFORMANCE	36
Technical support	39
Sports medicine	50
Quality	54

Emergency aid

# FIFA support for communities affected by tragic events

Natural, humanitarian and political catastrophes create tragedies and suffering. Football is often caught up in such events, and consequently FIFA has a duty to help the game recover in the countries affected, even if its contribution is a modest one in the context of the overall humanitarian picture.



The rebuilding of Haiti's football infrastructure continues, to the delight of players and fans alike.

The magnitude of the devastating earthquake in Japan was such that FIFA decided to donate an unprecedented amount of **USD 6 million** to Japanese football, principally for the purposes of rebuilding the sport's stricken infrastructures. In places near the epicentre of the earthquake such as Iwate, Matsushima, Sendai, Fukushima, Mito and Kashima, projects to renovate or rebuild **pitches, football centres and stadiums** are being implemented thanks to FIFA's financial support. FIFA also sent 15,000 adidas balls for children in the regions affected by the disaster, while adidas itself donated 15,000 sets of football equipment.

Following the earthquakes near Christchurch, New Zealand, in February and June 2011, FIFA approved a donation of **USD 300,000** for the purposes of **rebuilding and restoring** the local football infrastructures. This aid was in addition to the sum of USD 140,000 raised by local association Mainland Football with the help of the OFC, New Zealand Football and the Japan Football Association.



Children in Matsushima welcome FIFA President Joseph S. Blatter for the presentation of a new football pitch and balls.

Finally, following the **political problems** that beset Tunisia at the start of 2011, the Tunisian Football Federation found itself in dire financial straits due to the significant impact of the events on the sport's partners and sources of revenue in that country. FIFA therefore decided to grant a **USD 500,000 advance**, which was then converted into a donation by the FIFA Finance Committee to allow the Federation to continue its normal operations.

Humanitarian aid

In Somalia, a country plagued by drought and armed conflict, FIFA decided to help with the humanitarian effort in August 2011 by donating **USD 1 million** to the International Committee of the Red Cross (ICRC). A third of the amount is being used to finance the acquisition and **transportation of sufficient food** to feed 25,000 families for a month, while the remaining two thirds will finance the ICRC's activities in the country, especially those aimed at **tackling the food crisis** affecting southern and central Somalia.

PERFORMANCE

# Evolution and improvement

In 2011, FIFA's PERFORMANCE programme organised more than 130 consultancy missions in 61 countries, offering its expertise in the numerous areas of reference covered.



Created by FIFA in 2009, the programme enables FIFA member associations that wish to play an active role in the **evolution and improvement of their structures**, work processes (both on and off the pitch), revenues and image to obtain FIFA's support in the form of expertise, advice and specific **financial assistance**.

To participate in the programme, an association initially undergoes an organisational analysis carried out by FIFA representatives and experts. This stage often corresponds to a particular period for the association concerned, whether as a result of an election, a change in management, the hiring of a new administrative team, etc. The analysis results are then presented to the association's management, after which FIFA and the association can get to work on the programme. First, priorities are set to establish the recommendations and **create a road map**. The road map differs from one association to another and focuses on the association's main development priorities.

Depending on the situation, the potential and the objectives of the association and the agreed road map, the programme will concentrate on various areas in which improvement is considered crucial to **development**. Our areas of support essentially fall under two headings, technical and management. The management aspect of the programme includes the **development of leagues and clubs**, management of football, finance, marketing and generation of revenue, IT infrastructures, communication, social responsibility, organisation of events and development infrastructures. The **technical aspect** brings together the following modules: leagues and clubs (from a technical perspective), mentoring of technical directors, training, development of grassroots and junior football, training centres, refereeing, goalkeeping, women's football, futsal and beach soccer.

## Expanding the programme

For many participating associations, the programme has tackled several areas at once, e.g. **organisational analysis**, defining the respective roles and responsibilities of the general secretary and technical director, and training the association's officials.

The next challenges for the PERFORMANCE programme are expanding the network of **international experts** (by identifying regional partners) and extending the programme to all global regions, particularly Africa and Oceania.

Introduction	26
FAP and Goal	28
Special projects	32
PERFORMANCE	36
<b>Technical support</b>	<b>39</b> «
Sports medicine	50
Quality	54



The quality of the playing surface improves the play considerably, whether for football, futsal or beach soccer.

## Playing surfaces

As part of its mission to develop the game, FIFA pays special attention to playing surfaces, which play a decisive role in the development of players and the pleasure the game brings, whether in the form of **football, futsal or beach soccer**.

Through the *Goal* Programme and special projects (such as *Win in Africa with Africa*), FIFA has already financed more than 250 football pitches worldwide (**100 natural turf pitches, 150 artificial turf pitches**, as well as futsal pitches and mini-pitches). Fifteen new pitch projects were completed and construction began on a further 37 pitches in 2011.

## Comprehensive support

FIFA also provides **assistance to member associations** in the areas of maintenance and profitability of investments in the form of seminars, reference publications (maintenance, tender process) and **virtual tools**.

FIFA has conducted research into various aspects, such as the characteristics of playing surfaces, players' perception of surfaces, and good practices identified, in order to be able to respond to the questions of member associations, leagues and clubs.



Technical support

## Refereeing, grassroots, futsal, beach soccer and women's football

FIFA's wide range of programmes and courses provide its member associations with technical support. Coverage extends to children's and women's football and various other forms of football.

The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures



The focus of this course for children's football coaches in Botswana was on making sure young players receive the right training.

## 1. FIFA courses

Training and capacity-building are key elements in football development work. In **collaboration with the confederations** and their programmes, FIFA calls on a network of experts to pass on knowledge and know-how, and works behind the scenes to diversify and strengthen the range of technical services on offer.

2011 was an intermediary year, with the *Win in...* programmes (Africa, CONCACAF) having been completed and the focus turning towards other FIFA **technical development initiatives**, such as the programme designed specifically for goalkeepers.

The Goalkeeping programme is targeted at **national goalkeeping coaches** and provides them with guidance on coaching programmes and information specifically for goalkeepers. The **regional seminars** held in 2011 focused primarily on establishing the basis for the national programme, which will become **fully operational** in 2012.

### Strategic alignment

Following a realignment of its **training activities**, FIFA's technical development activities are now also being implemented as part of the **strategic stages** of the PERFORMANCE programme.

In total, FIFA organised **464 training activities** in 2011. The high number of activities was largely down to the widespread introduction, **led by FIFA**, of the role of technical director within the member associations.



This FIFA refereeing course was dedicated to educating and training referees in Korea Republic.

## 2. Refereeing

During the 2011-2014 cycle of the Refereeing Assistance Programme (RAP), FIFA will support its member associations in implementing the **Regulations on the Organisation of Refereeing**.

The objective of this FIFA programme is to ensure the **uniform interpretation and application** of the Laws of the Game, improve refereeing performances at all levels, and **increase the number of referees and programmes** targeted at talented referees and refereeing instructors.

### Uniform and consistent

Since its **introduction in 2008**, the number of activities organised under this programme has shown its value to the associations and confederations. The number of activities remained steady in 2011, with **56 FUTURO III courses** for refereeing instructors and **135 courses for referees** (including female referees) organised, as well as other courses for FIFA instructors.

The programme has evolved, and the introduction of a component focusing on the physical preparation of referees has contributed significantly to raising the standard of referees. In the past, it was necessary to harmonise the **interpretation of the Laws of the Game** before each FIFA competition, but now, this work is carried out with the associations at an earlier stage, thus ensuring uniform and consistent refereeing.

In the coming years, the RAP will focus particularly on the **process of selecting**, training and monitoring the referees for the 2014 FIFA World Cup Brazil™.

Introduction	26
FAP and Goal	28
Special projects	32
PERFORMANCE	36
Technical support	39
Sports medicine	50
Quality	54

2011 figures:

101 courses/8 seminars

4,000 coaches

involved in the programme (estimated number)

USD 2 million

estimated value of the equipment sent to the associations

140 countries

involved in the programme since 2009



Youngsters training at the technical football centre in El Salvador.

### 3. Grassroots

Football is the most widely played sport in the world, yet **millions of children** only get to take part in their favourite game in the street or on a piece of wasteland. FIFA works together with its member associations to develop grassroots football and give these children the chance to play in proper conditions. In its third year of operation, the **FIFA Grassroots Programme** was expanded and continued to spread the message among the member associations that children should be a country's top priority when it comes to football.

With more than **100 activities** held in 2011, FIFA reiterated its commitment to promoting the organisation of more activities for children. The courses, seminars and festivals organised, financed or simply supported by FIFA are intended as a stepping stone for associations before the systematic implementation of grassroots structures and activities.

#### Focus on commitment

To strengthen the commitment of the associations, FIFA launched a system of memorandums of understanding that includes a **strategic grassroots plan** for the association, provides for financial, technical and material assistance from FIFA to support planned activities and also guarantees FIFA follow-up of the progress achieved.

A number of **special programmes** were also implemented in 2011, with an emphasis on grassroots football for young girls, female coaches and educators in schools. FIFA.com's promotion of grassroots football was also enhanced with the publication of online manuals with techniques and tips for children and grassroots coach-educators.



There were plenty of acrobatic skills on display at FIFA's Grassroots festival in Bogotá (Colombia).

Introduction	26
FAP and Goal	28
Special projects	32
PERFORMANCE	36
Technical support	39
Sports medicine	50
Quality	54



Images from the FIFA futsal course in Uruguay.

## 4. Futsal

An **alternative to traditional football**, futsal offers different benefits from those offered by football and helps players to develop specific technical qualities, while also being a game that is just as spectacular and interesting. In 2011, FIFA undertook to assess how well the **new teaching material** had been received by its member associations through specific “pilot” courses. This initiative was a great success, particularly because it was possible to adapt the courses to the overall development **level of futsal** in each member association.

### Standard framework

For all **41 courses and seminars** held in 2011, FIFA and the course instructors worked together on harmonising the contents, the lessons and the course **philosophy**, thus enabling it to guarantee each member association a service that met the highest standards.

This **harmonisation** starts with the preparation of the teaching material and mainly continues until the seminars for local instructors, during which FIFA brings together **regional experts** and distributes the organisation’s instructions. Two seminars were organised in this way, one in Costa Rica and the other in the United Arab Emirates. Every course **remains unique**, however, and is adapted to each association’s needs. Beyond the training support that it provides for associations and their futsal coaches and referees, FIFA also supplies associations with material to satisfy their various equipment needs (balls, copies of the Laws of the Game, etc.). Overall in 2011, FIFA sent material to the total value of **USD 540,000** to its associations for futsal development.



Participants in the FIFA beach soccer course in Florida had great fun.

## 5. Beach soccer

A **spectacular World Cup** in Ravenna and strong support from member associations made 2011 a memorable year for beach soccer.

The FIFA Beach Soccer World Cup in Ravenna saw a **closing of the gap** in the overall level of the teams, bringing with it surprises and a new champion, Russia, who had never before reached the semi-finals of the competition. These results and the growing number of associations taking part in the preliminary rounds reflect the **excellent work** that has been carried out this year on the development of beach soccer, the highlight of which was a seminar for coach and referee instructors organised by FIFA.

### Knowledge and material support

Over the course of the year and the **37 activities organised** by FIFA, the associations that had applied for support were able to benefit from advice given by experts chosen by FIFA as well as equipment – which amounted to **USD 450,000** in 2011 – for their beach soccer competitions.

FIFA’s efforts will continue in the same vein in 2012, with the focus clearly fixed on the **World Cup in Tahiti in 2013**. Tahiti is an excellent example of the progress made by the newcomers in this discipline, having **qualified for their first** World Cup in 2011, where they gave a strong performance that secured their first-ever win in a World Cup match.



Introduction	26
FAP and Goal	28
Special projects	32
PERFORMANCE	36
Technical support	39
Sports medicine	50
Quality	54



Young women at the FIFA college festival in Paraguay (top).

A panel of experts at the FIFA Women's Football Symposium in Frankfurt: (from left to right) Amanda Vandervoort (Major League Soccer), Velile Mbuli (SABC Sports Radio), Jana Wiske (Kicker magazine), Rana Hussein (Jordan FA) and moderator Eleanor Oldroyd (BBC) (main picture).

# 5<sup>th</sup> FIFA Women's Football Symposium

Frankfurt, 15 - 17 July 2011



## 6. Women's football

Billed as a pivotal year for women's football, 2011 lived up to expectations, with the highlight naturally being the FIFA Women's World Cup™ in Germany. All around the flagship event, interest in women's football clearly increased all over the world, leading FIFA to refocus its strategy in this area.

The growing interest in women's football is first and foremost reflected in the figures, as is shown by the increase in the number of requests registered by FIFA for activities supporting women's football. For instance, courses for women's football coaches increased from 20 in 2010 to over 40 in 2011. Com-Unity courses were also a great success, as were the technical analysis conferences on the FIFA Women's World Cup 2011™ organised in **South Africa and Malaysia** (similar conferences will be organised in 2012 in the other confederations). In total, **more than 70 activities** were organised by FIFA in 2011.

### Exchange of ideas

One of the key events of the year was **the symposium** organised in Frankfurt as part of the FIFA Women's World Cup 2011™. By bringing together the presidents, general secretaries and heads of women's football from the **208 member associations**, the symposium facilitated the exchange of ideas and opinions on the promotion and development of women's football and strengthened the incentive for organising and structuring this area. »

### Strategy for the development of women's football 2012-2015

For the new cycle of women's football, which will conclude with the FIFA Women's World Cup Canada 2015™, FIFA has developed 11 programmes that will be offered to member associations during this four-year period.

- Increasing and developing women's football competitions and leagues in all member associations
- Placing greater emphasis on grassroots and youth football in order to attract girls to football
- Improving the structures and infrastructure for women's football
- Encouraging associations and confederations to entrust women with senior positions
- Leveraging associations' potential to participate in FIFA women's tournaments between 2012 and 2015, and contributing to improving the technical quality of the game

Introduction 26  
 FAP and Goal 28  
 Special projects 32  
 PERFORMANCE 36  
**Technical support 39** «  
 Sports medicine 50  
 Quality 54

### Commitment will pay off

2011 also saw the launch of a **new initiative** to support women’s football leagues and competitions within the associations. While currently in its **pilot phase** of being launched and assessed, this programme provides access to the **material, financial and human resources** needed for hosting national and local competitions. These resources are often lacking in the departments in charge of organising women’s football in the associations, thus preventing basic structures from being put in place. This programme, which has high **selection criteria** and a limited number of participants, must ultimately ensure that each association has a women’s championship and make the appropriate structures available to women and girls who want to play football.

The implementation of projects that are part of FIFA women’s tournaments has already got under way, namely in **Azerbaijan, Japan and Costa Rica**. In particular, these projects will serve to promote women’s football and create leagues and **festivals for girls** in these countries, benefiting from the future exposure given to the sport through FIFA competitions.



Training at a technical football centre in Chile, financed by a FIFA Goal project.

The 11 programmes offered to member associations are:

### Competitions

Quality and quantity of competitions and grassroots projects

- 1 Support for national women’s football competitions
- 2 FIFA festivals for girls

### Management

Member associations structure for women’s football, finances, infrastructure

- 3 FIFA Financial Assistance Programme, 15% earmarked for women’s football development
- 4 Regional FIFA seminars for member associations on women’s football development
- 5 Regional administration workshops for member associations’ women’s football development managers
- 6 Consultancy and support provided by experts on women’s football development

### Education

Coaches, referees, administrators and officials

- 7 Member association courses for coaches
- 8 Regional coaching workshops for women’s football coaches
- 9 Training of female referees under the FIFA Refereeing Assistance Programme (RAP)

### Promotion

Local support, partnerships, communication, revenue generation

- 10 Women’s football Com-Unity seminars
- 11 Development programmes (“Legacy”) based around women’s football competitions

The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures

Introduction	26
FAP and Goal	28
Special projects	32
PERFORMANCE	36
Technical support	39
<b>Sports medicine</b>	<b>50</b>
Quality	54

Sports medicine

# Medical programmes

In the year under review, FIFA's health education programme, FIFA 11 for Health, and FIFA's injury prevention programme, FIFA 11+, were not only the subject of great interest but were also expanded and extended to include new regions.



An ever-increasing number of African countries are turning to football and the FIFA 11 for Health programme to educate people about health issues. Famous players use **11 football-based health messages** to teach children how they can stay fit and how they can protect themselves against some of the most common illnesses. Studies in South Africa, Zimbabwe and Mauritius have shown that children know considerably more about **hygiene and health issues** following the programme than they did before.

## Ground-breaking success in Africa

In early 2011, the **FIFA 11 for Health** programme was launched nationwide in **Mauritius**, and over the course of 11 weeks, all 17,000 children in their first year of secondary school took part in the programme that was organised in conjunction with the Mauritius Football Association and several ministries. The highlight of the programme was the **closing ceremony in June** when all coaches and schoolchildren received an F-MARC certificate.

Meanwhile, **tailor-made pilot projects** were also organised in Namibia, Botswana and Malawi, and once again the three countries' football associations and their ministries of health and education were partners in the projects. The project in Namibia was such a success that it was expanded to include **270 schools in 12 districts**. According to **Minister for Health Abraham Iyambo**, the project's focus on the specific regional and national health programmes was particularly positively received. In 2012, the programme is also due to be rolled out nationwide in both Botswana and Malawi.

The Mathare Youth Association (MYSA) runs a Football for Hope Centre in Nairobi (Kenya) and thus supports the FIFA 11 for Health programme.



A further pilot project with **450 children** was held in Kenya in May. The partner for this project was the **Mathare Youth Sports Association (MYSA)**, a self-help youth programme in Nairobi that combines football with environmental clean-ups and HIV/AIDS prevention while also offering leadership courses and other social services. MYSA was the ideal partner for this project as it reaches around **20,000 children and youngsters** in the slums of Nairobi and also runs the Football for Hope Centre that was opened in March 2011. »

Introduction	26
FAP and Goal	28
Special projects	32
PERFORMANCE	36
Technical support	39
Sports medicine	50
Quality	54

### Expansion to Central and South America

Exchanging experiences and transferring knowledge also play a key role in this programme, and as such, two experienced instructors from Mauritius helped to **educate coaches in Namibia**, and another two participants travelled from Colombia and Mexico to gain vital first-hand knowledge for the pilot projects in their home countries. **FIFA 11 for Health** will also be started in Central and South America in early 2012, and the programme will also be launched across Brazil before the 2014 FIFA World Cup™.

### Injury prevention

**FIFA 11+**, F-MARC's complete warm-up programme to prevent injuries, also made great progress in 2011 and was able to draw on some top-class support. **World champions Spain** have already been using the FIFA 11+ programme for a while, and with such success that the programme is now used all across the country. The programme was **officially launched** at the headquarters of the Spanish FA (RFEF) in Madrid, during which it was presented to the coaches and doctors who will take the programme to the regional centres, and particularly into amateur football. It is in amateur football that the **effects and benefits** will be most keenly felt, as is appreciated by RFEF President Ángel María Villar Llona, who wants the programme to reach every corner of Spain under the guidance of the RFEF and the national coaching academy.



F-MARC's FIFA 11+ warm-up programme: world champions Japan take part in a promotional campaign.

Women's world champions Japan are also fans of the FIFA 11+ programme, and they too took part in the **promotional campaign** for the nationwide launch at the 7<sup>th</sup> National Football Conference in January 2011, when the principles and exercises of the programme were presented to **900 coaches** from all Japanese prefectures.



FIFA 11+ in Brazil.

## FIFA 11+ WORLDWIDE IMPLEMENTATION

FIFA 11+ receives a boost from the Spanish world champions.



The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures

Quality

# FIFA Quality Concept

The FIFA Quality Concept is a comprehensive quality assurance programme that covers products, services and technologies that have a direct or indirect impact on the game. The goal of the programme is to protect the end user through the continuous development of standards and guidelines according to the needs of the football market.

## 1. FIFA Quality Concept for Footballs

The FIFA Quality Concept for Footballs is a test programme for outdoor balls (since 1996), futsal balls (since 2001) and beach soccer balls (since 2006). Only footballs that have passed a **rigorous testing** procedure receive one of the two quality marks: **FIFA INSPECTED** or the even higher standard, **FIFA APPROVED**. Such footballs are the only ones that are allowed to be used in FIFA competition matches and competition matches held under the auspices of the six confederations.

In order to improve the quality of footballs worldwide, FIFA implemented **new quality criteria** in 2011. Therefore, manufacturers and suppliers of footballs who have joined the FIFA Quality Concept now have to show their comprehensive commitment to the WFSGI code of ethics. Moreover, the testing methods for footballs have been improved. Since 2011, a **new and more accurate testing device** for circumference and roundness has been implemented to guarantee the highest standard for footballs.

In addition to the technical development of the quality standard, FIFA has stepped up its communication about the quality seals and their benefits for the end user. An **online campaign** was launched focusing on the countries that hosted a FIFA World Cup in 2011. The goal was to reach coaches all over the world in order to make them aware of quality criteria when they are purchasing footballs for their clubs.



The FIFA year in review  
 Develop the game  
 Touch the world  
 Build a better future  
 TV, marketing, law and communications  
 Facts and figures

Introduction 26  
 FAP and Goal 28  
 Special projects 32  
 PERFORMANCE 36  
 Technical support 39  
 Sports medicine 50  
 Quality 54 «

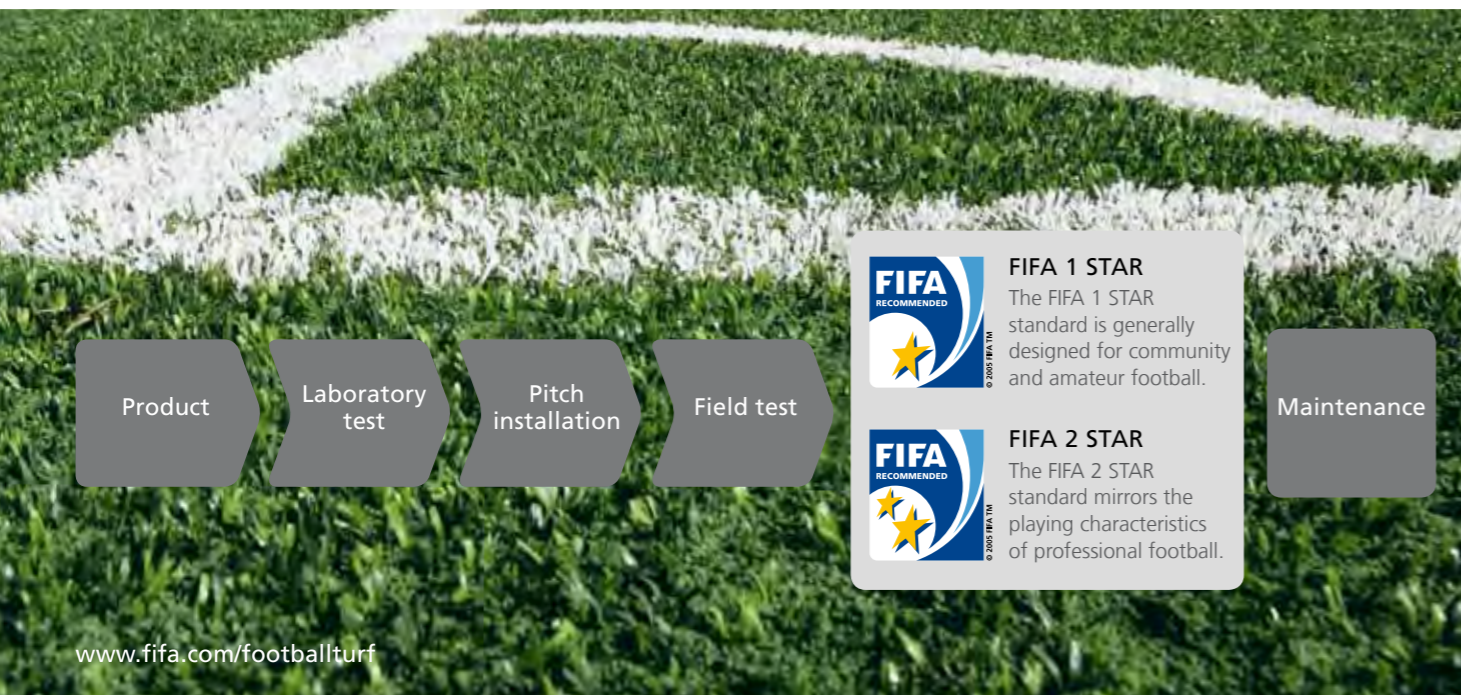
## 2. FIFA Quality Concept for Football Turf

The FIFA Quality Concept for Football Turf is a FIFA programme that administers and develops the standard of artificial turf fields for football. The **FIFA RECOMMENDED** quality marks indicate football turf pitches that are durable, weather-resistant and offer maximum comfort. To be awarded this mark, pitches are required to undergo **two phases of testing** conducted by FIFA-accredited test institutes. In addition to laboratory analyses, these tests primarily focus on field testing to ensure the all-important quality of the installed pitch, with natural turf serving as the benchmark.

2011 has been one of the most successful years in the history of the FIFA Quality Concept for Football Turf. By the end of the year, more than 800 pitches had been certified all over the world. One of the success factors is the **FIFA Preferred Producer Initiative**, which was launched two years ago. In 2011, four new companies joined the group. All nine companies have shown FIFA that they are working to the **highest quality standards** in the artificial turf industry. In addition, FIFA developed various brochures and information materials for the end user in order to give them full details on how to obtain a FIFA RECOMMENDED field and maintain it.

## Looking ahead → 2012

Over the course of the next 12 months, the Member Associations & Development Division will work on **validating the areas of competence**, powers and regulations of FIFA's new Development Committee and adapting the regulations of **development programmes** (FAP, Goal, PERFORMANCE, technical support, courses, etc.) in accordance with the reform process that FIFA is currently undergoing (transparency, accountability and good governance). In relation to the new development programmes (particularly for disadvantaged member associations), the geographic and thematic priorities will be defined and pilot projects implemented. Other activities will include strengthening development programme information systems, expanding training for technical directors of member associations, creating a **youth football programme**, supporting **national women's competitions** and optimising grassroots football activities.





FIFA Women's World Cup Germany 2011™

# A class apart

The 22 days of top entertainment, smooth organisation, great atmosphere among the fans and a dramatic final second to none, which saw Japan beat the USA in a penalty shoot-out, all contributed to the out-and-out success of the sixth FIFA Women's World Cup™ in Germany.

With an impressive backdrop of a capacity crowd of over **73,000 spectators** at Berlin's Olympic Stadium as well as excellent TV viewing figures, the German hosts made it clear right from the start that they were true football enthusiasts and **pioneers of women's football**. "When you think that women's football was banned in Germany right up until 1970, and now here they are playing to this huge crowd, we can only be very proud of how **women's football** has developed in such a short time and of the importance it has now gained," said FIFA President Joseph S. Blatter.

## High technical standard

The extent to which women's football has developed was also clear on the pitch. Gone are the days of the huge performance gaps and the resounding, at times even demoralising wins. Over the course of the World Cup, the majority of the matches were very close, hard-fought affairs of a **high technical standard**, with tournament **favourites Germany** claiming a narrow 2-1 win over Canada in the opening match. The tournament also reached its lowest-ever average of 2.7 goals per match.

Despite the high performance level of all **16 World Cup participants**, it was still quite a surprise to see 1995 world champions Norway exit the tournament at the end of the group stage. Yet there were even bigger surprises in store when hosts and reigning champions Germany as well as 2007 runners-up Brazil bowed out **in the quarter-finals**. Nevertheless, the atmosphere in the country remained **euphoric** and the fact that all four quarter-final matches went to extra time created even more excitement in the mostly packed stadiums. »



1 Karla Kick thrilled the fans.  
2 Celebration time for the USA's Hope Solo and Christie Rampone.  
3 The Women's World Cup also attracted many young fans.  
4 Homare Sawa walked away with three titles.  
5 Incredible atmosphere in Frankfurt.  
6 Record attendance figures in Berlin.



The FIFA year in review  
Develop the game  
Touch the world  
Build a better future  
TV, marketing, law and communications  
Facts and figures





1 Brazil's Fabiana takes a throw-in.  
2 Nigeria's Sunday soars high to win a header against France's Georges.  
3 Oqvist (Sweden) scores the opening goal against Japan. 4 Carli Lloyd and some of her USA team-mates celebrate a goal at the Women's World Cup.  
5 Japan celebrate winning the Women's World Cup.

### Tension and drama

The semi-finals saw Japan defeat Sweden and the French lose out to the USA. Having won over the crowd with their refreshing performances, the Scandinavians won the match for third place against the French whose creative, elegant attacking football was particularly convincing.

The final will most certainly go down in history for its drama and thrills which will be hard to beat. The USA, playing with their characteristic winning mentality, came up against a highly motivated Japan who apparently were on a mission to show the world that they would take this opportunity to create a sensation in their grief-stricken home country which had been ravaged by a devastating earthquake. They managed to equalise twice before they then held their nerve in the penalty shoot-out to become world champions and lift the World Cup Trophy before 48,800 thrilled fans.

Germany 2011 was a first-class women's football festival, with a total of 845,711 spectators attending the matches, many of which were sold out despite the German team's early exit from the tournament. The Women's World Cup was also a hit in terms of television viewers. Record figures were reached not just in Germany but also in Japan and the USA, where ESPN recorded its highest-ever viewing figure for a football match during the tournament's final. The focus now turns to Canada for the 2015 edition, where, for the first time ever, the Women's World Cup will start with 24 teams and we can look forward to even more thrilling matches.

"Never before have the matches been this even. It was obvious that the teams had all greatly developed and improved."

Steffi Jones, President of the Local Organising Committee

#### Awards

adidas Golden Ball	Homare Sawa, Japan (left)
adidas Silver Ball	Abby Wambach, USA (centre)
adidas Bronze Ball	Hope Solo, USA (right)
adidas Golden Boot	Homare Sawa, Japan
adidas Silver Boot	Marta, Brazil
adidas Bronze Boot	Abby Wambach, USA
adidas Golden Glove	Hope Solo, USA
FIFA Fair Play Award	Japan
Hyundai Best Young Player Award	Caitlin Foord, Australia



FIFA U-17 World Cup in Mexico

# Mexican summer

100,000 spectators cheered the young Mexican team as they beat Uruguay in the final at the legendary Aztec Stadium in Mexico City. The record crowd bore witness to the huge enthusiasm for youth football in the country, and the home team rewarded their fans with their seventh win in seven games.

In **football-crazy Mexico**, the FIFA U-17 World Cup has enjoyed a special status ever since they claimed their first-ever World Cup title six years ago at the U-17 tournament in Peru. Never before had a host team succeeded in winning this tournament, yet the **Mexican team** appeared not to let the enormous pressure faze them. Instead, together with the other 23 teams, they displayed **attractive attacking football** which thrilled the fans, especially in the knock-out stages. The fact that an average of over three goals was scored per match is most certainly thanks to the new regulation introduced by FIFA which states that U-17 World Cup matches will no longer go to extra time, but straight to penalty kicks after the 90 minutes.



Joy for Mexico: players and fans celebrate their victory on home soil.

### Further highlights

**Further highlights** of this all-round successful World Cup included the goal scored by Canadian substitute goalkeeper Quillan Roberts against England as well as **impressive debut** performances from Rwanda, Panama and particularly Uzbekistan, who made it to the quarter-finals. Now we can look forward to the 15<sup>th</sup> edition of the tournament in the United Arab Emirates.



Mexico goalkeeper Richard Sanchez jumps for joy after a goal against Germany.

### Awards

adidas Golden Ball	Julio Gómez, Mexico (right)
adidas Silver Ball	Jorge Espericueta, Mexico (centre)
adidas Bronze Ball	Carlos Fierro, Mexico (left)
adidas Golden Glove	Jonathan Cubero, Uruguay
adidas Golden Boot	Souleymane Coulibaly, Côte d'Ivoire (nine goals)
adidas Silver Boot	Samed Yesil, Germany (six goals)
adidas Bronze Boot	Adryan, Brazil (five goals)
FIFA Fair Play Award	Japan



The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures

FIFA U-20 World Cup in Colombia

# Brazil win, Colombia celebrates



The FIFA U-20 World Cup in Colombia had everything you could possibly want: first-rate organisation, extremely thrilling football, huge excitement and support across the country, record attendances, a fantastic final won by worthy world champions Brazil, as well as a sustainable positive impact for Colombian football.

Just like every other FIFA youth competition, the tournament in Colombia was also an important stage for **talented young players** seeking to showcase what they were capable of and catch the eye of the big clubs. The **Brazilian team** proved particularly successful, beating Portugal 3-2 in a scintillating final to claim its fifth title and equal the *Seleção's* achievements in the FIFA World Cup™. Man of the night was **Óscar**, the player who scored the **first hat-trick** in a U-20 World Cup final and almost single-handedly secured Brazil's win.

### Strong tactics

Fellow Brazilian Henrique was voted best goalkeeper and player, having started the tournament on the bench but going on to be hailed as **his team's star** over the course of the competition. In sporting terms, all teams used strong tactics and engaged in play which aimed at **avoiding defeat**, and as the gap in the **level of performance** of the 24 teams had clearly been reduced from previous years, it was very often minor details that decided the outcome.

Colombian football also came up trumps in this FIFA U-20 World Cup. **The excitement in the country** and the active support from the government contributed to football gaining **popularity** in Colombia and ensured that the country will enjoy many more years of modern stadiums, an effective ticket sales strategy and a new successfully tested fan concept.



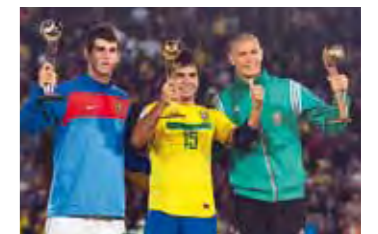
France and Portugal take to the pitch for the semi-final.



Brazil celebrate their fifth U-20 World Cup title.

### Awards

adidas Golden Ball	Henrique, Brazil (centre)
adidas Silver Ball	Nelson Oliveira, Portugal (left)
adidas Bronze Ball	Jorge Enríquez, Mexico (right)
adidas Golden Glove	Mika, Portugal
adidas Golden Boot	Henrique, Brazil (five goals)
adidas Silver Boot	Álvaro Vázquez, Spain (five goals)
adidas Bronze Boot	Alexandre Lacazette, France (five goals)
FIFA Fair Play Award	Nigeria



The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures



From left to right: Russia's Shkarin (left) and Makarov (right) battle for the ball with Brazil's André. Russia celebrate victory, and Leonov proudly shows off the trophy.



## FIFA Beach Soccer World Cup in Ravenna, Italy

# Russia triumph on the sand

With an impressive team performance, a clever tactical formation and an insatiable appetite for goals, the Russian team excelled at the sixth edition of the FIFA Beach Soccer World Cup in Ravenna. A clear 12-8 win in the final against tournament favourites Brazil secured the World Cup title for Russia.

The Brazilians had won **the last four editions** of the FIFA Beach Soccer World Cup almost at their ease and had left their mark on the sport with their technical finesse and inventive play. This time, they came up against a Russian team in the final that had an entirely different, albeit just as effective, playing style. The Russians were experts in **set pieces**, followed a clear structure and left nothing to chance. They were compact and played a very fast game which they were able to maintain right until the end thanks to their substitution strategy. With **six goals scored from set pieces**, they finished by claiming a decisive 12-8 win over the Brazilians in a thrilling final to collect their well-deserved title.

### Golden rewards

A further two trophies went to the Russians, namely the **adidas Golden Ball** for the best player of the tournament presented to Russian captain Ilya Leonov, and the **adidas Golden Glove** to Andrey Bukhlitskiy, whose skill and brilliant passes earned him the title of best goalkeeper. The matches were played to a **high level** and offered great entertainment, much to the appreciation of the Italian fans who had watched their home team go out in the group stage. The participation of the **three newcomers** Oman, Tahiti and Venezuela as well as clear improvements in relation to the physical preparation, **speed and stamina** of the players was further evidence of the sport's growth worldwide and its ongoing development. Oceania will host its first-ever FIFA Beach Soccer World Cup in Tahiti in 2013.

### Awards

adidas Golden Ball	Ilya Leonov, Russia (right)
adidas Silver Ball	André, Brazil (centre)
adidas Bronze Ball	Frank Velásquez, El Salvador (left)
adidas Golden Glove	Andrey Bukhlitskiy, Russia
adidas Golden Boot	André, Brazil
adidas Silver Boot	Madjer, Portugal
adidas Bronze Boot	Frank Velásquez, El Salvador
FIFA Fair Play Award	Nigeria



FIFA Club World Cup in Japan

# Football of the highest order

Football again showed its positive power at the FIFA Club World Cup in Japan, with the hosts, devastated by an earthquake, delivering an almost perfect tournament and serial winners FC Barcelona thrilling the fans with textbook football in the final. This emotional Club World Cup was simply brilliant.



The participating teams, with each confederation represented, travelled to Japan with varying expectations. Whereas the amateurs of **Auckland City** at least had the consolation of seeing one of their players, Daniel Koprivic, set a new tournament record by appearing in his fourth Club World Cup in the New Zealanders' defeat to home side **Kashiwa Reysol**, it was a totally different story for **Monterrey** (Mexico) and **Espérance** (Tunisia), who experienced disappointing defeats at the hands of Kashiwa Reysol and **Al-Sadd** (Qatar) respectively. That was as good as it got for the quarter-final victors, however, as they were unable to bridge the gulf in class between themselves and hot favourites **Santos FC** (Brazil) and **FC Barcelona** (Spain) in the semis.



Japan is head over heels in love with football. Fan articles are extremely popular.

## Messi v. Neymar

And so it came to the keenly anticipated showdown between the exceptional talents of Messi and Neymar in **the final**. In the end, it was the **Argentinian** who came out on top, as the Catalan side swept Santos aside 4-0. "Today, the best team in the world showed us how to play football," admitted Neymar. *Barça's* display truly was a **footballing masterpiece** and the perfect way to thank their Japanese hosts and fans for a wonderful tournament. The FIFA Club World Cup story will continue later this year when it returns to Japan once again.



Simply the best: FC Barcelona's Lionel Messi is currently the cream of the crop.

### Awards

adidas Golden Ball	Lionel Messi (FC Barcelona)
adidas Silver Ball	Xavi (FC Barcelona)
adidas Bronze Ball	Neymar (Santos FC)
FIFA Fair Play Award	FC Barcelona
TOYOTA Award	Lionel Messi (FC Barcelona)



The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures



FIFA Interactive World Cup finalists practising on a roof against the stunning backdrop of the Los Angeles skyline (top). 16-year-old Francisco Cruz from Portugal claimed the title (left). Cruz (POR) took on Muñoz (COL) in the final (right).



## FIFA Interactive World Cup

# Hitting new heights

Having been crowned the world's largest video gaming tournament by Guinness World Records in 2010, the FIFA Interactive World Cup returned with one major aim for the 2011 edition – to break its own record. The event achieved this in style, with 869,543 players from every corner of the globe competing.

After **six online seasons** and numerous live qualifier events held all over the world, 24 elite players sealed their places in the event's Grand Final and were flown by FIFA and **event partners EA Sports and Sony PlayStation** to Los Angeles. The players were then treated to a three-day entertainment extravaganza, including a reception in a Hollywood mansion, a yacht trip and attending the prestigious **E3 gaming conference** where they were able to test the yet-to-be-released FIFA 12 game.

### Packed audience

Once the fun was over the action began, with the 24 players soon becoming four semi-finalists who had qualified for the Grand Final's showcase event held at the **Mayan Theatre** in LA. Australia's Mark Azzi, England's Adam Winstler, Javier Muñoz of Colombia and 16-year-old Francisco Cruz from Portugal were the challengers who appeared in front of a packed audience inside the theatre to compete for the **ultimate prize** in interactive football.

Following Muñoz and Cruz's **narrow victories** over Winstler and Azzi respectively, the final took place with American soccer legend Eric Wynalda providing live commentary. In an enthralling game Cruz came out on top, scoring four goals in a convincing 4-1 victory over his Colombian counterpart and collecting the **USD 20,000 cash prize** as well as a once-in-a-lifetime trip to the FIFA Ballon d'Or to meet stars from the world of football.

The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures

FIFA/Coca-Cola World Rankings

# Spain and the USA on top again



With 1,052 international matches played in men's football and 501 in women's, the last year in the world of football once again provided plenty of information for two significant world rankings. At the end of 2011, the same teams occupied the number one spots in the lists as the previous year, with Spain topping the men's game and the USA the women's.

The boom in women's football seems to be continuing, as a total of **501 women's international matches** were played in the year of the FIFA Women's World Cup Germany 2011™, falling only slightly short of the 514 matches played in 2010 when the qualifiers for the World Cup were in full swing in all six confederations. Of the total **1,052 men's international matches** played, **more than 200 were qualifiers** for the 2014 FIFA World Cup Brazil™ and almost half were friendly matches.

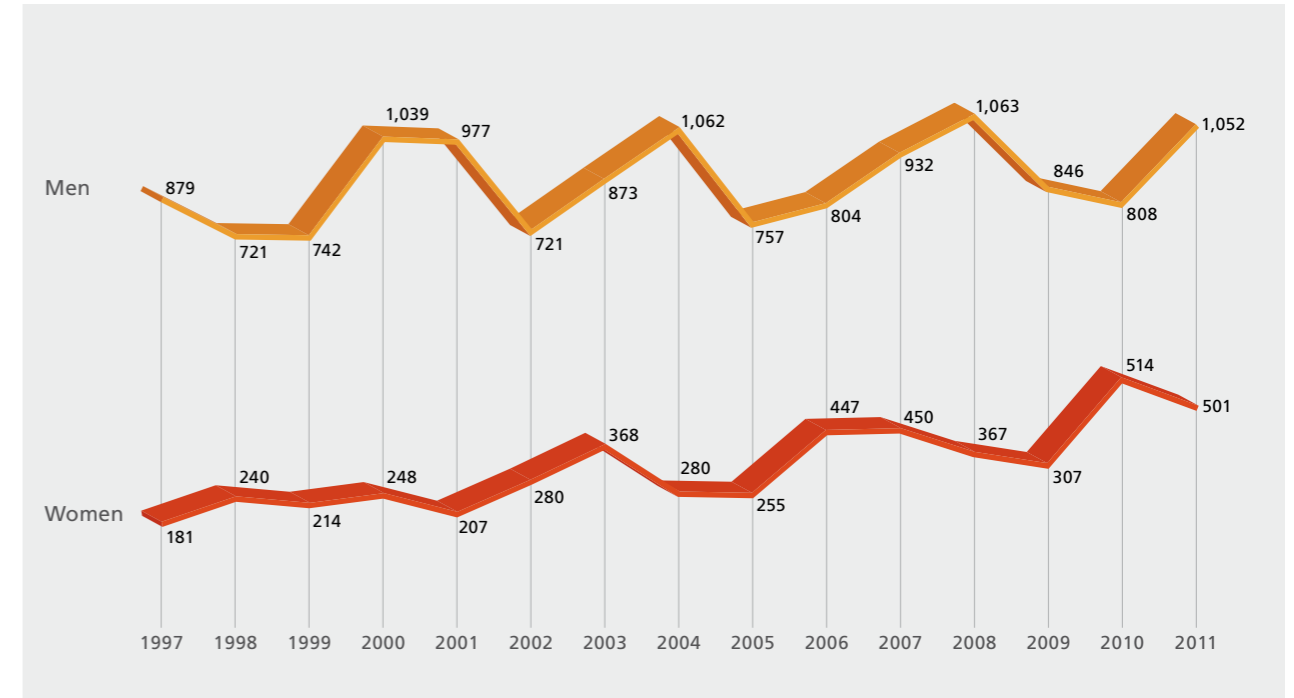
## Japan catch up

Both world rankings saw the same teams top the lists at the end of 2011 as the previous year, **namely Spain for the men's game and the USA for the women's**. Japan's Women's World Cup win in Germany enabled the newly crowned world champions to make it into the leading pack, sitting in third place behind the USA and Germany. There was only a brief change at the top of the men's world ranking in the past year when the **Netherlands** dethroned world and European champions Spain in August, only to concede the top spot to the Iberians again after just one month.

The world rankings play a **key role in helping** to determine the draws for the qualifying and final rounds of both FIFA and confederation competitions. The men's world ranking, for instance, provided the basis for organising the teams into the different preliminary draw pots for the 2014 FIFA World Cup Brazil. International sports media and FIFA member associations rely on the FIFA world rankings as an **objective yardstick** for measuring a team's current standing and performance and, to a certain extent, as an **indicator of its development**.

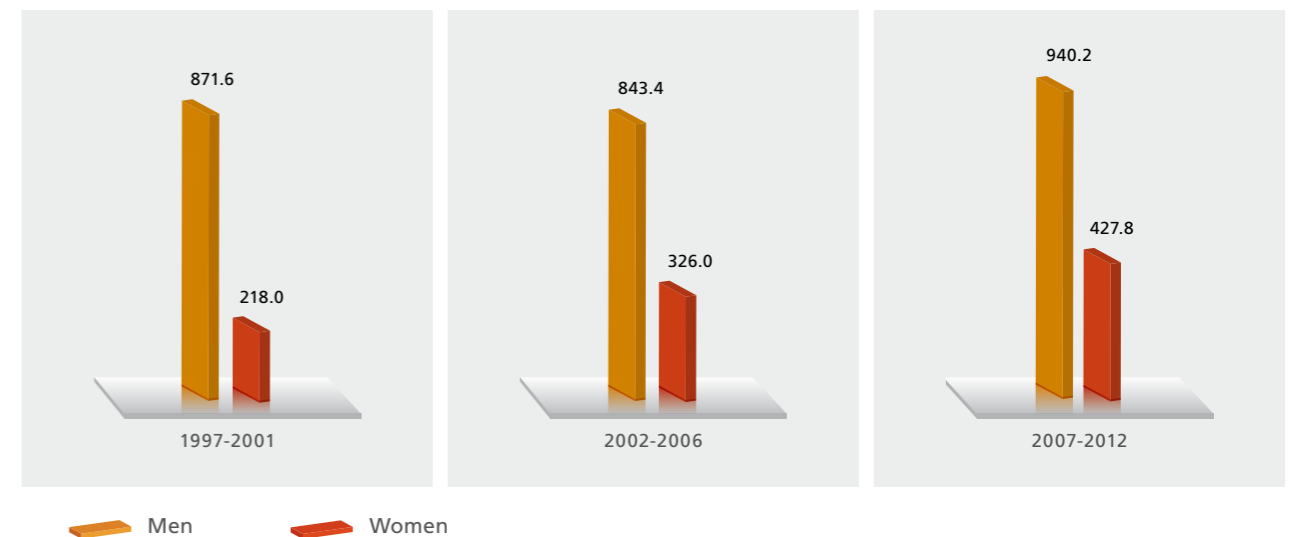
"A" matches 1997-2011

Total per year



"A" matches 1997-2011

Annual average over a five-year period



The FIFA year in review  
Develop the game  
Touch the world  
Build a better future  
TV, marketing, law and communications  
Facts and figures

All of the evening's winners and guests of honour came together on stage at the end of the Ballon d'Or.



Players of the year  
Homare Sawa (Japan) and  
Lionel Messi (Argentina)

FIFA Presidential Award  
Sir Alex Ferguson  
(Manchester United)

Goal of the year  
Neymar (Brazil)

Coach of the year  
(women's)  
Norio Sasaki (Japan  
women's national team)

Coach of the year  
(men's)  
Pep Guardiola (FC Barcelona)

## FIFA Ballon d'Or gala 2011

# Messi's hat-trick, Sawa's premiere

In January, international football again celebrated its top players at the FIFA Ballon d'Or in Zurich, with Lionel Messi from Argentina winning the men's category for the third consecutive year and Japan's Homare Sawa claiming her first-ever women's award.

Making their way down the red carpet in front of Zurich's *Kongresshaus*, Messi, Xavi, Piqué, Rooney and 19-year-old Neymar received a rapturous reception from crowds of fans, as did football legends Pelé, Beckenbauer, Platini, Ronaldo and Zidane. There was also a tremendous atmosphere as Colombian singer Shakira strolled down the red carpet in high spirits beside FIFA President Joseph S. Blatter, while her Spanish partner, Gerard Piqué, was included among the guests, having been voted into the FIFA/FIFPro World XI by around 50,000 professional footballers from all over the world.

### Voted for by the fans

Some 1.5 million fans took part in the vote for the most beautiful goal of the year on FIFA.com and francefootball.fr, with the majority voting for the impressive solo run of the exceptionally gifted Brazilian, Neymar.

Exactly 50 years his senior, the recipient of the FIFA Presidential Award, Sir Alex Ferguson, was honoured for his extremely successful 25-year career as coach of Manchester United. "Nowadays, coaches are expected to produce instant results, or be changed," said the FIFA President in his tribute speech. "Sir Alex Ferguson is a shining example of what can be achieved through continuity, trust and confidence in people. It could not be a greater honour for me to present him with this award for his exceptional life's work." »

The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures



### Three awards for Japan

The **Japan Football Association** was also recognised for its outstanding achievement and was presented with the FIFA Fair Play Award for its **high morale** and extremely positive sporting behaviour following the devastating March 2011 earthquake. The award for World Coach of the Year for Women's Football also went to Japan, namely to Japan coach **Norio Sasaki**, while **Pep Guardiola** from FC Barcelona won the World Coach of the Year for Men's Football award.

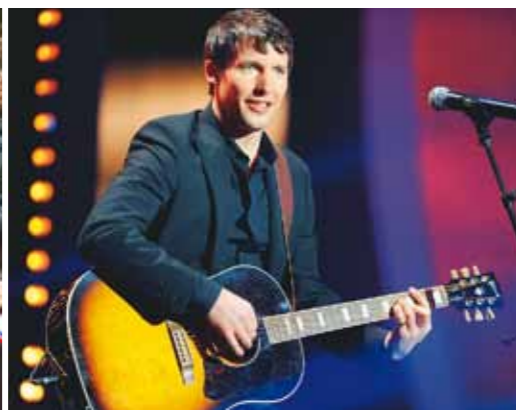
The tension in the hall peaked with the presenting of the **World Player of the Year** awards. All eyes were fixed on Brazil's Marta, USA player Abby Wambach and Japan's Homare Sawa as Shakira opened the envelope. The beaming winner was the **world champion from Japan**, who had dressed in a traditional kimono for the occasion. As expected, the final thunderous applause was reserved for the Argentinian, **Lionel Messi**, who, with **nearly 50% of the votes**, triumphed over Cristiano Ronaldo and Xavi Hernández and collected the player of the year award for the third year in a row. This wonderful evening was brought to a close with a group photo of all of the award winners.

## Looking ahead → 2012

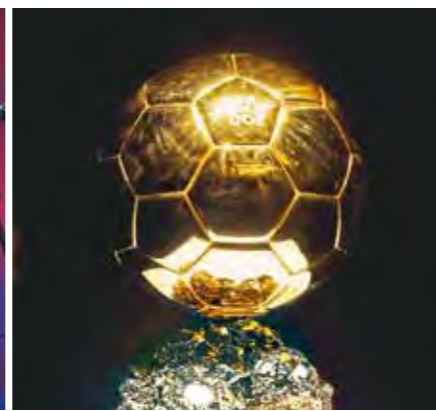
Over the coming year, the **Competitions Division** will establish a cross-division management project to create clear standards, procedures and **guidelines** and thus ensure a standardised and high-quality organisation of FIFA competitions. **Six world championships** are guaranteed to provide excitement over the next 12 months: the Women's and Men's Olympic Football Tournaments in London, the FIFA U-17 Women's World Cup in Azerbaijan, the FIFA Futsal World Cup (being held in Thailand with 24 teams competing for the first time this year and promising to break attendance records), the FIFA Interactive World Cup in Dubai, and the FIFA U-20 Women's World Cup and FIFA Club World Cup, both of which are taking place in Japan. And that's just the tip of the iceberg: **256 qualification matches** for the **2014 FIFA World Cup Brazil™** have been scheduled for 2012 alone, while hundreds of international friendly matches are also organised every year by the Competitions Division. At the same time, **preparations are in full swing** for the five FIFA competitions due to be contested in 2013, and bidding has yet to take place for no fewer than six FIFA competitions being held between **2015 and 2017**.



**Football legend**  
 Pelé greets his fans on the red carpet.



**Talented musician**  
 James Blunt thrilled the crowd with one of his hits, "Stay the Night".



**Award**  
 The FIFA Ballon d'Or for the player of the year.



Corporate social responsibility 82 «

20 Centres for 2010 86

Green Goal 90

Anti-discrimination 92

Sustainability 94

Financial support for more than **60 programmes** worldwide

**USD 1.1 million** for educational programmes for disadvantaged youngsters in Colombia

Continuation of **partnerships** with adidas, Sony, Yingli Solar, Coca-Cola and the Inter-American Development Bank

First **environmental programme** for the FIFA Women's World Cup™ and FIFA U-20 World Cup

Nearly **50,000 tonnes** of CO<sub>2</sub> emissions offset

**3 Football for Hope Centres** completed, with 10 more in development



Corporate social responsibility

# Football gives hope

All over the world, football creates passion and is a driving force for positive change. People who are dedicated to the sport are finding creative ways of improving living conditions for everyone.

The Football for Hope initiative has been promoting this work since 2005. It also continued to support **more than 60 programmes** and added **16 local organisations** worldwide last year, helping to improve the living conditions of people in need through football.

FIFA Partners have also firmly supported the work of Football for Hope and that of its members. **FIFA has teamed up with Sony** under the Siyakhona programme to provide media equipment **worth USD 86,000** to 40 non-governmental organisations and implement a range of media courses and film projects. Seminars have been organised **with adidas** for NGOs in Colombia, Kenya and South Africa covering football training, leadership and organisation management.

Football and education

Two Football for Hope programmes in the Colombian cities of Bogotá and Cali give youngsters in the **Colombianitos and SIDOC foundations** the opportunity to play football and benefit from an education backed by psychological and social support. FIFA, the Inter-American Development Bank and Coca-Cola **provided USD 1.1 million** for these two programmes over a period of three years for the FIFA U-20 World Cup in Colombia.

The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures



New Football for Hope programmes

Country	Organisation	Programme
United Kingdom	Albion in the Community	Education, employment and training for disadvantaged 16- to 25-year-olds in a social environment
Zambia	Bauleni United Sports Academy	Youth development programmes focusing on HIV/AIDS, illiteracy, equality and drug abuse
Argentina	Club Deportivo y Social Bongiovanni	Health promotion by spreading awareness of sexual health and prevention of drug and alcohol abuse
Brazil	Companheiros das Americas	Youth employment programmes that combine football with life skills, professional training and internships
India	Dream A Dream	Communication of life skills to 8- to 18-year-olds with regard to health, relationships, self awareness and life skills
Colombia	Fundación World Coach	Educating community trainers from disadvantaged areas
Costa Rica	Fútbol por la Vida	Youth development through education, improving self-awareness, equality and conflict resolution through dialogue
Israel	Mifalot	Joint Israeli/Palestinian initiatives to promote peace among marginalised groups
South Africa	OASIS – South African Homeless Street Soccer Project	Preventing children from living on the streets and reintegrating them into society
USA	Project Goal	Preventing 10- to 17-year-olds from forming gangs and turning to crime
Germany	RheinFlanke	Integration, support and vocational training for young immigrants
Costa Rica	SEPROJOVEN	Football league for girls against violence and discrimination
South Sudan	South Sudan Youth Sports Association (SSYSA)	Post-conflict youth development project
Zambia	Sport in Action	HIV/AIDS prevention by improving strength, confidence and healthy living
United Kingdom	Start Again	Reintegration and professional training for young people with intellectual disabilities
Australia	The Big Issue	Support programmes for people who are homeless, unemployed or on the margins of society



“This project is an opportunity for children to learn about values, principles and resolving conflicts peacefully through the medium of football, and it is also a way of acquiring social skills and knowledge within the community. That is our guarantee with this project.”

Christine Armitage, SIDOC Technical Director in Colombia

SIDOC and Colombianitos, two foundations supported by FIFA, playing a match in Ciudad Bolivar.



The FIFA year in review

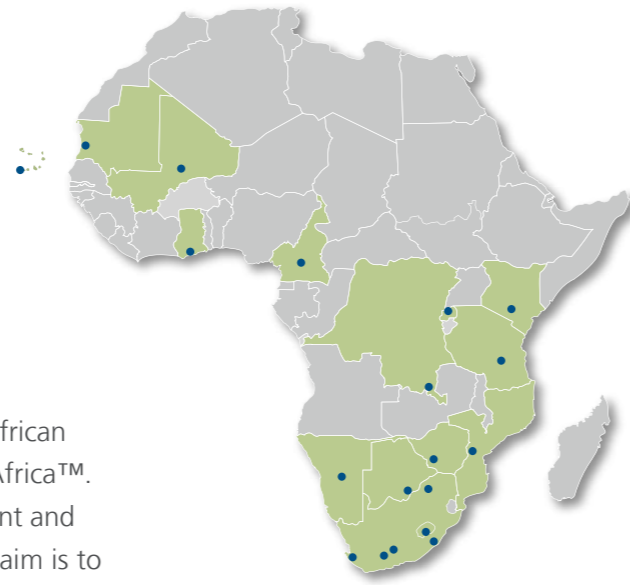
Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures



20 Centres for 2010

# More centres open

Work is continuing at the 20 Football for Hope Centres in African communities a year after the 2010 FIFA World Cup South Africa™. FIFA has provided financial resources for staffing, development and construction and also to support local organisations. FIFA's aim is to make a permanent contribution to social development.

implementation stage  
 already open

**Cape Verde** Santiago

**Centre Host**  
Delta Cultura Cabo Verde

**Focus**  
After-school opportunities for vulnerable young people

**Mali** Baguinéda

**Centre Host**  
Association Malienne pour la Jeune Fille et la Femme (AMPJF)

**Focus**  
Empowerment of girls and young women in the community

**Cameroon** Mamfe

**Centre Host**  
United Action for Children

**Focus**  
Counselling programmes for out-of-school children

**Democratic Republic of the Congo** Lubumbashi

**Centre Host**  
Georges Malaika Foundation

**Focus**  
Education, health and life skills

**Rwanda** Kigali

**Centre Host**  
Espérance - Association des Jeunes Sportifs de Kigali

**Focus**  
Peace-building and reconciliation

**Kenya** Nairobi

**Centre Host**  
Mathare Youth Sports Association (MYSA)

**Focus**  
Awareness of sport, health and the environment

**Tanzania** Iringa

**Centre Host**  
Iringa Development of Youth, Disabled and Children Care

**Focus**  
HIV/AIDS and environmental education

**Zimbabwe** Bulawayo

**Centre Host**  
Grassroot Soccer Zimbabwe

**Focus**  
HIV/AIDS prevention and education

**Namibia** Windhoek

**Centre Host**  
Special Olympics Namibia

**Focus**  
Empowerment of people with intellectual disabilities

**Lesotho** Maseru

**Centre Host**  
Kick4Life

**Focus**  
HIV/AIDS prevention and education

**South Africa** Mokopane

**Centre Host**  
South African Red Cross Society (SARCS)

**Focus**  
Youth development, peer education and public health

**South Africa** QwaQwa

**Centre Host**  
loveLife

**Focus**  
HIV/AIDS prevention and education

**South Africa** Cape Town

**Centre Host**  
Grassroot Soccer (GRS)

**Focus**  
HIV/AIDS prevention and education

**South Africa** Johannesburg

**Centre Host**  
Grassroot Soccer (GRS)

**Focus**  
HIV/AIDS prevention and education

**South Africa** Edendale

**Centre Host**  
WhizzKids United

**Focus**  
HIV/AIDS prevention and education

**20<sup>th</sup> centre**

Location and project to be decided in 2012

The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures

## Centre opened in Lesotho



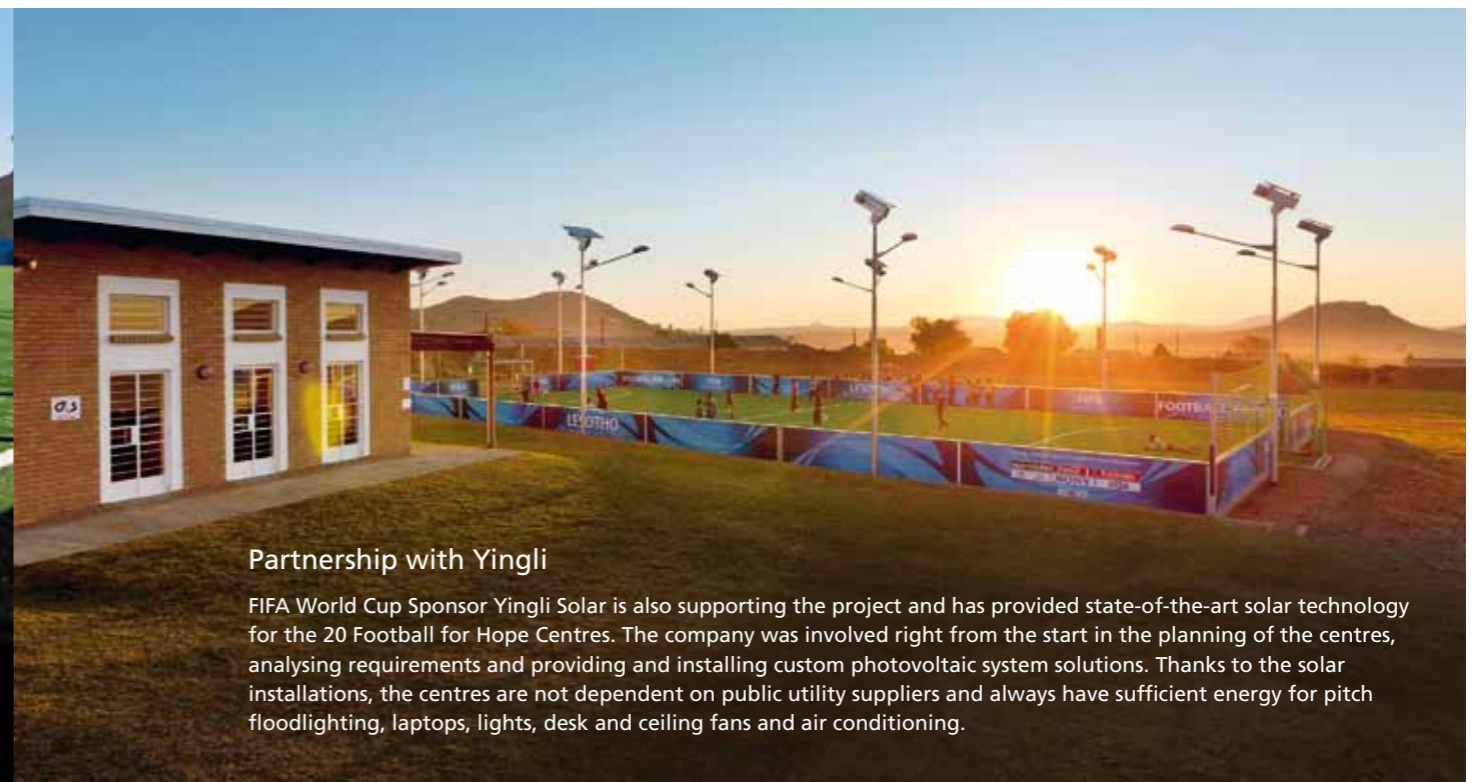
The Football for Hope Centre in Maseru (Lesotho) was opened on 24 September 2011. Here, young people are informed about HIV/AIDS and testing options and receive advice and support. They also learn about acquiring basic life skills to encourage personal development. Various social projects aimed in particular at disadvantaged and vulnerable young women are also planned.

“This centre is a great initiative. Young people from all over the country can take part in Kick4Life education and health programmes and use our football facilities.”

Refiloe Maphallela, manager of the new Football for Hope Centre in Lesotho



Federico Addiechi, FIFA's Head of Corporate Social Responsibility, and Football for Hope Ambassador Lucas Radebe at the opening of the Football for Hope Centre in Lesotho (top left).



### Partnership with Yingli

FIFA World Cup Sponsor Yingli Solar is also supporting the project and has provided state-of-the-art solar technology for the 20 Football for Hope Centres. The company was involved right from the start in the planning of the centres, analysing requirements and providing and installing custom photovoltaic system solutions. Thanks to the solar installations, the centres are not dependent on public utility suppliers and always have sufficient energy for pitch floodlighting, laptops, lights, desk and ceiling fans and air conditioning.

Corporate social responsibility	82
20 Centres for 2010	86
<b>Green Goal</b>	<b>90</b>
Anti-discrimination	92
Sustainability	94

Green Goal

# Focus on the environment

A top-quality FIFA World Cup™ must also include a programme that measures the tournament's negative impact on the environment and deploys targeted steps to reduce it.

## Environmental protection at FIFA World Cups

2011 led the way in this respect: Cape Town's environmental programme for the 2010 FIFA World Cup™ was awarded **"Best Environmental Project in Africa"** by the IOC, and an environmental programme was implemented for the first time for the FIFA Women's World Cup™ and the FIFA U-20 World Cup.

## Environmental programme for the FIFA Women's World Cup™

The **Green Goal 2011** project implemented comprehensive measures to reduce the negative impact of the FIFA Women's World Cup Germany™ in terms of climate change, water, waste, traffic and catering. The focus was also on public transport and the provision of **green products** along with the energy-conscious and environmentally-friendly management of stadiums. In addition, 40,000 tonnes of **CO<sub>2</sub> emissions** were **offset** thanks to environmental projects to the value of EUR 600,000.

## Environmental programme for the FIFA U-20 World Cup

The planting of **35,000 trees** in the Colombian Andes to **offset 9,000 tonnes of carbon dioxide** and the creation of livelihoods for local people were a giant step forward for the environmental protection programmes of FIFA competitions. The **environmental protection programme**, which was realised together with the Colombian FA (COLFUTBOL), the president's office of the Colombian Environmental Protection Agency, the Department of the Environment and the World Wildlife Fund (WWF) in Colombia drew widespread attention to **environmental problems in the 21<sup>st</sup> century**.



"We're proud to be able to say that the FIFA Women's World Cup 2011 was a tournament with a low carbon footprint. International climate protection projects fully offset 40,000 tonnes of carbon dioxide that were emitted via the tournament."

Dr Theo Zwanziger, President of the German Football Association



"Thanks to the Green Goal 2011 environmental project, we were able to keep the carbon footprint of the FIFA Women's World Cup to a minimum. We prevented, reduced and offset pollution, for which I would like once again to express my sincere thanks."

Steffi Jones, President of the Organising Committee for the FIFA Women's World Cup 2011™

"As organisers of the FIFA U-20 World Cup 2011 in Colombia, we are delighted that FIFA has supported our environmental protection programme as part of its social commitment. That is why we took on the project."

Juan Manuel Santos, President of Colombia



"We are delighted that our efforts to be responsible hosts of the 2010 FIFA World Cup were recognised through this award. Environmental protection and stewardship is no longer optional, but should be a hallmark of all major sporting events."

Lorraine Gerrans, manager of the Green Goal Programme in Cape Town

The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures



“Discrimination of any kind against a country, private person or group of people on account of ethnic origin, gender, language, religion, politics or any other reason is strictly prohibited and punishable by suspension or expulsion.”

Article 3 of the FIFA Statutes

Anti-discrimination

## Fair play: yes, discrimination: no

As in previous years, in 2011 FIFA showed the red card to discrimination and to a lack of respect either on or off the pitch through its fair play and anti-racism campaign “Say No to Racism”.

### Fair Play Days 2011

The 15<sup>th</sup> round of FIFA Fair Play Days was launched at the FIFA Beach Soccer World Cup for the first time in 2011, with **hosts Italy and Iran** kicking things off in Ravenna. From 2-6 September, some 60 member associations took part in the **annual FIFA Fair Play Days** and raised awareness among players, coaches, referees, officials and spectators of topics such as equality, fairness and solidarity through activities held before the matches. In Europe, the Fair Play Days coincided with the final qualifying matches for EURO 2012 and, as in the previous year, were combined with the **UEFA Respect campaign**.

### Hand in hand against discrimination

The FIFA Women’s World Cup™ 2011 semi-finals on 13 July were dedicated to the **fight against discrimination**. Immediately before the matches, the captains of Japan, Sweden, the USA and France read out a declaration pledging their team’s commitment to **fair play, equality and solidarity**, and called on spectators to support them in this cause.



Corporate social responsibility	82
20 Centres for 2010	86
Green Goal	90
Anti-discrimination	92
Sustainability	94 «

Sustainability

# Sustainability at FIFA World Cups™

Sustainability plays a key role at FIFA, and partnerships were already forged in 2011 with local organising committees in Brazil and Russia for the respective FIFA World Cups™. Insights gained from previous World Cups, and in particular from stadium operators, were discussed with the various government authorities and the necessary requirements created for successful sustainability programmes. In Brazil, a joint team from FIFA and the Local Organising Committee is already integrating sustainability into the work processes and the management of all areas involved in the organisation of the FIFA World Cup™.



Energy and water consumption at the Augsburg stadium was reduced considerably thanks to an environmental management system – an important contribution to an environmentally-friendly Women's World Cup.

## Looking ahead → 2012

As part of its Football for Hope initiative, FIFA is pressing ahead with its **20 Centres for 2010 campaign** over the next 12 months and will complete seven Football for Hope Centres in Africa. FIFA will also launch a support programme specifically for the 2014 FIFA World Cup™ and provide funding, equipment and training for football-based **social development initiatives** run in disadvantaged communities in Host Cities.

FIFA's **environmental responsibility** will reach a new dimension in 2012 through Gold Standard-certified projects worldwide, which will offset 100% of FIFA's flight-related CO<sub>2</sub> emissions. Another focus will be the integration of **sustainability** criteria into the 2014 FIFA World Cup™ event operations and the **environmental performance** of the FIFA World Cup™ stadiums.

The successful **global campaigns** against discrimination (11<sup>th</sup> edition) and for fair play (16<sup>th</sup> edition) will continue as will FIFA's cooperation with its Partners to jointly develop and implement social responsibility programmes.



Television

# Stronger than ever

FIFA TV enjoyed a highly successful 2011 with a number of record-setting achievements in the area of TV rights sales, audience figures and additional programming.

The **2015-2022 TV rights programme** reached its first milestone in March with the signature of TV agreements covering the Middle East and selected territories in Asia and Latin America **worth USD 1.7 billion**. This represents an increase of almost 90% compared with the two preceding cycles.

### Sales and distribution

In November, FIFA completed sales agreements in the USA, Canada, Australia and the Caribbean as well as a sales representation agreement for selected territories in Asia worth more than USD 1.85 billion. This means that the overall revenue for the 2015-2022 TV rights programme totalled **more than USD 4 billion** in 2011. The financial part is one thing, but all contracts also include extensive exposure and promotional commitments for the beautiful game's continued growth in these territories for many years to come.



A cameraman with a 3D camera captures the action during the Germany v. Japan quarter-final of the FIFA Women's World Cup™.

In Africa, FIFA also renewed its relationship with the African Union of Broadcasters (AUB) for the 2014 FIFA World Cup™ using the same business model as the highly successful 2010 arrangement, which ensures equitable access as well as the further development of **sports rights and production capacity** in the region. Finally, FIFA TV broke new ground in placing fixed media (DVD) rights and 3D rights for the FIFA Women's World Cup Germany 2011™, reflecting the growing interest in the women's game among media organisations. »



### TV rights programme

**USD 1.7 billion**

for TV contracts in the Middle East as well as for selected territories in Asia and Latin America

**USD 1.85 billion**

for TV contracts in the USA, Canada, Australia and the Caribbean as well as for a sales representation agreement for selected territories in Asia

more than

**USD 4 billion**

in revenue from the 2015-2022 TV rights programme in 2011

The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures

### Broadcaster servicing and TV reports

The media rights for the 2011 FIFA events placed around the world resulted in many successful TV ratings stories. Record viewership figures not only in the host market but also in other key territories were registered during the **FIFA Women's World Cup Germany 2011™**, setting a new benchmark for women's football. **More than 17 million viewers**, representing nearly a quarter of the German population, tuned in for the Germany-Japan match – no other sporting programme since the World Cup final in 2010 or indeed any other TV programme in Germany in 2011 reached that figure. In the USA, audience reach doubled, with an average audience of **over 14.1 million** watching the final between the USA and Japan. Japan also achieved record audiences with over 15 million witnessing the penalty shoot-out of the final in the early hours of Monday morning. Record numbers tuned in as well in the French market for their semi-final against the USA, thus broadening women's football's horizons.

The **FIFA U-17 World Cup Mexico 2011** reached an astonishing **45 million viewers** in the home market which, compared with 71 million viewers for the 2010 FIFA World Cup™, shows how prominent the U-17 event was. For the **FIFA U-20 World Cup in Colombia**, the host market saw **34.25 million people** tuning in to the event and each home nation match was watched by an average audience of over ten million people.



A beaming USA goalkeeper Hope Solo is obviously at ease in front of the TV cameras.

### New FIFA films on the market

In 2011, FIFA Films produced and distributed *Raising their Game*, a history of the FIFA Women's World Cup™. The film came as an introduction to the sixth edition of the tournament in Germany last summer and was followed in November by the official film of the event, *The Class of 2011*. FIFA Films also launched its monthly Brazil 2014 FIFA World Cup™ magazine, covering stories around football, Brazilian's countless heroes of the game and the preparations for FIFA's next flagship event. **Still in demand** are the 2010 FIFA World Cup South Africa™ **documentaries and films** released in 2010 and 2011: *Match 64*, *The Journey*, *Our South Africa*, *The Media Circus* and the official film of South Africa 2010 in 3D.

Each year sees the FIFA archives grow with the addition of various new videos, films and special productions.



### Video and film content

FIFA kick-started its **audiovisual digital plan**, aimed at converting its 10,000+ hours of video and film content going back as far as 1930 into a fully searchable digital catalogue. The project will span over a year and deliver digital assets of an **incredibly high quality**. As well as the above special projects, FIFA Films supplied a **new on-screen design package** for all events in June last year, coordinated the production of the TV show for the Preliminary Draw in Brazil, continued with the creation of the **in-stadium infotainment programmes** of the 2011 FIFA events, sourced video footage for events such as the FIFA Ballon d'Or and FIFA Congress, and provided audio-visual production support to FIFA divisions throughout the year. »

### Host broadcasting production

The Host Broadcasting Production Department once again led the way for the global broadcast of FIFA's events in 2011. **Over 300 hours** of live international coverage were produced and successfully delivered under the auspices of FIFA TV, in collaboration with its host broadcasters. The FIFA Women's World Cup Germany 2011 was a particular highlight with a **16-18 camera** match coverage including a spider cam, two steadycams and in-goal cameras for all matches and a helicopter camera for the opening and final matches.

At the Annual Golden Podium awards at Sportel Monaco, FIFA was awarded the prize for the **Best Slow Motion Isolated Camera Shot** for a sequence produced by Wolfgang Straub at the end of the France-England match of the FIFA Women's World Cup Germany 2011. FIFA clients were also successful with FIFA events and production. ESPN was awarded a number of Emmy awards for its 2010 FIFA World Cup coverage, among them the Emmy for Outstanding Live Sports Special for its coverage of the 2010 FIFA World Cup final between Spain and the Netherlands.

### TV Brazil

The FIFA TV Office has been closely involved in recent projects such as the IBC selection process (Rio de Janeiro was announced as host of the IBC in May 2011), the government guarantee process, public viewing, the FIFA Fan Fest, as well as the Kick-Off Celebration Concert, among others.

#### Broadcasting the FIFA Women's World Cup 2011™

300 hours of live coverage

16-18 cameras

1 spider cam

2 steadycams and 2 in-goal cameras

1 helicopter camera



The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures



## Marketing

# Out and about

2011 will go down as the year that FIFA took the show on the road, with promotional tours proving successful in Mexico, Colombia and Germany. With fully committed participation from FIFA Partners and National Supporters alike, initiatives such as the Spielfreude-Tour in Germany, a nationwide Trophy Tour in Mexico, as well as a multi-location programme of Fan Zones and a Trophy Tour in Colombia, more people were exposed to FIFA and our Commercial Affiliates than ever before.



LOC President Steffi Jones poses with young fans on the Spielfreude-Tour.

## FIFA Women's World Cup Germany 2011™

FIFA and the Local Organising Committee's (LOC) decision to take the FIFA Women's World Cup Germany 2011 out on the road, in the form of a national **Spielfreude-Tour (Joy of Playing Tour)**, proved so inspired that they ended up doing it twice. Thanks to the committed support given by FIFA's Commercial Affiliates to the Spielfreude-Tour concept, as well as to the **excellent locations** reserved for the tour by each of the participating cities, the initiative was rewarded with large numbers of enthusiastic fans, all keen to take part in a diverse programme of events.

### Spielfreude-Tour

The programme helped to bring the tournament's Official Slogan "THE BEAUTIFUL SIDE OF 20ELEVEN!" to life. One of the main attractions of the entire tour involved **LOC President Steffi Jones** greeting the arrival of the FIFA Women's World Cup Trophy in each host city, courtesy of FIFA National Sponsor **Deutsche Bahn's high-speed train, the ICE**. By the time the Spielfreude-Tour reached the end of part one, it had already travelled **5,934 kilometres** on its journey to each of the nine host cities, providing 122 hours of stage entertainment and some 16,000 printed pictures of fans with the FIFA Women's World Cup Trophy.

### Ticket sales

Sales of tickets ahead of the FIFA Women's World Cup Germany 2011™ exceeded even the most optimistic forecasts, with **three-quarters of the available tickets sold** some ten days before a ball had even been kicked. A total of 11 matches at the tournament were completely sold out, with an additional 12 matches attracting **attendances greater than 20,000**. By the time the FIFA Women's World Cup Germany 2011 came to a close, almost **850,000 spectators** had attended games, breaking all sorts of records and ensuring the tournament entered the history books as the best-attended FIFA Women's World Cup™ to date. »



Successful promotion: Steffi Jones on a ticket sales drive with Germany's Ariane Hingst and DFB General Secretary Wolfgang Niersbach (left). Fans flock to the opening match in Berlin's Olympiastadion (right).



Deutsche Bahn and Allianz entertained the fans on the Spielfreude-Tour.

### Winning partnerships

Such comprehensive coverage and promotion was equally welcomed by the **FIFA Partners** and National Supporters, who all reported favourable experiences following another record-breaking tournament.

**adidas**, for instance, enjoyed record sales on the back of the final being won by a sponsored team, with an individually sponsored captain, **Japan's Homare Sawa**, at its heart and, as the company's Alexander Dotterweich admitted in a post-tournament interview, "The FIFA Women's World Cup in Germany without any doubt marked a new milestone in the women's game." Hyundai agreed, with Mark Hall, Head of Marketing at Hyundai Motor Europe, saying: "The FIFA Women's World Cup Germany 2011 was a fantastic showcase for the game of football, which raised awareness for the women's game as well as the **long-standing relationship between Hyundai and FIFA.**" Hyundai's sister company, Kia, was equally effusive in its praise. "The FIFA Women's World Cup Germany 2011 was an absolutely **fabulous sponsorship activity for the Kia brand,**" Tommy Kim, Overseas Promotion Team Manager, revealed after the tournament. "Our association with FIFA helped us earn a positive appraisal from the public at large."

Swiss **luxury watch manufacturer Hublot** continued the relationship with FIFA begun at the 2010 FIFA World Cup South Africa™, acting as Official Timekeeper and Official Watch of the FIFA Women's World Cup Germany 2011™. The tournament was also notable for the successful commercial activations by a wide range of National Supporters. In addition to signing up as **FIFA National Supporters** very early in the process, **Allianz, Commerzbank, Deutsche Bahn, Deutsche Post, Deutsche Telekom and REWE** all developed imaginative campaigns around the competition and were an essential part of the overall success story.



Live Your Goals, an aspirational women's football campaign, was launched prior to the FIFA Women's World Cup and was aimed at young girls and women.

### Panini sticker album

In a tournament of firsts, there is also a special mention for Panini, whose decision to launch the first-ever **sticker album** for a FIFA Women's World Cup™ signalled yet another milestone in the development of women's football. The album, which went on sale in Germany on 6 June, featured team-specific pages, with all sixteen competing nations allocated their **own 19-player "squad"** page. In addition to the team pages, other key FIFA Women's World Cup iconic stickers were included in the album, such as the Official Mascot Karla Kick, the Official Emblem, the Official Trophy and the Official Matchball – the adidas SPEEDCELL.

### Live Your Goals

**FIFA's Live Your Goals campaign** was launched just prior to the kick-off of the FIFA Women's World Cup and concentrated on encouraging girls and young women to take up football. Although there are **29 million active female players** around the world (up from 26 million in 2006), there is still much untapped potential. Live Your Goals aims to strengthen the image of the sport and to spark, foster and establish the excitement of women's football by positioning the sport as **fun, rewarding and aspirational.**

Stars of the FIFA Women's World Cup, such as **Germany's Kim Kulig and Canada's Christine Sinclair**, joined the campaign as ambassadors, telling their stories as part of this aspirational initiative. The initiative is set to continue in the years running up to the **FIFA Women's World Cup Canada 2015™** and beyond, and is part of FIFA's long-term commitment to support women's football worldwide. »

## FIFA U-17 World Cup Mexico 2011

The **FIFA U-17 World Cup Trophy Tour in Mexico** was presented by Sony and proved to be an **unqualified success**, helping lift the profile of the competition to record-breaking heights. Mexico's obsession with everything related to football ensured fans turned out in their thousands to see, and be seen with, the **glittering prize** as it wound its way around the seven host cities in the months leading up to the FIFA tournament's opening games.

The Trophy Tour, **presented by Sony** and also featuring fellow FIFA Partner **adidas** as well as **National Supporters Cemex and Movistar**, was greeted by large and enthusiastic crowds at every turn, generating media interest in both the tour and the tournament. As a result, there was an extremely high demand for tickets well before the tournament began.

### Huge demand for tickets

A special ticket launch helped to begin a nationwide sales campaign that, in turn, sparked **huge demand**. From that point onwards, the LOC's target to **sell one million tickets** was never in doubt.

Indeed, more than two-thirds of the tournament's tickets were sold before the **opening game** in Morelia on 18 June, and they were even harder to obtain by the time the young Mexican side was greeted by **over 100,000 fans** gathered for the final at the famous Aztec Stadium. »



The trophy tour helped to generate an atmosphere and whet the fans' appetite ahead of the FIFA U-17 World Cup in Mexico.



More than  
**100,000 fans**  
 attended the final in the Aztec Stadium

The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures





The FIFA Fan Zones in city centre locations were extremely popular and created a great atmosphere for the fans.

## FIFA U-20 World Cup Colombia 2011

The success of the new FIFA Fan Zone concept, a combination of commercial displays, cultural activities and public viewings, was evident throughout the **FIFA U-20 World Cup Colombia 2011**.

Based on feedback from FIFA Partners and National Supporters, the **Fan Zones** were staged in accessible and popular sites within the host cities rather than at the stadiums themselves. This meant that they were able **to open for longer** and became a focal point for a larger number of the host region's fans and visitors, affording them an opportunity to experience the unique atmosphere.

### Popular Fan Zones

Stakeholders in the Fan Zone programme enjoyed an unrivalled opportunity to showcase relevant activations to **large numbers of visitors** across the country, while more general merchandising opportunities, sporting and cultural entertainment and, for the first time ever, a dedicated FIFA presence helped to increase tournament exposure and ticket sales. The FIFA U-20 World Cup Colombia 2011 broke the aggregate **attendance record** for a FIFA U-20 World Cup competition, and there appears to be little doubt that the Fan Zone was an important contributor to that achievement.

Among the **valuable feedback** from FIFA's Commercial Affiliates was the research by FIFA Partner Visa, which estimated that Colombia benefitted from a **20% boost in Visa card spending** in the lead-up to and during the group stage. "Visa spending data clearly shows how the FIFA U-20 World Cup Colombia 2011 brought immediate economic benefits to Colombia, heating up commerce and increasing tourism," Mr Morales, Visa's Head of Sponsorship for Latin America, explained.



The Official Look strengthens the visual identity of the 2014 FIFA World Cup, visually linking all elements of the event brand.

## 2014 FIFA World Cup™ Brazil

The 2014 FIFA World Cup Brazil™ brand burst into life back in February when FIFA and its group of elite Commercial Affiliates gathered in São Paulo for the **2014 FIFA World Cup Brazil Kick-Off Workshop**.

The workshop, which marked the **first official commercial event** in the 2014 FIFA World Cup Brazil calendar, was followed by the vibrant **Preliminary Draw** in Rio de Janeiro in July, providing FIFA's Commercial Affiliates with another perfect opportunity to leverage the 2014 FIFA World Cup Brazil brand as part of their **ongoing strategies**.

### Huge anticipation

Across Brazil, **anticipation** for the 2014 FIFA World Cup™ is **eight times higher** than for the Rio 2016 Olympic Games, according to the first wave of FIFA's public opinion tracker, with one in eight people indicating they will "definitely" go and see a match at the tournament. As well as highlighting the Brazilian **public's excitement** about the football at the 2014 FIFA World Cup, the research also suggests that there will be a great atmosphere in the country during the tournament and a warm welcome **in Brazil** for overseas visitors.

The **high levels of anticipation** are reflected in the very high host-country awareness scores, with some **84%** spontaneously mentioning Brazil to be host of the 2014 tournament while 52% correctly mentioned Rio de Janeiro, or Brazil, for the 2016 Olympic Games. »



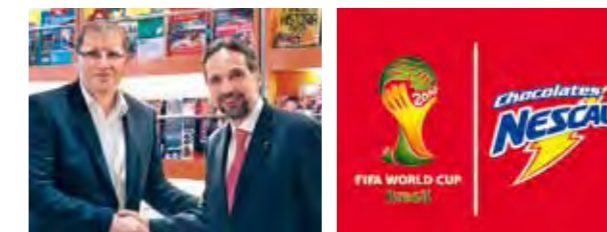
Lucas Piaçón draws Nicaragua's name out of a pot at the Preliminary Draw for the 2014 FIFA World Cup™ at Marina da Glória. Right: Pelé waves to the crowd.

## Sponsorship

The **top-tier FIFA Partners** remain unchanged for the 2014 FIFA World Cup Brazil™, with adidas, Coca-Cola, Emirates, Hyundai-Kia, Sony and Visa all signed up for the event. **Nescau**, whose pre-packaged chocolate bars and ice creams will be available to fans at all stadiums during the FIFA Confederations Cup Brazil 2013 and the 2014 FIFA World Cup Brazil, became the third **National Supporter** to sign up for the tournament. Meanwhile, pharmaceutical giant **Johnson & Johnson** became the Official Healthcare Sponsor of the FIFA World Cup™ when the multinational reached an agreement with FIFA back in July and now enjoys exclusive rights to activate across their Consumer, Medical Devices & Diagnostics and Pharmaceutical sectors. The tie-up between FIFA and Johnson & Johnson was announced less than a month after world football's governing body extended its sponsorship agreement with leading solar energy company **Yingli Green Energy**.

The Chinese operation, which initially signed up as a sponsor of the 2010 FIFA World Cup™ in South Africa, has chosen to build on the **success of the relationship** with FIFA by committing to the next edition of the event in Brazil and will again be involved with FIFA's corporate social responsibility programme as a **supporter of the Football for Hope campaign**. Johnson & Johnson and Yingli Solar now line up alongside Budweiser, Castrol, Continental, McDonald's, Oi and Marfig as the **eight members of FIFA's second-tier sponsorship group**. With both the top tiers now complete, there are only **three slots left to fill in the third tier** of National Supporters, a category reserved for domestic companies based in the Brazilian market. Bank Itaú, insurance company Liberty Seguros and the aforementioned Nescau are the three firms already signed up.

In addition to the sponsorship agreements, FIFA also secured **Editora Abril S.A.**, part of the Abril Group (Grupo Abril) and the largest publisher in Latin America. Editora Abril publishes some of the best-selling titles in Brazil, including the *Veja* magazine and Brazil's popular football newspaper *Jornal Placar*, which will be valuable sources of news for both the FIFA Confederations Cup 2013 and the 2014 FIFA World Cup. »



Thierry Weil, FIFA Director of Marketing, and Jairo Mendes Leal, CEO of Editora Abril, shake hands on the deal. Right: Nescau is already advertising itself as a National Supporter of the 2014 World Cup.

The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures

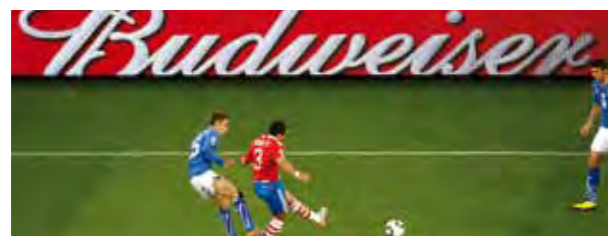
## 2018 FIFA World Cup™ Russia

**Anheuser-Busch InBev** extended its agreement with FIFA and will be the Official Beer sponsor for the 2018 FIFA World Cup Russia™ and the 2022 FIFA World Cup Qatar™. The agreement, which was signed in October, builds on the **25-year partnership** between the two organisations and ensures that Budweiser will serve as the Official Beer of the FIFA World Cup™ for the ninth and tenth time in 2018 and 2022 respectively. Budweiser is the first of the group of FIFA World Cup Sponsors to announce its **sponsorship for the 2018 and 2022** events, following on from two of FIFA's Partners, Coca-Cola and Hyundai-Kia. Anheuser-Busch InBev's commitment to the 2018 FIFA World Cup™ comes on the heels of research undertaken which indicates that positivity surrounding the tournament is already at a high level.

### Great faith and optimism

With seven years still to go before the FIFA World Cup in Russia kicks off, FIFA's latest global market research investigation highlights that **Russians** have faith in the steps taken by the LOC and the Russian Government in **preparation for the tournament**. Of the 51% of the nation who are aware that the event will take place in Russia, 74% believe that it will prove a **great success**.

Previous research shows that Russians have every reason to **be optimistic** about hosting the FIFA World Cup™. Independent research conducted for FIFA following the 2010 FIFA World Cup™ **vindicated South Africa's optimism**. Some 83% of South Africans say that they are benefitting, and will continue to benefit in the long term, from the country's hosting of the event. Furthermore, **94% believe** that the event improved the image of South Africa with foreigners and has as a result strengthened their tourism industry. It is also widely agreed (by 91% of the population) that hosting the FIFA World Cup™ has had a long-term impact on the country's infrastructure.



Budweiser will also be visible at the 2018 FIFA World Cup in Russia.

The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures

Legal affairs

# Busy times

With football becoming ever-more important, FIFA has to react to various legal challenges, which creates more and more work for the Legal Affairs Division.

## Players' Status & Governance

FIFA's **dispute resolution system** was again a popular recourse in the reporting year. Primarily clubs and players, but also coaches, associations and players' agents continue to refer their litigations to the **various decision-making** bodies put at their disposal.

During the reporting period, the number of claims lodged with the **Dispute Resolution Chamber (DRC)** increased again to 1,649. A total of 51 applications were received from associations to authorise a change of association for which a player is eligible to play, and **450 information requests** regarding the various aspects of the regulations concerned were dealt with.

The fact that the Court of Arbitration for Sport (CAS) continues to confirm the **vast majority of decisions** is testament to the high quality of the work carried out as well as to the system's credibility.

## Transfer matching system

Since 1 October 2010, **all international transfers** of professional male football players have had to be registered in the electronic transfer matching system (TMS). All **208 FIFA member associations** have been trained and continue to receive support on how to use TMS. In addition, over **5,000 clubs** have become active participants in the system and some 11,700 transfers were successfully processed in 2011. On the compliance side, a new **sanction procedure** has been in place since June 2011 and in-depth investigations are conducted into matters that could negatively impact the transparency and integrity of the market.

FIFA also processed **1,405 applications for the first registration** or international transfer of a minor through TMS, of which 86% were accepted. FIFA now has a much **better overview** of the movement of under-18 players, and compliance activities in this area will further enhance the protection of minors.



FIFA's transfer matching system has created more transparency and integrity in the market.

## Protecting the integrity of sport

The FIFA subsidiary **Early Warning System GmbH (EWS)** uses its own system to monitor the worldwide sports betting market and reports to FIFA on any influencing of FIFA and international friendly matches. As a result of EWS's activities, FIFA imposed **disciplinary sanctions** on six referees in 2011. EWS offers its services to interested FIFA member associations, such as the Japan Football Association, for which it monitored all of the matches in the J.League Division 1 in 2011.

## Commercial Legal

The process of implementing into Brazilian law the various **government guarantees** given by the government before Brazil's appointment as host of the 2014 FIFA World Cup™ required a good deal of time and negotiation skills on the part of Commercial Legal. Draft bills were submitted to the Brazilian Congress and the 12 host cities, and the legislative procedure started early in 2011. Similar discussions with the Russian and Qatari **Local Organising Committees** and governments are already under way. Several agreements have been concluded for the exploitation of media and sponsorship rights in relation to the 2018 and 2022 FIFA World Cups™. »

The FIFA year in review

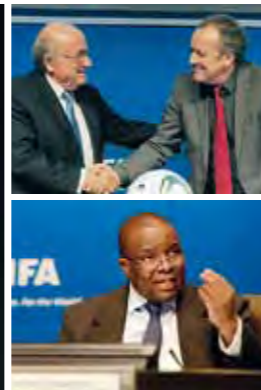
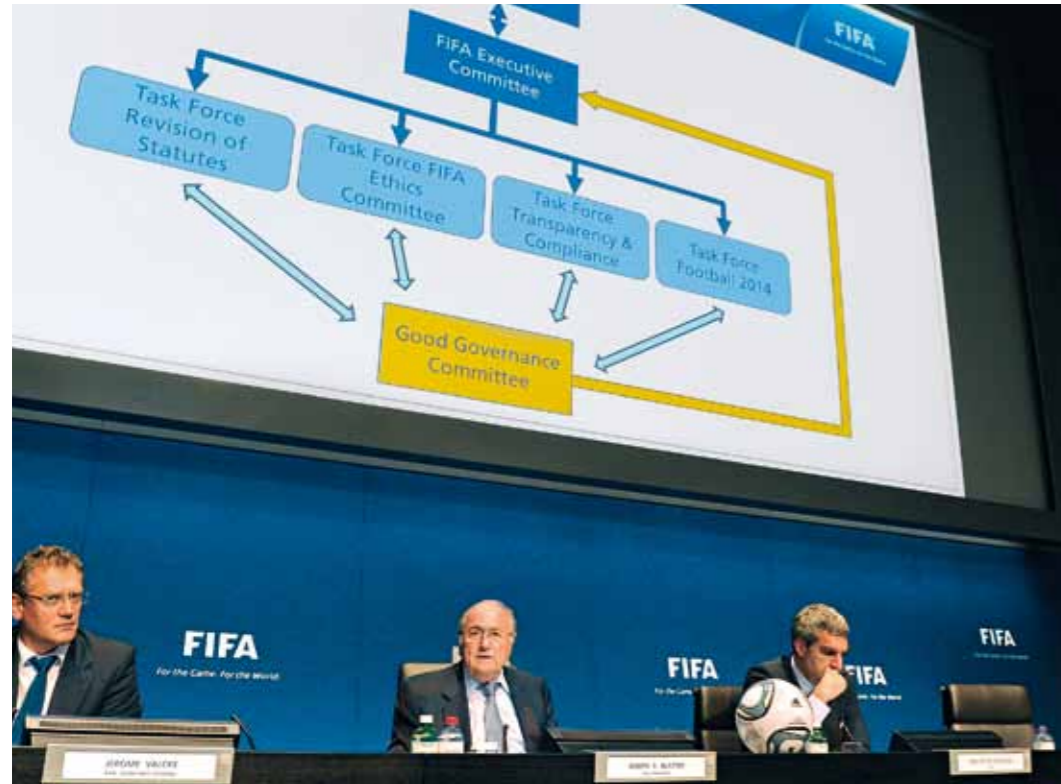
Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures



Left: FIFA President Joseph S. Blatter presents the good governance reform plan at a media conference, and (top) welcomes Professor Mark Pieth as the chairman of the Independent Governance Committee. Bottom: Petrus Damaseb, deputy chairman of the Ethics Committee.

### Corporate Legal

In the year under review, the **Corporate Legal** Department focused on the improvements in the field of **corporate governance** proposed by the FIFA President and approved by the FIFA Congress. The steps taken include the division of the Ethics Committee into an investigatory chamber and an adjudicatory chamber, which will begin work following the approval of the 2012 Congress, as well as the establishment of an Independent Governance Committee. **Three new Task Forces** covering the Revision of the Statutes, the Ethics Committee, and Transparency & Compliance, as well as the existing Task Force Football 2014, now report to the Independent Governance Committee, whose **first reform proposals** will be presented to the Executive Committee in the first half of 2012.

Any amendments to the **FIFA Statutes** will have to be approved by the FIFA Congress in 2012. A year later, the good governance process will be completed by means of approval of possible further changes to the FIFA Statutes as well as the new election of the members of the **FIFA Ethics Committee**.

### Disciplinary & Governance

The FIFA Ethics Committee had a very active year, with **31 ethics proceedings** opened. Five cases were closed because the accused no longer held a position within football and was therefore not subject to the jurisdiction of the FIFA Ethics Committee, while the other cases involved a wide range of sanctions, from **warnings to bans for life**. The FIFA Disciplinary Committee also dealt with the enforcement of many cases regarding breaches of the Regulations on the Status and Transfer of Players. A small number of appeals were lodged, but the vast majority of the decisions were confirmed by the **Appeal Committee** and the Court of Arbitration for Sport (CAS). Hearings on doping cases and match-fixing were also held and, last but not least, all the matches of the FIFA competitions were processed.

### EU Affairs

With a view to better defending the autonomy of the sports world and the specific nature of sport, FIFA has created the **EU Affairs Department** to coordinate day-to-day relations with the European institutions and their interaction with the governance of football. The department monitors developments at EU level that may have an impact on FIFA's activities, such as the **fight against match-fixing**, transparency of international transfers, and regulations on players' agents. It also contributes to improving knowledge of **FIFA's role and competence** as well as FIFA's extensive work in social, grassroots and development programmes, thus helping to creating a positive and solid reputation for FIFA.

#### At a glance

51 applications to change the association for which a player is eligible to play

11,700 transfers successfully processed in the transfer matching system in 2011

1,405 applications for the first registration or international transfer of a minor, 86% of which were accepted

450 information requests regarding various aspects of the FIFA regulations

1,649 claims lodged with the Dispute Resolution Chamber (DRC)

## Communications

## The fascination of FIFA

FIFA's work is becoming ever more diverse, and its growing importance to society and the increasing level of interest in football shows no sign of letting up either. For that reason, it is all the more important that FIFA is reachable and open by giving people the opportunity to have direct contact and get to know and understand FIFA.

With that in mind, FIFA's competitions are the ideal platform as they captivate people all around the world. **Media representatives** receive the **best possible information and work in excellent conditions** at FIFA events, as a survey conducted among media representatives at the FIFA Women's World Cup™ once again confirmed. The Media Department takes the results of such surveys on board to adjust its services to meet the constantly changing needs of the **international media**. At the 61<sup>st</sup> FIFA Congress in Zurich, wireless internet gave journalists and photographers the opportunity to use state-of-the-art social media platforms to report live on the re-election of the FIFA President. FIFA looked after **1,000 journalists** at the FIFA U-17 World Cup in Mexico as well as 2,000 journalists at both the FIFA Club World Cup in Japan and the FIFA U-20 World Cup in Colombia, with AIPS America naming the media centre at the latter event as the best media centre at a sporting event in 2011.

Until now, however, fans have had scarce opportunity for **direct contact with FIFA**. That all changed in the year under review. The Corporate Communications Department developed a **modular FIFA corporate stand**, whose size and content can be adapted for each target group and competition. In 2011, the stand was used at two World Cups and four other events to give people a direct point of contact and source of information.

## Close to the fans

The 75,000 fans who visited the **FIFA Fan Zone** in central Bogotá during the FIFA U-20 World Cup in Colombia were able to ask questions and learn more about FIFA, with the focus falling not only on **FIFA** and its three-pillar mission statement (Develop the game, touch the world, build a better future) but also on its environmental protection programme. The fans used the stand to inform themselves about FIFA and its many activities in a number of ways, including interactively.

The FIFA stand at SoccereX in Rio de Janeiro was popular with visitors.



The FIFA Club World Cup in Japan also saw fans flock to the two FIFA stands outside of the stadiums to learn more about FIFA and particularly about the significant support it provided to help rebuild the football infrastructure in the wake of the devastating earthquake. Two events in Switzerland with a predominantly younger crowd, meanwhile, saw more interactive elements incorporated into the stand, whereas at the **SoccereX** in Rio de Janeiro the stand focused mainly on the 2014 FIFA World Cup™ and FIFA's commitment to leaving a legacy through its competitions (see photo).

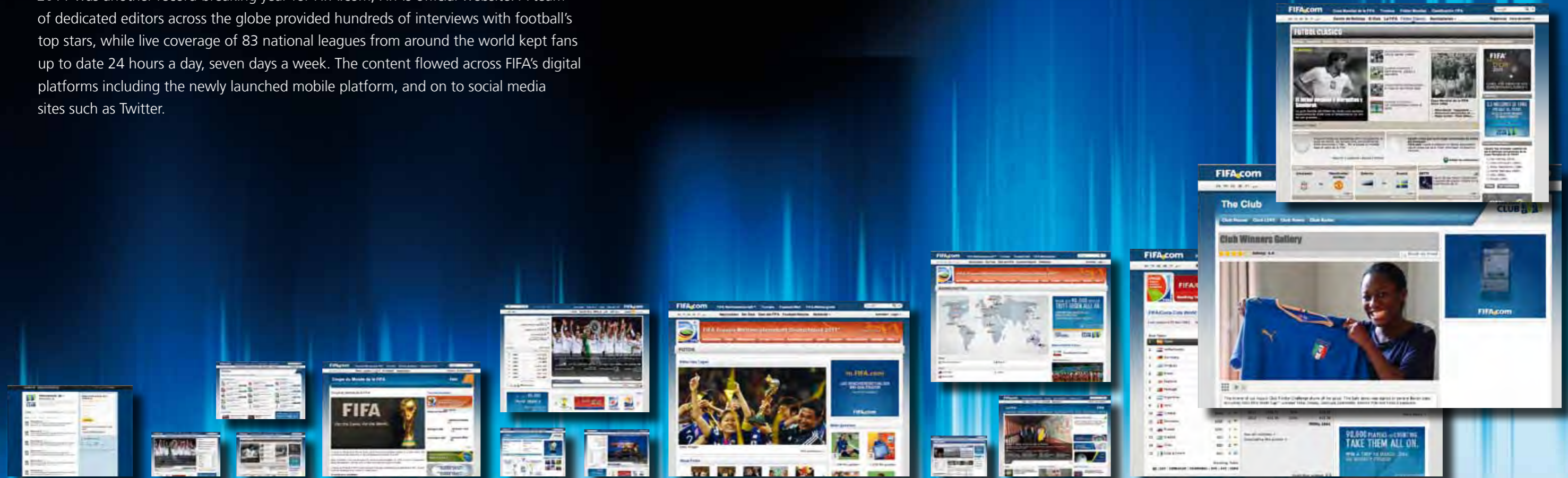
## Welcome to the Home of FIFA

**FIFA holds a fascination** that extends far beyond its competitions, however, and barely a day goes by without FIFA receiving enquiries from clubs, organisations, companies, universities and other groups who wish to visit FIFA and learn more about world football's governing body. The Communications & Public Affairs Division is also more than happy to take this opportunity to maintain direct contact with people. FIFA has **trained employees especially** for this purpose, and in 2011, FIFA welcomed nearly 3,000 visitors during the course of more than 150 events. FIFA also has various publications to inform the world about the organisation and its manifold activities. The monthly **FIFA World** magazine reports on the most important and interesting FIFA stories, giving its readership an interesting insight into life at the governing body. The **FIFA Activity Report** that you are currently reading also carries a wealth of information, and for the last three years, it has also been made available online in the form of an **e-Activity Report**, which has received **many international communication awards** and will this year once again be a high-class, interactive and entertaining publication.

# A year of expansion for FIFA.com

2011 was another record-breaking year for FIFA.com, FIFA's official website. A team of dedicated editors across the globe provided hundreds of interviews with football's top stars, while live coverage of 83 national leagues from around the world kept fans up to date 24 hours a day, seven days a week. The content flowed across FIFA's digital platforms including the newly launched mobile platform, and on to social media sites such as Twitter.

**FIFA.com**



**5.5 million**

the number of FIFA.com Club members, 21.4% of which come from Brazil, the host nation of the 2014 FIFA World Cup™.

**7,196**

the number of tweets per second during the final minutes of the FIFA Women's World Cup™.

**2 million**

the number of subscribers to the official FIFA Twitter accounts.

**Over 1 million**

the number of votes for the goal of the year, which received the FIFA Puskás Award.

**125 million**

the number of FIFA.com page views recorded during the FIFA Women's World Cup™ in Germany.

**650,000**

the number of registered followers of the official FIFA.com Twitter account (@fifacom) in December.

**10.3 million**

the number of users recorded by the FIFA Women's World Cup™ section.

**17 million**

the number of page views on FIFA Women's World Cup semi-final day, 84% of the total FIFA.com traffic.

The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures

## Communications

# Content Management Services

The ten members of this department once again obtained, registered and analysed a host of data on world football in 2011 to ensure that FIFA's two databases, FAST and FIDOM, were always up to date. Most of the data is made available on FIFA.com, thus making it accessible to the public. Over the past year, the amount of data on women's football has increased in particular.

In the **digital age**, **physical archives** continue to play an important role. Every year, FIFA welcomes dozens of visitors to the tranquil surroundings of the Documentation Centre in order to research a football-related subject or FIFA itself. The visitors are assisted by the **Content Management Services** team, who also provide content for FIFA's communications channels, e.g. the FIFA/Coca-Cola World Ranking, the **FIFA Directory**, statistical kits for tournaments or articles for publications such as *FIFA World* and brochures.

## Valuable stamp collection

The documentation department is particularly proud of the **FIFA stamp collection**, which runs into the thousands and was meticulously sorted last year, with the stamps being put into albums according to type. **The collection on the history** of the FIFA World Cups™ also contains valuable letters, autograph cards and **other rarities** and was put on public display for the first time in Switzerland last December.



A treat for stamp collectors: the thousands of stamps in FIFA's archives have been checked, sorted and expertly stored.

## Looking ahead → 2012

Both the **FIFA Confederations Cup 2013** and the 2014 FIFA World Cup™ in Brazil will be the focus of the Marketing Division's work over the next 12 months, which will see the **Official World Cup Mascot** unveiled, the strategies for **ticketing and merchandising** defined and work begin on advertising. The remaining 2014 World Cup sponsorship packages will also be sold while the **marketing** preparations for the **2018 and 2022 FIFA World Cups™** will be in full swing.

The TV Division is concentrating on working with the African Union of Broadcasters (AUB) to place **World Cup broadcasting rights** in Central and Southern Africa with free-to-air broadcasters. European tenders for the broadcasting rights to the 2018 and 2022 World Cups will be analysed carefully before any decision is taken.

In early 2012, FIFA launched its **own TV channel on YouTube**, the world's largest video-sharing platform. World football's governing body intends to release content on a regular basis for football fans worldwide to follow FIFA's activities and relive memorable moments.

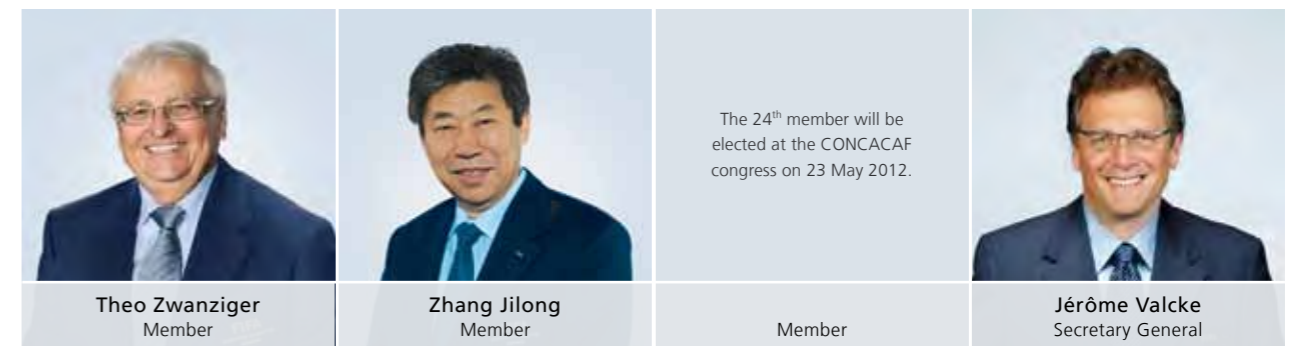
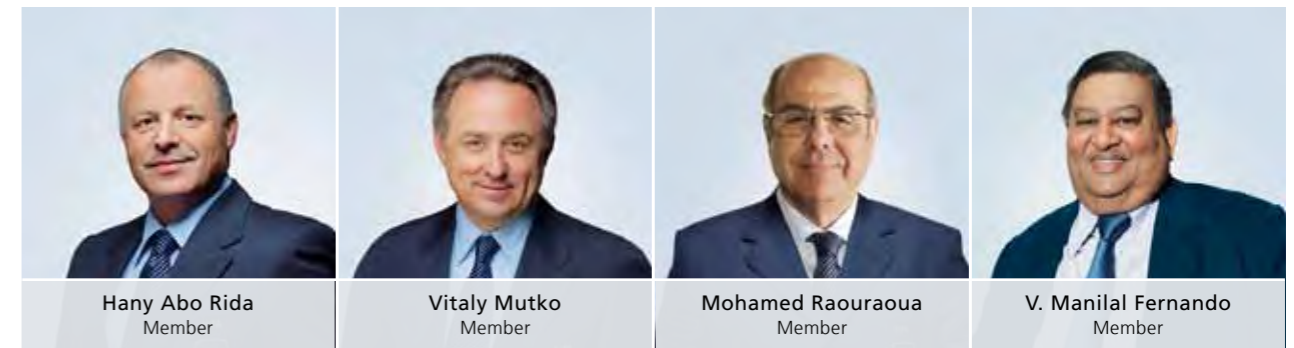
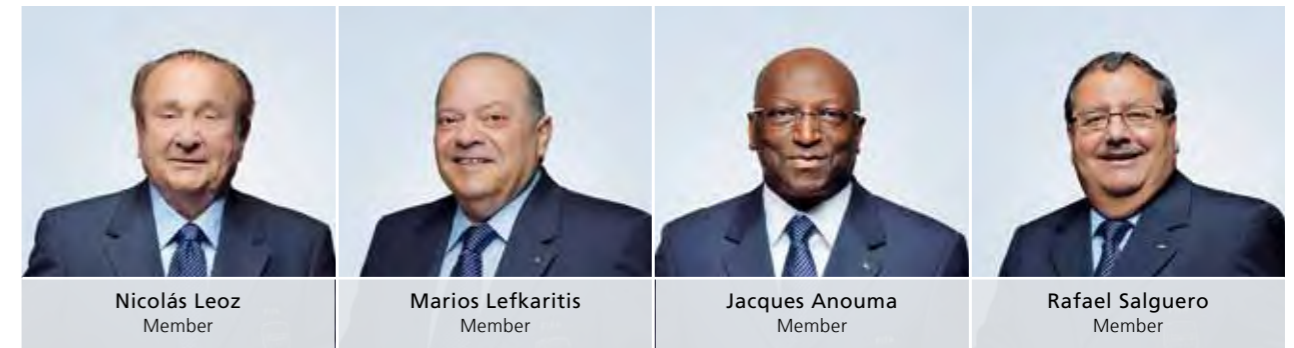
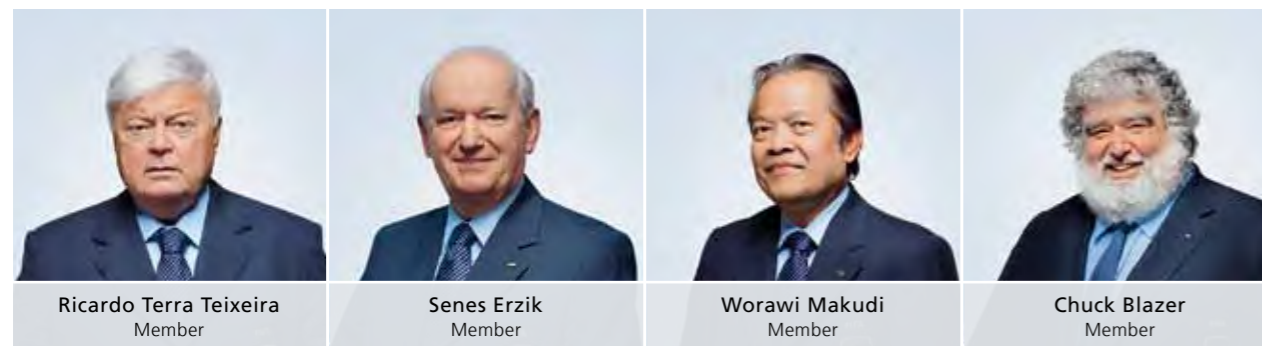
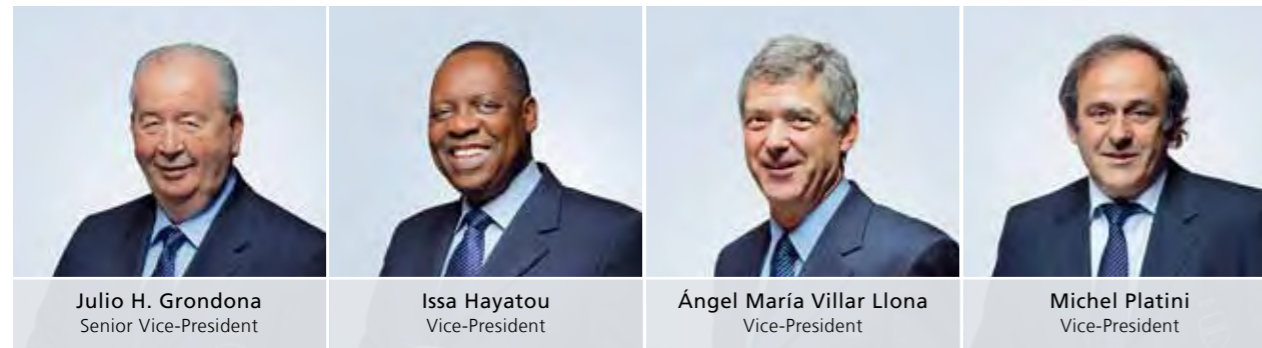




Executive Committee 128 «  
 Committee meetings 130  
 Results 134  
 Calendar 152  
 Obituaries 154

2011

# Executive Committee



The FIFA year in review

Develop the game

Touch the world

Build a better future

TV, marketing, law and communications

Facts and figures

Committee meetings

2011

2011	Place	Committee
19 January	Zurich	Disciplinary Committee
31 January	Zurich	Organising Committee for the FIFA U-17 World Cup
	Zurich	Organising Committee for the FIFA U-20 World Cup
1 February	Zurich	Organising Committee for the FIFA U-20 and U-17 Women's World Cups
	Zurich	Referees Committee
2 February	Zurich	Technical and Development Committee
	Zurich	Appeal Committee
	Zurich	Football Committee
3 February	Zurich	Appeal Committee
11 February	Zurich	Legal Committee
16 February	Zurich	Ethics Committee
28 February	Zurich	Players' Status Committee
1 March	Zurich	Committee for Women's Football and the FIFA Women's World Cup™
	Zurich	Internal Audit Committee
	Zurich	Marketing and Television Advisory Board
	Zurich	Associations Committee
2 March	Zurich	Finance Committee
	Zurich	Executive Committee
3 March	Zurich	Executive Committee
10 March	Zurich	Task Force Football 2014
25 March	Zurich	Medical Committee
26 March	Zurich	Futsal and Beach Soccer Committee
	Zurich	Marketing and Television Advisory Board
	Zurich	Internal Audit Committee
	Zurich	Organising Committee for the FIFA Club World Cup
	Zurich	Finance Committee
29 May	Zurich	Ethics Committee
30 May	Zurich	Disciplinary Committee
	Zurich	Executive Committee

2011	Place	Committee
25 June	Berlin	Committee for Women's Football and the FIFA Women's World Cup™
9 July	Mexico City	Organising Committee for the FIFA U-17 World Cup
12 July	Zurich	Appeal Committee
16 July	Frankfurt	Committee for Women's Football and the FIFA Women's World Cup™
19 July	Zurich	Disciplinary Committee
22 July	Zurich	Ethics Committee
27 July	Bogotá	Organising Committee for the FIFA U-20 World Cup
9 August	Zurich	Disciplinary Committee
19 August	Bogotá	Organising Committee for the FIFA U-20 World Cup
13 September	Zurich	Disciplinary Committee
22-23 September	Zurich	Ethics Committee
10-14 October	Zurich	Ethics Committee
12-13 October	Zurich	Disciplinary Committee
	Zurich	Organising Committee for the FIFA Club World Cup
17 October	Zurich	Organising Committee for the Olympic Football Tournaments
	Zurich	Bureau 2014 FIFA World Cup Brazil™
18 October	Zurich	Associations Committee
19 October	Zurich	Finance Committee
20 October	Zurich	Executive Committee
20-21 October	Zurich	Task Force Football 2014
25 October	Zurich	Task Force Football 2014
4 November	Zurich	Appeal Committee
14-17 November	Zurich	Ethics Committee
22 November	Zurich	Players' Status Committee
29 November	Zurich	Task Force Transparency & Compliance
30 November	Zurich	Disciplinary Committee
	Zurich	Task Force Revision of Statutes
7 December	Tokyo	Organising Committee for the FIFA Club World Cup
15 December	Tokyo	Finance Committee
16 December	Tokyo	Organising Committee for the FIFA Club World Cup
16-17 December	Tokyo	Executive Committee

The FIFA year in review

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Facts and figures

Committee meetings\*

2012

2012	Place	Committee
10 January	Zurich	Committee for Club Football
18 January	Zurich	Task Force Revision of Statutes
18-19 January	Zurich	Independent Governance Committee
19 January	Zurich	Task Force Transparency & Compliance
24 January	Zurich	Task Force Ethics Committee
7 February	Zurich	Disciplinary Committee
14 February	Zurich	Organising Committee for the FIFA U-17 Women's World Cup
	Zurich	Organising Committee for the FIFA U-20 World Cup
	Zurich	Futsal Committee
15 February	Zurich	Organising Committee for the FIFA U-17 World Cup
	Zurich	Organising Committee for the FIFA U-20 Women's World Cup
16 February	Zurich	Players' Status Committee
	Zurich	Organising Committee for the Olympic Football Tournaments
	Zurich	Committee for Women's Football and the FIFA Women's World Cup™
20 February	Zurich	Task Force Ethics Committee
21 February	Zurich	Independent Governance Committee
22 February	Zurich	Independent Governance Committee
	Zurich	Task Force Football 2014
	Zurich	Task Force Revision of Statutes
23 February	Zurich	Independent Governance Committee
27 February	Zurich	Task Force Transparency & Compliance
9 March	Zurich	Disciplinary Committee
15 March	Zurich	Task Force Ethics Committee
16 March	Zurich	Medical Committee
	Zurich	Ethics Committee
19 March	Zurich	Task Force Revision of Statutes
23 March	Zurich	Disciplinary Committee
26 March	Zurich	Strategic Committee
	Zurich	Associations Committee
	Zurich	Referees Committee
27 March	Zurich	Organising Committee for the FIFA Club World Cup
	Zurich	Development Committee
	Zurich	Audit Committee
	Zurich	Stadium and Security Committee
	Zurich	Media Committee

2012	Place	Committee
28 March	Zurich	Marketing and Television Committee
	Zurich	Referees Committee
	Zurich	Organising Committee for the FIFA World Cup™
29 March	Zurich	Finance Committee
29-30 March	Zurich	Executive Committee
20 May	Budapest	Audit Committee
21 May	Budapest	Finance Committee
21-22 May	Budapest	Executive Committee
23 July	London	Organising Committee for the Olympic Football Tournaments
8 August	London	Organising Committee for the Olympic Football Tournaments
17 August	Japan	Organising Committee for the FIFA U-20 Women's World Cup
4 September	Zurich	Committee for Club Football
7 September	Japan	Organising Committee for the FIFA U-20 Women's World Cup
21 September	Azerbaijan	Organising Committee for the FIFA U-17 Women's World Cup
24 September	Zurich	Associations Committee
	Zurich	Organising Committee for the FIFA Club World Cup
	Zurich	Beach Soccer Committee
25 September	Zurich	Development Committee
	Zurich	Football Committee
	Zurich	Players' Status Committee
26 September	Zurich	Committee for Fair Play and Social Responsibility
	Zurich	Marketing and Television Committee
	Zurich	Organising Committee for the FIFA World Cup™
	Zurich	Medical Committee
27 September	Zurich	Finance Committee
27-28 September	Zurich	Executive Committee
12 October	Azerbaijan	Organising Committee for the FIFA U-17 Women's World Cup
17-18 October	Zurich	Referees Committee
31 October	Thailand	Futsal Committee
17 November	Thailand	Futsal Committee
5 December	Tokyo	Organising Committee for the FIFA Club World Cup
13 December	Tokyo	Finance Committee
14 December	Tokyo	Organising Committee for the FIFA Club World Cup
14-15 December	Tokyo	Executive Committee

\* subject to change

## Results

# FIFA Women's World Cup Germany 2011™

**Group A** – Germany, Canada, France, Nigeria

Date	City	Match	Referee	Result
26.06.	Berlin	Germany v Canada	Jacqui Melksham (AUS)	2-1 (2-0)
26.06.	Sinsheim	Nigeria v France	Kari Seitz (USA)	0-1 (0-0)
30.06.	Frankfurt	Germany v Nigeria	Sung Mi Cha (KOR)	1-0 (0-0)
30.06.	Bochum	Canada v France	Etsuko Fukano (JPN)	0-4 (0-1)
05.07.	Moenchengladbach	France v Germany	Kirsi Heikkinen (FIN)	2-4 (0-2)
05.07.	Dresden	Canada v Nigeria	Finau Vulivuli (FIJ)	0-1 (0-0)

**Ranking**

	Team	MP	W	D	L	F-A	GD	Points
1	Germany	3	3	0	0	7-3	4	9
2	France	3	2	0	1	7-4	3	6
3	Nigeria	3	1	0	2	1-2	-1	3
4	Canada	3	0	0	3	1-7	-6	0

**Group B** – England, Japan, New Zealand, Mexico

Date	City	Match	Referee	Result
27.06.	Bochum	Japan v New Zealand	Kirsi Heikkinen (FIN)	2-1 (1-1)
27.06.	Wolfsburg	Mexico v England	Silvia Reyes (PER)	1-1 (1-1)
01.07.	Leverkusen	Japan v Mexico	Christina Pedersen (NOR)	4-0 (3-0)
01.07.	Dresden	New Zealand v England	Therese Neguel (CMR)	1-2 (1-0)
05.07.	Augsburg	England v Japan	Carol Anne Chenard (CAN)	2-0 (1-0)
05.07.	Sinsheim	New Zealand v Mexico	Jenny Palmqvist (SWE)	2-2 (0-2)

**Ranking**

	Team	MP	W	D	L	F-A	GD	Points
1	England	3	2	1	0	5-2	3	7
2	Japan	3	2	0	1	6-3	3	6
3	Mexico	3	0	2	1	3-7	-4	2
4	New Zealand	3	0	1	2	4-6	-2	1

**Group C** – USA, Korea DPR, Colombia, Sweden

Date	City	Match	Referee	Result
28.06.	Dresden	USA v Korea DPR	Bibiana Steinhaus (GER)	2-0 (0-0)
28.06.	Leverkusen	Colombia v Sweden	Carol Anne Chenard (CAN)	0-1 (0-0)
02.07.	Sinsheim	USA v Colombia	Dagmar Damkova (CZE)	3-0 (1-0)
02.07.	Augsburg	Korea DPR v Sweden	Estela Alvarez (ARG)	0-1 (0-0)
06.07.	Wolfsburg	Sweden v USA	Etsuko Fukano (JPN)	2-1 (2-0)
06.07.	Bochum	Korea DPR v Colombia	Christina Pedersen (NOR)	0-0

**Ranking**

	Team	MP	W	D	L	F-A	GD	Points
1	Sweden	3	3	0	0	4-1	3	9
2	USA	3	2	0	1	6-2	4	6
3	Korea DPR	3	0	1	2	0-3	-3	1
4	Colombia	3	0	1	2	0-4	-4	1

**Group D** – Australia, Brazil, Norway, Equatorial Guinea

Date	City	Match	Referee	Result
29.06.	Moenchengladbach	Brazil v Australia	Jenny Palmqvist (SWE)	1-0 (0-0)
29.06.	Augsburg	Norway v Equatorial Guinea	Quetzalli Alvarado (MEX)	1-0 (0-0)
03.07.	Wolfsburg	Brazil v Norway	Kari Seitz (USA)	3-0 (1-0)
03.07.	Bochum	Australia v Equatorial Guinea	Gyoengyi Gaal (HUN)	3-2 (1-1)
06.07.	Frankfurt	Equatorial Guinea v Brazil	Bibiana Steinhaus (GER)	0-3 (0-0)
06.07.	Leverkusen	Australia v Norway	Estela Alvarez (ARG)	2-1 (0-0)

**Ranking**

	Team	MP	W	D	L	F-A	GD	Points
1	Brazil	3	3	0	0	7-0	7	9
2	Australia	3	2	0	1	5-4	1	6
3	Norway	3	1	0	2	2-5	-3	3
4	Equatorial Guinea	3	0	0	3	2-7	-5	0

## Results

# FIFA Women's World Cup Germany 2011™

## Quarter-finals

Date	City	Match	Referee	Result
09.07.	Wolfsburg	Germany v Japan	Quetzalli Alvarado (MEX)	0-1 AET
09.07.	Leverkusen	England v France	Jenny Palmqvist (SWE)	1-1 AET (1-1, 0-0), PSO 3-4
10.07.	Augsburg	Sweden v Australia	Silvia Reyes (PER)	3-1 (2-1)
10.07.	Dresden	Brazil v USA	Jacqui Melksham (AUS)	2-2 AET (1-1, 0-1), PSO 3-5

## Semi-finals

Date	City	Match	Referee	Result
13.07.	Frankfurt	Japan v Sweden	Carol Anne Chenard (CAN)	3-1 (1-1)
13.07.	Moenchengladbach	France v USA	Kirsi Heikkinen (FIN)	1-3 (0-1)

## Match for third place

Date	City	Match	Referee	Result
16.07.	Sinsheim	Sweden v France	Kari Seitz (USA)	2-1 (1-0)

## Final

Date	City	Match	Referee	Result
17.07.	Frankfurt	Japan v USA	Bibiana Steinhaus (GER)	2-2 AET, (1-1, 0-0), PSO 3-1

MP = Played W = Wins D = Draws L = Losses F-A = Goals for-Goals against GD = Goal difference  
 AET = after extra time PSO = on penalties

## Results

# FIFA Club World Cup Japan 2011

## Play-off for the quarter-finals

Date	City	Match	Referee	Result
08.12.	Toyota	Kashiwa Reysol v Auckland City FC	Nicola Rizzoli (ITA)	2-0 (2-0)

## Quarter-finals

Date	City	Match	Referee	Result
11.12.	Toyota	Kashiwa Reysol v CF Monterrey	Peter O'Leary (NZL)	1-1 AET (1-1, 0-0), PSO 4-3
11.12.	Toyota	Espérance Sportive de Tunis v Al-Sadd Sports Club	Enrique Osses (CHI)	1-2 (0-1)

## Semi-finals

Date	City	Match	Referee	Result
14.12.	Toyota	Kashiwa Reysol v Santos FC	Nicola Rizzoli (ITA)	1-3 (0-2)
15.12.	Yokohama	Al-Sadd Sports Club v FC Barcelona	Joel Aguilar (SLV)	0-4 (0-2)

## Match for fifth place

Date	City	Match	Referee	Result
14.12.	Toyota	CF Monterrey v Espérance Sportive de Tunis	Ravshan Irmatov (UZB)	3-2 (2-1)

## Match for third place

Date	City	Match	Referee	Result
18.12.	Yokohama	Kashiwa Reysol v Al-Sadd Sports Club	Noumandiez Doue (CIV)	0-0, PSO 3-5

## Final

Date	City	Match	Referee	Result
18.12.	Yokohama	Santos FC v FC Barcelona	Ravshan Irmatov (UZB)	0-4 (0-3)

## Results

# FIFA U-20 World Cup Colombia 2011

**Group A** – Colombia, France, Korea Republic, Mali

Date	City	Match	Referee	Result
30.07.	Bogota	Mali v Korea Republic	Mark Clattenburg (ENG)	0-2 (0-0)
30.07.	Bogota	Colombia v France	Peter O'Leary (NZL)	4-1 (1-1)
02.08.	Bogota	France v Korea Republic	Wilson Seneme (BRA)	3-1 (1-0)
02.08.	Bogota	Colombia v Mali	Istvan Vad (HUN)	2-0 (1-0)
05.08.	Calí	France v Mali	Antonio Arias (PAR)	2-0 (0-0)
05.08.	Bogota	Colombia v Korea Republic	Markus Strombergsson (SWE)	1-0 (1-0)

**Ranking**

	Team	MP	W	D	L	F-A	GD	Points
1	Colombia	3	3	0	0	7-1	6	9
2	France	3	2	0	1	6-5	1	6
3	Korea Republic	3	1	0	2	3-4	-1	3
4	Mali	3	0	0	3	0-6	-6	0

**Group B** – Cameroon, New Zealand, Portugal, Uruguay

Date	City	Match	Referee	Result
30.07.	Calí	Cameroon v New Zealand	William Collum (SCO)	1-1 (1-1)
30.07.	Calí	Portugal v Uruguay	Abdulrahman Abdou (QAT)	0-0
02.08.	Calí	Uruguay v New Zealand	Cuneyt Cakir (TUR)	1-1 (0-0)
02.08.	Calí	Portugal v Cameroon	Antonio Arias (PAR)	1-0 (1-0)
05.08.	Calí	Portugal v New Zealand	Dong Jin Kim (KOR)	1-0 (1-0)
05.08.	Bogota	Uruguay v Cameroon	Mark Geiger (USA)	0-1 (0-1)

**Ranking**

	Team	MP	W	D	L	F-A	GD	Points
1	Portugal	3	2	1	0	2-0	2	7
2	Cameroon	3	1	1	1	2-2	0	4
3	New Zealand	3	0	2	1	2-3	-1	2
4	Uruguay	3	0	2	1	1-2	-1	2

MP = Played W = Wins D = Draws L = Losses F-A = Goals for-Goals against GD = Goal difference

**Group C** – Australia, Costa Rica, Ecuador, Spain

Date	City	Match	Referee	Result
31.07.	Manizales	Costa Rica v Spain	Dario Ubriaco (URU)	1-4 (0-1)
31.07.	Manizales	Australia v Ecuador	Djamel Haimoudi (ALG)	1-1 (0-1)
03.08.	Manizales	Ecuador v Spain	Peter O'Leary (NZL)	0-2 (0-0)
03.08.	Manizales	Australia v Costa Rica	Robert Schörgenhofer (AUT)	2-3 (1-2)
06.08.	Pereira	Ecuador v Costa Rica	Cuneyt Cakir (TUR)	3-0 (2-0)
06.08.	Manizales	Australia v Spain	Wilson Seneme (BRA)	1-5 (1-5)

**Ranking**

	Team	MP	W	D	L	F-A	GD	Points
1	Spain	3	3	0	0	11-2	9	9
2	Ecuador	3	1	1	1	4-3	1	4
3	Costa Rica	3	1	0	2	4-9	-5	3
4	Australia	3	0	1	2	4-9	-5	1

**Group D** – Croatia, Guatemala, Nigeria, Saudi Arabia

Date	City	Match	Referee	Result
31.07.	Armenia	Nigeria v Guatemala	Robert Schörgenhofer (AUT)	5-0 (2-0)
31.07.	Armenia	Croatia v Saudi Arabia	Noumandiez Doue (CIV)	0-2 (0-0)
03.08.	Armenia	Saudi Arabia v Guatemala	William Collum (SCO)	6-0 (2-0)
03.08.	Armenia	Croatia v Nigeria	Dario Ubriaco (URU)	2-5 (1-2)
06.08.	Pereira	Saudi Arabia v Nigeria	José Buitrago (COL)	0-2 (0-1)
06.08.	Armenia	Croatia v Guatemala	Abdulrahman Abdou (QAT)	0-1 (0-0)

**Ranking**

	Team	MP	W	D	L	F-A	GD	Points
1	Nigeria	3	3	0	0	12-2	10	9
2	Saudi Arabia	3	2	0	1	8-2	6	6
3	Guatemala	3	1	0	2	1-11	-10	3
4	Croatia	3	0	0	3	2-8	-6	0

## Results

# FIFA U-20 World Cup Colombia 2011

**Group E – Austria, Brazil, Egypt, Panama**

Date	City	Match	Referee	Result
29.07.	Barranquilla	Brazil v Egypt	Cuneyt Cakir (TUR)	1-1 (1-1)
29.07.	Cartagena	Austria v Panama	Antonio Arias (PAR)	0-0
01.08.	Barranquilla	Egypt v Panama	Dong Jin Kim (KOR)	1-0 (0-0)
01.08.	Barranquilla	Brazil v Austria	Mark Geiger (USA)	3-0 (1-0)
04.08.	Barranquilla	Brazil v Panama	Mark Clattenburg (ENG)	4-0 (2-0)
04.08.	Cartagena	Egypt v Austria	Walter Lopez (GUA)	4-0 (1-0)

**Ranking**

	Team	MP	W	D	L	F-A	GD	Points
1	Brazil	3	2	1	0	8-1	7	7
2	Egypt	3	2	1	0	6-1	5	7
3	Panama	3	0	1	2	0-5	-5	1
4	Austria	3	0	1	2	0-7	-7	1

**Group F – Argentina, England, Korea DPR, Mexico**

Date	City	Match	Referee	Result
29.07.	Medellín	England v Korea DPR	Wilson Seneme (BRA)	0-0
29.07.	Medellín	Argentina v Mexico	Istvan Vad (HUN)	1-0 (0-0)
01.08.	Medellín	Mexico v Korea DPR	Markus Strombergsson (SWE)	3-0 (1-0)
01.08.	Medellín	Argentina v England	Walter Lopez (GUA)	0-0
04.08.	Cartagena	Mexico v England	Djamel Haimoudi (ALG)	0-0
04.08.	Medellín	Argentina v Korea DPR	Noumandiez Doue (CIV)	3-0 (1-0)

**Ranking**

	Team	MP	W	D	L	F-A	GD	Points
1	Argentina	3	2	1	0	4-0	4	7
2	Mexico	3	1	1	1	3-1	2	4
3	England	3	0	3	0	0-0	0	3
4	Korea DPR	3	0	1	2	0-6	-6	1

MP = Played W = Wins D = Draws L = Losses F-A = Goals for-Goals against GD = Goal difference

**Round of 16**

Date	City	Match	Referee	Result
09.08.	Pereira	Cameroon v Mexico	Wilson Seneme (BRA)	1-1 AET (1-1, 0-0), PSO 0-3
09.08.	Calí	Portugal v Guatemala	Djamel Haimoudi (ALG)	1-0 (1-0)
09.08.	Bogota	Colombia v Costa Rica	Mark Clattenburg (ENG)	3-2 (0-0)
09.08.	Medellín	Argentina v Egypt	Markus Strombergsson (SWE)	2-1 (1-0)
10.08.	Armenia	Nigeria v England	Antonio Arias (PAR)	1-0 (0-0)
10.08.	Manizales	Spain v Korea Republic	Mark Geiger (USA)	0-0 AET, PSO 7-6
10.08.	Barranquilla	Brazil v Saudi Arabia	Istvan Vad (HUN)	3-0 (0-0)
10.08.	Cartagena	France v Ecuador	Dong Jin Kim (KOR)	1-0 (0-0)

**Quarter-finals**

Date	City	Match	Referee	Result
13.08.	Bogota	Mexico v Colombia	Cuneyt Cakir (TUR)	3-1 (1-0)
13.08.	Cartagena	Portugal v Argentina	Peter O'Leary (NZL)	0-0 AET., PSO 5-4
14.08.	Pereira	Brazil v Spain	Walter Lopez (GUA)	2-2 AET (1-1, 1-0), PSO 4-2
14.08.	Calí	France v Nigeria	Dario Ubriaco (URU)	3-2 AET (1-1, 0-0)

**Semi-finals**

Date	City	Match	Referee	Result
17.08.	Pereira	Brazil v Mexico	Mark Clattenburg (ENG)	2-0 (0-0)
17.08.	Medellín	France v Portugal	Cuneyt Cakir (TUR)	0-2 (0-2)

**Match for third place**

Date	City	Match	Referee	Result
20.08.	Bogota	Mexico v France	Antonio Arias (PAR)	3-1 (1-1)

**Final**

Date	City	Match	Referee	Result
20.08.	Bogota	Brazil v Portugal	Mark Geiger (USA)	3-2 AET (2-2, 1-1)

AET = after extra time PSO = on penalties



## Results

# FIFA U-17 World Cup Mexico 2011

**Group A** – Congo, Korea DPR, Mexico, Netherlands

Date	City	Match	Referee	Result
18.06.	Morelia	Congo v Netherlands	Jafeth Perea (PAN)	1-0 (0-0)
18.06.	Morelia	Mexico v Korea DPR	Stephan Studer (SUI)	3-1 (1-1)
21.06.	Morelia	Korea DPR v Netherlands	Alioum (CMR)	1-1 (0-0)
21.06.	Morelia	Mexico v Congo	Tony Chapron (FRA)	2-1 (1-0)
24.06.	Morelia	Korea DPR v Congo	Pavel Kralovec (CZE)	1-1 (1-0)
24.06.	Monterrey	Mexico v Netherlands	Victor Carrillo (PER)	3-2 (2-0)

**Ranking**

	Team	MP	W	D	L	F-A	GD	Points
1	Mexico	3	3	0	0	8-4	4	9
2	Congo	3	1	1	1	3-3	0	4
3	Korea DPR	3	0	2	1	3-5	-2	2
4	Netherlands	3	0	1	2	3-5	-2	1

**Group B** – Argentina, France, Jamaica, Japan

Date	City	Match	Referee	Result
18.06.	Monterrey	France v Argentina	Roberto Garcia (MEX)	3-0 (3-0)
18.06.	Monterrey	Japan v Jamaica	Alioum (CMR)	1-0 (0-0)
21.06.	Monterrey	Japan v France	Victor Carrillo (PER)	1-1 (0-1)
21.06.	Monterrey	Jamaica v Argentina	Pavel Kralovec (CZE)	1-2 (0-1)
24.06.	Morelia	Japan v Argentina	Alioum (CMR)	3-1 (2-0)
24.06.	Monterrey	Jamaica v France	Helder Martins (ANG)	1-1 (1-0)

**Ranking**

	Team	MP	W	D	L	F-A	GD	Points
1	Japan	3	2	1	0	5-2	3	7
2	France	3	1	2	0	5-2	3	5
3	Argentina	3	1	0	2	3-7	-4	3
4	Jamaica	3	0	1	2	2-4	-2	1

MP = Played W = Wins D = Draws L = Losses F-A = Goals for-Goals against GD = Goal difference

**Group C** – Canada, England, Rwanda, Uruguay

Date	City	Match	Referee	Result
19.06.	Pachuca	Rwanda v England	Norbert Hauata (TAH)	0-2 (0-0)
19.06.	Pachuca	Uruguay v Canada	Alexey Nikolaev (RUS)	3-0 (0-0)
22.06.	Pachuca	Uruguay v Rwanda	Svein Oddvar Moen (NOR)	1-0 (0-0)
22.06.	Pachuca	Canada v England	Omar Ponce (ECU)	2-2 (0-0)
25.06.	Torreón	Uruguay v England	Ali Albadwawi (UAE)	0-2 (0-1)
25.06.	Pachuca	Canada v Rwanda	Tony Chapron (FRA)	0-0

**Ranking**

	Team	MP	W	D	L	F-A	GD	Points
1	England	3	2	1	0	6-2	4	7
2	Uruguay	3	2	0	1	4-2	2	6
3	Canada	3	0	2	1	2-5	-3	2
4	Rwanda	3	0	1	2	0-3	-3	1

**Group D** – Czech Republic, New Zealand, USA, Uzbekistan

Date	City	Match	Referee	Result
19.06.	Torreón	Uzbekistan v New Zealand	Helder Martins (ANG)	1-4 (1-2)
19.06.	Torreón	USA v Czech Republic	Diego Abal (ARG)	3-0 (1-0)
22.06.	Torreón	USA v Uzbekistan	Alexey Nikolaev (RUS)	1-2 (0-1)
22.06.	Torreón	Czech Republic v New Zealand	Roberto Garcia (MEX)	1-0 (1-0)
25.06.	Pachuca	USA v New Zealand	Bas Nijhuis (NED)	0-0
25.06.	Torreón	Czech Republic v Uzbekistan	Raymond Bogle (JAM)	1-2 (1-1)

**Ranking**

	Team	MP	W	D	L	F-A	GD	Points
1	Uzbekistan	3	2	0	1	5-6	-1	6
2	USA	3	1	1	1	4-2	2	4
3	New Zealand	3	1	1	1	4-2	2	4
4	Czech Republic	3	1	0	2	2-5	-3	3

## Results

# FIFA U-17 World Cup Mexico 2011

**Group E** – Burkina Faso, Ecuador, Germany, Panama

Date	City	Match	Referee	Result
20.06.	Queretaro	Germany v Ecuador	Elmer Arturo Bonilla (SLV)	6-1 (1-0)
20.06.	Queretaro	Burkina Faso v Panama	Bas Nijhuis (NED)	0-1 (0-1)
23.06.	Queretaro	Burkina Faso v Germany	Paul Delgadillo (MEX)	0-3 (0-2)
23.06.	Queretaro	Panama v Ecuador	Nawaf Shukralla (BHR)	1-2 (1-0)
26.06.	Guadalajara	Burkina Faso v Ecuador	Alexey Nikolaev (RUS)	0-2 (0-0)
26.06.	Queretaro	Panama v Germany	Norbert Hauata (TAH)	0-2 (0-2)

**Ranking**

	Team	MP	W	D	L	F-A	GD	Points
1	Germany	3	3	0	0	11-1	10	9
2	Ecuador	3	2	0	1	5-7	-2	6
3	Panama	3	1	0	2	2-4	-2	3
4	Burkina Faso	3	0	0	3	0-6	-6	0

**Group F** – Australia, Brazil, Côte d'Ivoire, Denmark

Date	City	Match	Referee	Result
20.06.	Guadalajara	Brazil v Denmark	Ali Albadwawi (UAE)	3-0 (1-0)
20.06.	Guadalajara	Australia v Côte d'Ivoire	Raymond Bogle (JAM)	2-1 (0-1)
23.06.	Guadalajara	Australia v Brazil	Stephan Studer (SUI)	0-1 (0-0)
23.06.	Guadalajara	Côte d'Ivoire v Denmark	Elmer Arturo Bonilla (SLV)	4-2 (3-2)
27.06.	Queretaro	Australia v Denmark	Diego Abal (ARG)	1-1 (0-1)
26.06.	Guadalajara	Côte d'Ivoire v Brazil	Roberto Garcia (MEX)	3-3 (2-2)

**Ranking**

	Team	MP	W	D	L	F-A	GD	Points
1	Brazil	3	2	1	0	7-3	4	7
2	Côte d'Ivoire	3	1	1	1	8-7	1	4
3	Australia	3	1	1	1	3-3	0	4
4	Denmark	3	0	1	2	3-8	-5	1

MP = Played W = Wins D = Draws L = Losses F-A = Goals for-Goals against GD = Goal difference

**Round of 16**

Date	City	Match	Referee	Result
29.06.	Torreón	Uzbekistan v Australia	Victor Carrillo (PER)	4-0 (2-0)
29.06.	Guadalajara	Brazil v Ecuador	Pavel Kralovec (CZE)	2-0 (1-0)
29.06.	Morelia	Congo v Uruguay	Raymond Bogle (JAM)	1-2 (0-0)
29.06.	Monterrey	Japan v New Zealand	Stephan Studer (SUI)	6-0 (4-0)
30.06.	Queretaro	Germany v USA	Omar Ponce (ECU)	4-0 (3-0)
30.06.	Pachuca	England v Argentina	Nawaf Shukralla (BHR)	1-1 (1-1), PSO 4-2
30.06.	Queretaro	France v Côte d'Ivoire	Elmer Arturo Bonilla (SLV)	3-2 (1-2)
30.06.	Pachuca	Mexico v Panama	Svein Oddvar Moen (NOR)	2-0 (1-0)

**Quarter-finals**

Date	City	Match	Referee	Result
03.07.	Monterrey	Uruguay v Uzbekistan	Alioum (CMR)	2-0 (1-0)
03.07.	Queretaro	Japan v Brazil	Roberto Garcia (MEX)	2-3 (0-1)
04.07.	Morelia	Germany v England	Pavel Kralovec (CZE)	3-2 (2-0)
04.07.	Pachuca	France v Mexico	Ali Albadwawi (UAE)	1-2 (1-1)

**Semi-finals**

Date	City	Match	Referee	Result
07.07.	Guadalajara	Uruguay v Brazil	Alexey Nikolaev (RUS)	3-0 (1-0)
07.07.	Torreón	Germany v Mexico	Omar Ponce (ECU)	2-3 (1-1)

**Match for third place**

Date	City	Match	Referee	Result
10.07.	Mexico City	Brazil v Germany	Roberto Garcia (MEX)	3-4 (3-2)

**Final**

Date	City	Match	Referee	Result
10.07.	Mexico City	Uruguay v Mexico	Svein Oddvar Moen (NOR)	0-2 (0-1)

PSO = on penalties

## Results

# FIFA Beach Soccer World Cup Ravenna/Italy 2011

**Group A** – Switzerland, Senegal, Italy, Iran

Date	Match	Referee	Result
01.09.	Switzerland v Senegal	Juan Rodriguez (ARG)	8-8 AET, 0-1 PSO (1-4, 3-4, 4-0, 0-0)
01.09.	Italy v Iran	Javier Bentancor (URU)	6-6 AET, 5-4 PSO (1-1, 2-3, 3-2, 0-0)
03.09.	Iran v Switzerland	Ruben Eiriz (ESP)	4-6 (1-5, 1-0, 2-1)
03.09.	Senegal v Italy	Jelili Ogunmuyiwa (NGA)	4-4 AET, 2-3 PSO (0-2, 0-0, 4-2, 0-0)
05.09.	Iran v Senegal	Miguel Lopez (GUA)	3-5 (0-3, 2-1, 1-1)
05.09.	Italy v Switzerland	Istvan Meszaros (HUN)	3-2 (0-1, 1-0, 2-1)

**Ranking**

	Team	MP	W	W+	L	F-A	GD	Points
1	Italy	3	1	2	0	13-12	1	7
2	Senegal	3	1	1	1	17-15	2	5
3	Switzerland	3	1	0	2	16-15	1	3
4	Iran	3	0	0	3	13-17	-4	0

**Group B** – Argentina, Oman, Portugal, El Salvador

Date	Match	Referee	Result
01.09.	Argentina v Oman	Ruben Eiriz (ESP)	3-1 (0-1, 2-0, 1-0)
01.09.	El Salvador v Portugal	Tasuku Onodera (JPN)	2-11 (0-4, 1-5, 1-2)
03.09.	Portugal v Argentina	Alexander Berezkin (RUS)	5-0 (1-0, 3-0, 1-0)
03.09.	Oman v El Salvador	Said Hachim (MAD)	3-4 (1-0, 0-1, 2-3)
05.09.	Portugal v Oman	José Cortéz (ECU)	8-3 (3-0, 2-1, 3-2)
05.09.	El Salvador v Argentina	Jelili Ogunmuyiwa (NGA)	4-3 (0-0, 2-2, 2-1)

**Ranking**

	Team	MP	W	W+	L	F-A	GD	Points
1	Portugal	3	3	0	0	24-5	19	9
2	El Salvador	3	2	0	1	10-17	-7	6
3	Argentina	3	1	0	2	6-10	-4	3
4	Oman	3	0	0	3	7-15	-8	0

**Group C** – Nigeria, Russia, Tahiti, Venezuela

Date	Match	Referee	Result
02.09.	Nigeria v Russia	José Cortéz (ECU)	4-8 (1-4, 2-3, 1-1)
02.09.	Tahiti v Venezuela	Istvan Meszaros (HUN)	5-2 (1-1, 3-1, 1-0)
04.09.	Venezuela v Nigeria	Oscar Arosemena (PAN)	3-5 (1-2, 1-1, 1-2)
04.09.	Russia v Tahiti	Suwat Wongsuwan (THA)	5-0 (0-0, 1-0, 4-0)
06.09.	Venezuela v Russia	Ebrahim Almansory (UAE)	3-7 (1-0, 1-4, 1-3)
06.09.	Tahiti v Nigeria	Ivo de Moraes (BRA)	1-4 (0-0, 1-3, 0-1)

**Ranking**

	Team	MP	W	W+	L	F-A	GD	Points
1	Russia	3	3	0	0	20-7	13	9
2	Nigeria	3	2	0	1	13-12	1	6
3	Tahiti	3	1	0	2	6-11	-5	3
4	Venezuela	3	0	0	3	8-17	-9	0

**Group D** – Japan, Mexico, Brazil, Ukraine

Date	Match	Referee	Result
02.09.	Japan v Mexico	Tomasz Winiarczyk (POL)	2-3 (1-0, 0-2, 1-1)
02.09.	Brazil v Ukraine	Oscar Arosemena (PAN)	3-3 AET, 2-1 PSO (1-0, 1-3, 1-0, 0-0)
04.09.	Ukraine v Japan	Ebrahim Almansory (UAE)	4-2 (1-0, 2-1, 1-1)
04.09.	Mexico v Brazil	Alexander Berezkin (RUS)	2-5 (1-2, 1-3, 0-0)
06.09.	Ukraine v Mexico	Tomasz Winiarczyk (POL)	1-1 AET, 0-1 PSO (1-0, 0-0, 0-1, 0-0)
06.09.	Brazil v Japan	Ruben Eiriz (ESP)	3-2 (1-1, 0-1, 2-0)

**Ranking**

	Team	MP	W	W+	L	F-A	GD	Points
1	Brazil	3	2	1	0	11-7	4	8
2	Mexico	3	1	1	1	6-8	-2	5
3	Ukraine	3	1	0	2	8-6	2	3
4	Japan	3	0	0	3	6-10	-4	0

MP = Played W = Wins W+ = Win in extra time or in a penalty shoot-out L = Losses F-A = Goals for-Goals against  
 GD = Goal difference AET = after extra time PSO = on penalties

## Results

# FIFA Beach Soccer World Cup Ravenna/Italy 2011

## Quarter-finals

Date	Match	Referee	Result
08.09.	Russia v Mexico	Istvan Meszaros (HUN)	5-3 (1-1, 3-0, 1-2)
08.09.	Portugal v Senegal	Tasuku Onodera (JPN)	4-4 AET, 3-2 PSO (3-1, 1-2, 0-1, 0-0)
08.09.	Italy v El Salvador	José Cortéz (ECU)	5-6 AET (1-1, 2-3, 2-1, 0-1)
08.09.	Brazil v Nigeria	Alexander Berezkin (RUS)	10-8 AET (3-1, 2-4, 3-3, 2-0)

## Semi-finals

Date	Match	Referee	Result
10.09.	El Salvador v Russia	Jelili Ogunmuyiwa (NGA)	3-7 (1-4, 2-2, 0-1)
10.09.	Brazil v Portugal	Ruben Eiriz (ESP)	4-1 (0-1, 2-0, 2-0)

## Match for third place

Date	Match	Referee	Result
11.09.	El Salvador v Portugal	Said Hachim (MAD)	2-3 (1-1, 1-1, 0-1)

## Final

Date	Match	Referee	Result
11.09.	Russia v Brazil	José Cortéz (ECU)	12-8 (3-2, 6-2, 3-4)

MP = Played W = Wins D = Draws L = Losses F-A = Goals for-Goals against GD = Goal difference  
 AET = after extra time PSO = on penalties

## Results

# FIFA Interactive World Cup 2011

## Group A – Stojkovic, Allen, Ribeiro, Correia, Sousa, Esteban

Match	Result
Nenad Stojkovic v Tyrone Allen	5-0
Adrian Esteban v Andre Sousa	0-1
Dennis Correia v Michael Ribeiro	0-2
Andre Sousa v Nenad Stojkovic	0-6
Tyrone Allen v Michael Ribeiro	1-1
Adrian Esteban v Dennis Correia	1-3
Nenad Stojkovic v Michael Ribeiro	1-0
Andre Sousa v Dennis Correia	0-1
Tyrone Allen v Adrian Esteban	4-0
Dennis Correia v Nenad Stojkovic	1-3
Michael Ribeiro v Adrian Esteban	3-1
Andre Sousa v Tyrone Allen	0-1
Nenad Stojkovic v Adrian Esteban	2-0
Dennis Correia v Tyrone Allen	0-4
Michael Ribeiro v Andre Sousa	1-0

## Ranking

	Name	MP	W	D	L	F-A	GD	Points
1	Nenad Stojkovic*	5	5	0	0	17-1	16	15
2	Tyrone Allen*	5	3	1	1	10-6	4	10
3	Michael Ribeiro	5	3	1	1	7-3	4	10
4	Dennis Correia	5	2	0	3	5-10	-5	6
5	Andre Sousa	5	1	0	4	1-9	-8	3
6	Adrian Esteban	5	0	0	5	2-13	-11	0

MP = Played W = Wins D = Draws L = Losses F-A = Goals for-Goals against GD = Goal difference  
 \* Qualified for the quarter-finals

## Group B – Munoz, Winster, Walton, Buffo, Dergham, Testevuide

Match	Result
Ty Walton v Adam Winster	2-1
Ramy Dergham v Javier Munoz	1-2
Andre Buffo v Julien Testevuide	3-3
Javier Munoz v Ty Walton	3-0
Adam Winster v Julien Testevuide	1-0
Ramy Dergham v Andre Buffo	1-4
Ty Walton v Julien Testevuide	4-1
Javier Munoz v Andre Buffo	1-1
Adam Winster v Ramy Dergham	3-0
Andre Buffo v Ty Walton	0-0
Julien Testevuide v Ramy Dergham	1-3
Javier Munoz v Adam Winster	1-1
Ty Walton v Ramy Dergham	1-0
Andre Buffo v Adam Winster	0-2
Julien Testevuide v Javier Munoz	2-3

## Ranking

	Name	MP	W	D	L	F-A	GD	Points
1	Javier Munoz*	5	3	2	0	10-5	5	11
2	Adam Winster*	5	3	1	1	8-3	5	10
3	Ty Walton	5	3	1	1	7-5	2	10
4	Andre Buffo	5	1	3	1	8-7	1	6
5	Ramy Dergham	5	1	0	4	5-11	-6	3
6	Julien Testevuide	5	0	1	4	7-14	-7	1

## Results

## FIFA Interactive World Cup 2011

**Group C** – Cruz, Forero, Brewster, Sanchez, Urbanek, Polichnoi

Match	Result
Robert Brewster v Francisco Cruz	3-3
Sergei Polichnoi v Wbeimar Forero	0-4
Rafael Sánchez v Patryk Urbanek	5-0
Wbeimar Forero v Robert Brewster	3-2
Francisco Cruz v Patryk Urbanek	2-1
Sergei Polichnoi v Rafael Sánchez	0-4
Robert Brewster v Patryk Urbanek	1-1
Wbeimar Forero v Rafael Sánchez	2-1
Francisco Cruz v Sergei Polichnoi	3-1
Rafael Sánchez v Robert Brewster	1-2
Patryk Urbanek v Sergei Polichnoi	2-1
Wbeimar Forero v Francisco Cruz	1-2
Robert Brewster v Sergei Polichnoi	1-0
Rafael Sánchez v Francisco Cruz	1-3
Patryk Urbanek v Wbeimar Forero	1-1

**Ranking**

	Name	MP	W	D	L	F-A	GD	Points
1	Francisco Cruz*	5	4	1	0	13-7	6	13
2	Wbeimar Forero*	5	3	1	1	11-6	5	10
3	Robert Brewster	5	2	2	1	9-8	1	8
4	Rafael Sánchez	5	2	0	3	12-7	5	6
5	Patryk Urbanek	5	1	2	2	5-10	-5	5
6	Sergei Polichnoi	5	0	0	5	2-14	-12	0

**Group D** – Azzi, Zerecero, Daher, Waibel, Ramos, Moura

Match	Result
Manuel Waibel v Adel Daher	2-3
Alfonso Ramos v Felipe Moura	3-1
Mark Azzi v Rubén Zerecero	3-2
Felipe Moura v Manuel Waibel	1-2
Adel Daher v Rubén Zerecero	1-1
Alfonso Ramos v Mark Azzi	2-0
Manuel Waibel v Rubén Zerecero	0-0
Felipe Moura v Mark Azzi	1-5
Adel Daher v Alfonso Ramos	5-3
Mark Azzi v Manuel Waibel	2-0
Rubén Zerecero v Alfonso Ramos	2-1
Felipe Moura v Adel Daher	3-2
Manuel Waibel v Alfonso Ramos	1-0
Mark Azzi v Adel Daher	4-3
Rubén Zerecero v Felipe Moura	3-1

**Ranking**

	Name	MP	W	D	L	F-A	GD	Points
1	Mark Azzi*	5	4	0	1	14-8	6	12
2	Ruben Zerecero*	5	2	2	1	8-6	2	8
3	Adel Daher	5	2	1	2	14-13	1	7
4	Manuel Waibel	5	2	1	2	5-6	-1	7
5	Alfonso Ramos	5	2	0	3	9-9	0	6
6	Felipe Moura	5	1	0	4	7-15	-8	3

**Quarter-finals**

Match	Result
Nenad Stojkovic v Adam Winster	2-4
Tyronne Allen v Javier Munoz	3-1
Francisco Cruz v Ruben Zerecero	4-1
Mark Azzi v Wbeimar Forero	2-0

**Semi-finals**

Match	Result
Francisco Cruz v Mark Azzi	2-0
Javier Munoz v Adam Winster	2-1

**Match for third place**

Match	Result
Mark Azzi v Adam Winster	1-0

**Final**

Match	Result
Francisco Cruz v Javier Munoz	4-1

MP = Played W = Wins D = Draws L = Losses F-A = Goals for-Goals against GD = Goal difference

\* Qualified for the quarter-finals

Calendar

2011

Date	Place	Event
10 January	Zurich	FIFA Ballon d'Or
5 March	Newport, Wales	125 <sup>th</sup> Annual General Meeting of the International Football Association Board
25-29 March		Fixed dates for official competition matches
31 May – 1 June	Zurich	61 <sup>st</sup> FIFA Congress
1-2 June	Zurich	Blue Stars/FIFA Youth Cup 2011
1 June		Fixed date for friendly matches
3-7 June		Fixed dates for official competition matches
4-6 June	Los Angeles	FIFA Interactive World Cup 2011
18 June – 10 July	Mexico	FIFA U-17 World Cup Mexico 2011
26 June – 17 July	Germany	FIFA Women's World Cup Germany 2011
29 July – 20 August	Colombia	FIFA U-20 World Cup Colombia 2011
10 August		Fixed date for friendly matches
1-11 September	Ravenna, Italy	FIFA Beach Soccer World Cup Ravenna/Italy 2011
2-6 September		Fixed dates for official competition matches
7-11 October		Fixed dates for official competition matches
8-18 December	Japan	FIFA Club World Cup Japan 2011

Calendar\*

2012

Date	Place	Event
9 January	Zurich	FIFA Ballon d'Or
29 February		Fixed date for international matches
2-4 March	London	126 <sup>th</sup> Annual General Meeting of the International Football Association Board
24 April	London	Official Draw for the Olympic Football Tournaments London 2012
16-17 May	Zurich	Blue Stars/FIFA Youth Cup 2012
22-24 May	Dubai	FIFA Interactive World Cup
24-25 May	Budapest	62 <sup>nd</sup> FIFA Congress
1-5 June		Fixed dates for official competition matches
8-12 June		Fixed dates for official competition matches
Early July	Azerbaijan	Official Draw for the FIFA U-17 Women's World Cup
25 July – 9 August	London/UK	Olympic Football Tournaments London 2012 – Women
26 July – 11 August	London/UK	Olympic Football Tournaments London 2012 – Men
15 August		Fixed date for international matches
19 August – 8 September	Japan	FIFA U-20 Women's World Cup Japan 2012
24 August	Thailand	Official Draw for the FIFA Futsal World Cup 2012
7-11 September		Fixed dates for official competition matches
22 September – 13 October	Azerbaijan	FIFA U-17 Women's World Cup Azerbaijan 2012
12-16 October		Fixed dates for official competition matches
1-18 November	Thailand	FIFA Futsal World Cup Thailand 2012
14 November		Fixed date for official competition matches
1 December	São Paulo	Official Draw for the FIFA Confederations Cup Brazil 2013
6-16 December	Japan	FIFA Club World Cup Japan 2012

\* subject to change

The FIFA year in review

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# Gone, but not forgotten

Once again, the world of football has lost many active or former players, coaches, referees and association representatives, all of whom deserve our utmost respect for their services to our game. On this page, we would like to pay tribute to a number of those we have lost in the year under review.

Former FIFA Executive Committee member Isaac David Sasso Sasso of Costa Rica served football at national and international level for more than a quarter of a century before he passed away on 8 March 2011 at the age of 85. He also held various important positions at both CONCACAF and FIFA by virtue of his experience as a club chairman and as the President of the Costa Rican FA, but particularly due to his friendly nature and immense commitment to football. He was named as an honorary member of FIFA in 2007, and 12 months later he received the prestigious Order of Merit from FIFA President Joseph S. Blatter. Brazil's Sócrates will never be forgotten either. First and foremost, he was a quite brilliant footballer with perfect technique and a love of the game who played a key role in shaping the *Seleção's* beautiful game between 1978 and 1986, scoring 20 goals in 60 international appearances, but he was also a qualified doctor who stood out on the pitch not just because of his striking beard but also thanks to his graceful dribbles and all-round play. The international football family is mourning the loss of a man lovingly called "The Doctor" by his fans at the age of just 57.

We also said farewell to former presidents of member associations Jesús Manuel Pallarés (Paraguay), Omar Kezzal (Algeria), Bill Dickie (Scotland) and Miljan Miljanić (Serbia). Tragedy struck on 8 July when a plane crashed in Kisangani, Congo DR. Six representatives of the Congo DR FA, who had been on their way to a match, were among those who lost their lives. We were also shocked and saddened by the riots after an Al-Masry versus Al-Ahly match in Egypt on 1 February 2012 which resulted in at least 70 deaths and left hundreds more injured. The football family is mourning these and many other recently departed friends.



Long-standing FIFA Executive Committee member Isaac David Sasso of Costa Rica (left). Brazilian football legend Sócrates (right).

IN MEMORIAM		
<p><b>Alcides Vicente Silveira</b> Uruguay Former player</p> <p><b>Jordi Vila</b> Spain Former player</p> <p><b>Widukind Herrmann</b> Germany Former FIFA referee</p> <p><b>Isaac David Sasso Sasso</b> Costa Rica Former FIFA Executive Committee member</p> <p><b>Jan Popluhar</b> Slovakia Former player</p> <p><b>Ernest Vaast</b> France Former player</p> <p><b>Jean Daniel Eboué</b> Cameroon Former player</p> <p><b>Sidney Colônia Cunha</b> Brazil Former player</p> <p><b>Olubayo Adefemi</b> Nigeria Player</p> <p><b>Willie O'Neill</b> Scotland Former player</p> <p><b>Lidio Toledo</b> Brazil Former member of the FIFA Medical Committee</p> <p><b>Jason Smith</b> Bermuda Player</p> <p><b>Randy Robinson</b> Bermuda Player</p> <p><b>Ernie Walker</b> Scotland Former General Secretary of the Scottish FA</p> <p><b>Célestin Oliver</b> France Former player and coach</p> <p><b>Gianfranco Espejo</b> Peru Player</p> <p><b>Vladimir Pettay</b> Russia FIFA referee</p>	<p><b>Ulrich Biesinger</b> Germany Former player</p> <p><b>Dennis Marshall</b> Costa Rica Player</p> <p><b>Tomislav Ivić</b> Croatia Former player and coach</p> <p><b>Jan van Beveren</b> Netherlands Former player</p> <p><b>Fritz Morf</b> Switzerland Former player</p> <p><b>Bertalan Bicskei</b> Hungary Former player and coach</p> <p><b>Takaji Mori</b> Japan Former player and coach</p> <p><b>Gerhard Kapl</b> Austria Vice-President of the Austrian FA</p> <p><b>Naoki Matsuda</b> Japan Player</p> <p><b>Theyab Awana Ahmed Hussein Al Musabi</b> United Arab Emirates Player</p> <p><b>Zakaria Zerouali</b> Morocco Player</p> <p><b>Niver Arboleda</b> Colombia Former player</p> <p><b>Giulio Campanati</b> Italy Former referee</p> <p><b>Florian Albert</b> Hungary Former player and coach</p> <p><b>Valentin Ivanov</b> Russia Former player and coach</p> <p><b>Alun E. Evans</b> Wales Former General Secretary of the Welsh FA</p> <p><b>Jesús Manuel Pallarés</b> Paraguay Former President of the Paraguayan FA</p> <p><b>Carl Aage Praest</b> Denmark Former player</p>	<p><b>Sócrates Brasileiro Sampaio de Souza Vieira de Oliveira</b> Brazil Former player</p> <p><b>Abdul Wahed Al-Khamesi</b> Yemen Referee</p> <p><b>Mohammed Al-Nowagi</b> Yemen Referee</p> <p><b>Christopher W. McDonald</b> Japan Member of the Japan Football Hall of Fame</p> <p><b>Mohieddine Baccar</b> Tunisia General Secretary of the North African Football Union</p> <p><b>Awalu Barau</b> Nigeria Referee</p> <p><b>Omar Kezzal</b> Algeria Former President of the Algerian FA</p> <p><b>Bill Dickie</b> Scotland Former President of the Scottish FA</p> <p><b>Miljan Miljanić</b> Serbia Former player, coach and President of the Serbian FA</p> <p><b>Marcel Bourquenez</b> Switzerland Vice-President of the Swiss Football League</p> <p><b>Pierre Sinibaldi</b> France Former player and coach</p> <p><b>Ladislav Kuna</b> Slovakia Former player and coach</p> <p><b>Jeffrey Ntuka</b> South Africa Player</p> <p><b>Gary Speed</b> Wales National team coach and former player</p> <p><b>Wilfried Gerhard</b> Germany Former General Secretary of the German FA</p> <p><b>Jesús Pereda</b> Spain Former player and coach</p> <p><b>April Phumo</b> Lesotho Former coach</p>



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