



FÉDÉRATION INTERNATIONALE DE FOOTBALL ASSOCIATION (FIFA)

BACKGROUND

FIFA is an international non-governmental organisation founded in 1904 with the objective to promote and improve the game of football. It has the overall responsibility to organise and govern football's tournaments, most notably the World Cup. While continuing to promote football as a game, FIFA also aims to use football as a unifying force and tool for social and human development. FIFA coordinates the development of the game of football as well as the capacity of countries to participate in the sport by financially assisting football associations. The organisation also has initiatives to support local communities in the areas such as peace-building, education, health, and social integration.

ORGANISATIONAL STRUCTURE

FIFA is made up of 208 national football associations. Also participating in FIFA are confederations, which are regional groupings of the football associations, for example, the Union of European Football Associations (UEFA).

The ultimate decision making body in FIFA is the Congress, which comprises all 208 member associations of FIFA. The Congress elects the President who heads a Executive Committee that consists of eight vice presidents and fifteen members appointed by the confederations and the associations. The administrative body of FIFA is the General Secretariat.

More than 30 standing and *ad hoc* committees advise and assist the Executive Committee and General Secretariat. These include the Finance Committee, Organizing Committee for the FIFA World Cup, Ethics Committee, the Referees Committee, the Sports Medical Committee, and Internal Audit Committee.

ACCOUNTABILITY SUMMARY

TRANSPARENCY

- Commitment:** FIFA makes a commitment to transparency in its *Mission Statement*. The document meets no good practice principles.
- Oversight:** The FIFA President and the Executive Committee are ultimately responsible for transparency and information disclosure within the organisation.
- Training:** Staff do not receive any training on how to comply with any transparency commitments.
- Accessibility:** The *Mission Statement* is widely disseminated and available in four languages.

PARTICIPATION – EXTERNAL STAKEHOLDER ENGAGEMENT

- Commitment:** FIFA makes a commitment to engage with NGOs and other external stakeholders in its Football for Hope project, which uses local NGOs to further social development through football. The commitments meet some good practice principles.
- Oversight:** The Head of Corporate Social Responsibility oversees the overall NGO engagement in the project while the Coordination Teams supervise activities on a more regular basis.
- Training:** The coordination teams do not receive any training on how to effectively engage with NGOs.
- Accessibility:** Information about the project is widely disseminated and translated.
- Formalised engagement:** FIFA has not institutionalised external stakeholder engagement in Board or senior management level decision making.

PARTICIPATION – MEMBER CONTROL

- Equitability:** FIFA has strong equitable member control. Its governing articles allocate one vote to each member association, disallow multiple representations, and enable Congress to dismiss members of the Executive Committee. The President is elected by a two-thirds majority of all member votes.

FIFA

Location: Zurich, Switzerland

Total revenue from 2003 to 2006: \$2.897 billion USD (3,238 million CHF)

Employees: 280

Website: www.fifa.com

2007 GLOBAL ACCOUNTABILITY REPORT RATINGS		
Dimension	Score	Rating among INGOs
Transparency	27 percent	8
Participation	65 percent	7
Evaluation	17 percent	10
C&R	40 percent	7
Overall	37 percent	10

EVALUATION

- Commitment:** FIFA makes commitments to monitor and evaluate some of its operations through the *Goal* Regulations, and a *Strategic Alliance* between FIFA and streetfootballworld. The *Goal* Regulations control FIFA's football development programme aimed at assisting national associations. The *Strategic Alliance* lays out the agreement between FIFA and streetfootballworld for the Football for Hope development programme and describes the commitment to develop a monitoring and evaluation system for measuring programme success. The *Goal* Regulations meets some good practice principles.
- Oversight:** The Head of Corporate Social Responsibility has the overall responsibility for evaluations within Football for Hope. The Director of Development oversees the compliance of the FAP and *Goal* programmes to commitments. Development Officers conduct the evaluations for the *Goal* programmes.
- Training:** Staff do not receive training on evaluation.
- Accessibility:** The Regulations are not widely disseminated, but they are translated.
- Disseminating lessons:** FIFA does not have any mechanisms for disseminating lessons learnt through evaluation.

COMPLAINT AND RESPONSE – INTERNAL AND EXTERNAL COMPLAINTS

- Commitment:** FIFA has two policies guiding the handling of internal and external complaints. The *FIFA Code of Ethics* describes the codes that FIFA Officials must uphold, and the *FIFA Disciplinary Code* controls the discipline over infractions of the *FIFA Regulations*. The codes apply to external stakeholders, specifically players and players' agents. The policies meet many good practice principles. FIFA is one of only three organisations out of the 30 assessed in the 2007 Global Accountability Report to provide a mechanism that enables external stakeholders to appeal decisions related to their complaint.
- Oversight:** The Ethics committee oversees the *FIFA Code of Ethics* and the Disciplinary Committee oversees the *Disciplinary Code*.
- Training:** Staff do not receive training on how to implement the provisions in the codes.
- Accessibility:** Both codes are widely disseminated and translated.
- Complaints against policy:** The external complaint procedures do not extend to organisational policies.

CROSS SECTOR SUMMARY

FIFA's overall accountability score is lower than the average accountability scores of any of the three sectors.

