

MEMORANDUM OF UNDERSTANDING (MOU)

Between

The Fédération Internationale de Football Association (FIFA)
and

The Board of Peace, the Office of the High Representative for Gaza (OHR), and the
National Committee for the Administration of Gaza (NCAG) (collectively “BoP” and,
together with FIFA, the “Participants”)

1. Purpose

This Memorandum of Understanding (MOU) sets out the framework for cooperation between FIFA and the BoP to leverage the unifying power of football to promote peace, social cohesion, youth development, and community resilience through the creation of a comprehensive football ecosystem in Gaza (the “Gaza Football Development Programme”).

2. Objectives

Under the framework of this MOU, FIFA and the BoP aim to establish the Gaza Football Development Programme with the following objectives:

- Promoting peace and social cohesion through football;
- Providing safe and inclusive spaces for youth engagement;
- Developing football infrastructure and talent pathways;
- Strengthening community resilience and national pride; and
- Creating professional and educational opportunities in sport.

3. Scope of Cooperation

The Participants will collaborate to establish a phased implementation of a football ecosystem consisting of:

Phase I – Community Activation

- Installation of 50 FIFA Arena mini-pitches near schools and residential areas
- Implementation of the Football for Schools Programme
- Donation of footballs to neighboring schools
- Implementation timeline: 3–6 months
- Expected impact: Immediate safe spaces for play and community reconnection

Phase II – Sporting Infrastructure

- Construction of 5 full-size football pitches across five districts
- Use by local clubs with girls’ and boys’ teams across age groups
- Implementation timeline: 12 months

- Expected impact: Structured grassroots and club development

Phase III – FIFA Academy

- Establishment of a center of excellence including:
 - Elite sports training
 - Education facilities
 - Accommodation
- Implementation timeline: 18–24 months
- Expected impact: Talent development, job creation, and professional pathways

Phase IV – National Stadium

- Construction of a 20,000-seat stadium
- Implementation timeline: 18–24 months
- Expected impact: Ability to host national and cultural events, enhancing national pride, creating commercial opportunities and promoting social cohesion

4. Roles and Responsibilities

FIFA may:

- Provide technical expertise and strategic guidance
- Support program design and implementation frameworks
- Facilitate access to FIFA development programmes
- Promote international best practices

Board of Peace may:

- Coordinate local implementation and stakeholder engagement
- Facilitate land access, permits, and local approvals
- Support community outreach and programme delivery
- Ensure alignment with peacebuilding and social objectives

5. Governance and Coordination

- The Participants will establish a Joint Steering Committee to oversee the activities contemplated hereunder.
- The Participants will develop a framework for regular progress reviews and reporting.
- The Participants will implement mechanisms for monitoring and evaluation to measure social impact.

6. Funding and Resources

- The funding structure for the Gaza Football Development Programme will be defined in a separate agreement.
- Each Party will bear its own administrative costs unless otherwise agreed in writing.

7. Duration

This MOU will remain valid for 5 years from the date of signature and may be extended upon mutual written agreement.

8. Legal Status

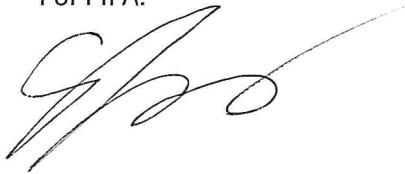
This MOU reflects the intentions of the Participants and does not constitute a legally binding agreement unless otherwise specified in subsequent contracts.

9. Amendments

Any amendment must be made in writing and signed by all Participants.

10. Signatories

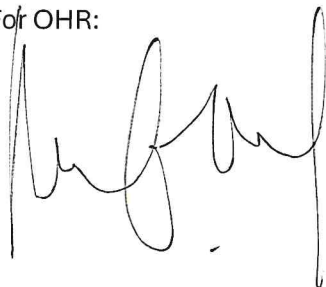
For FIFA:



For Board of Peace:



For OHR:



For NCAG:



Signed this day, 19 February 2026, at Washington DC