

CAF – FIFA Partnership Roadmap

Preamble:

- This document outlines the roadmap with the areas and objectives of the CAF – FIFA partnership, following the CAF request to seek FIFA’s expertise to diagnose the current situation in CAF and suggest methods to accelerate the ongoing reform process.
- This roadmap will be implemented with the close collaboration of the FIFA General Delegate for Africa and the CAF General Secretary, relying on the CAF Administration and a group of experts, selected according to their expertise. The CAF decision-making bodies, namely its Executive Committee and the General Assembly, while maintaining their respective prerogatives as fixed in the statutes, will be provided with reports outlining the progresses of the works.
- The objectives of this roadmap will be regularly adapted, according to the evolution of the mission.
- All work will be undertaken under the supervision of the CAF President and the FIFA President, with regular reporting to the CAF Executive Committee. The cooperation will be formalised in a cooperation agreement between both organisations and signed by both Presidents.

The roadmap covers three main areas and is divided in 11 points as follows:

Financial management, good governance and internal procedures		
1.	General audit of the financial management and the internal processes	<ul style="list-style-type: none"> • Detect and adjust potential wrongdoings • Identify required procedural changes to ensure highest standard of good governance in all internal processes
2.	Full transparency of the management process, notably the money flows (revenues and expenses)	<ul style="list-style-type: none"> • Ensure that all balance sheet entries and exits are fully accounted for in a transparent and professional manner, with the relevant control mechanisms and approval processes
3.	Implementation of good governance principles and compliance in internal procedures	<ul style="list-style-type: none"> • Implementation of measures identified during general audit • Identify potential statutory changes required • Ensure CAF’s internal structures are governed by the highest standard of good governance and compliance in order for organisation to regain trust
4.	Analysis of administration of judicial bodies	<ul style="list-style-type: none"> • Insurance of an efficient, impartial and independent functioning of the decision-making processes

Efficient and professional organisation of competitions

5.	Improvement of all competition formats	<ul style="list-style-type: none">• Optimise use of calendar, taking into account sporting aspects and geographical configuration• Ensure competitions provide development opportunities at all levels (men, women and youth)
6.	Set up of a task force on match operations and stadium security	<ul style="list-style-type: none">• Use relevant expertise available to educate and set up relevant procedures to ensure high-level standard of match operations and stadium security• Activate AU-FIFA-CAF Memorandum to ensure appropriate cooperation from state authorities to assist in these efforts
7.	Set up of a comprehensive plan for the integrity of competitions	<ul style="list-style-type: none">• Set up appropriate mechanisms to prevent and address all issues related to match manipulation• Activate AU-FIFA-CAF Memorandum to ensure appropriate cooperation from state authorities to assist in these efforts
8.	Development of refereeing	<ul style="list-style-type: none">• Improve refereeing operations and ensure high level of professionalism, independence and integrity

Growth and development of African football

9.	Analysis of current commercial agreements	<ul style="list-style-type: none">• Analyse current situation in view of potential and future optimisation of commercial revenues for African football
10.	Streamlining of FIFA and CAF development programmes, with an in-depth reflection as to implement a tailor-made programme for the African continent	<ul style="list-style-type: none">• Ensure all development programmes are fully coordinated and streamlined to ensure maximum efficiency• Require assistance of public authorities when needed• Diagnosis of minimum needs and reflection on the financing arrangements
11.	Development of commercial opportunities for MAs	<ul style="list-style-type: none">• Identify potential new streams of revenues which will enable MAs to further develop their activities