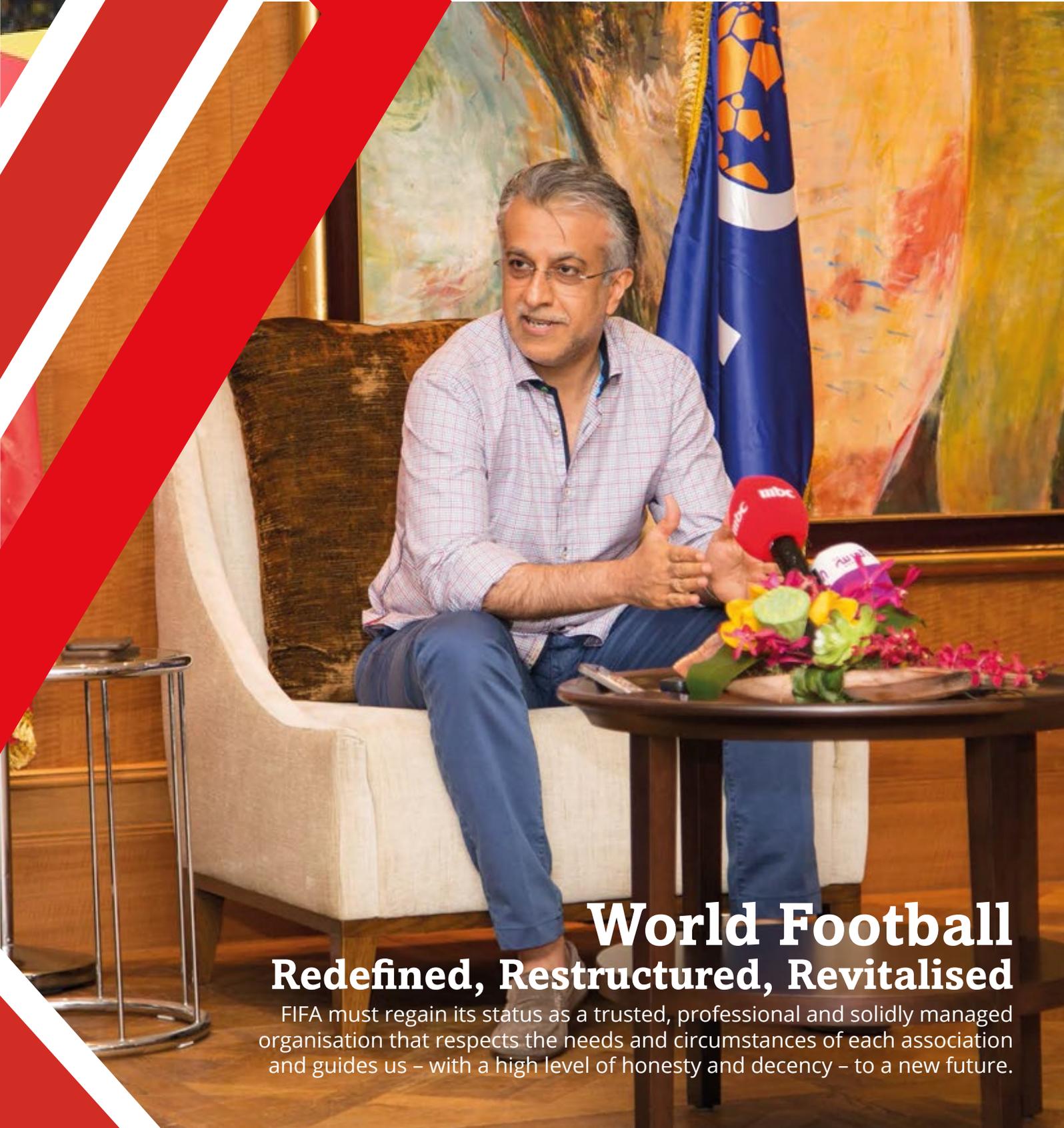


سلمان بن إبراهيم آل خليفة

Salman

Bin Ebrahim Al-Khalifa



World Football Redefined, Restructured, Revitalised

FIFA must regain its status as a trusted, professional and solidly managed organisation that respects the needs and circumstances of each association and guides us – with a high level of honesty and decency – to a new future.



World Football: redefined, restructured, revitalised

FIFA must regain its status as a trusted, professional and solidly managed organisation that respects the needs and circumstances of each association and guides us – with a high level of honesty and decency – to a new future.

My track record demonstrates that I can be relied upon to serve associations and the global football community with distinction and to lead FIFA through this critical transition. Starting out as a player, I then worked my way up through the ranks of the Bahrain Football Association to become President. Consequently, I fully understand the daily realities and difficulties faced by associations, clubs and players in everyday football. I joined the FIFA EXCO in 2013. My colleagues in the football community have credited me with playing a leading role in stabilising, rebuilding and unifying the Asian Football Confederation (AFC).

When I was elected as AFC President in 2013, I inherited an organisation that was in serious turmoil. After working to find solutions for our associations and construct a more financially sound and professional organisation, AFC is now calm and stable. In only two years I have also delivered significant improvements in both national and club teams competitions as well as in development. Considering the vast number of individual, national, and regional interests I have been faced with in Asia – the most populous region in the world – I am more than comfortable that I will also be able to tackle those faced as FIFA's new President.

With the support of associations and their Presidents and General Secretaries, I can lead the development of a new culture within FIFA so that football can thrive and realise its potential to positively impact so many men, women and children across the globe. In summary, these are some of the key points that I believe need to happen – and that I will make happen should you give me your support.

Salman Bin Ebrahim Al-Khalifa



More Professional, less Political - More Football

As a new FIFA President, after the initial assessment phase, I would adopt a non-executive role with the focus on empowerment of the professional staff to manage the day to day business under a CEO working according to best practice. Separate business from the politics. Separate the professionals from the politicians. Football development is FIFA's core business and my priority as a FIFA President. I would run FIFA as a professional (not political) organisation, focused on football development and strengthening associations – we need to change the focus away from the President and politics towards football.

Development based on need

FIFA Development spending overall must be significantly increased but I would re-evaluate it to make sure it is needs-based, tailored, and used more effectively and imaginatively, rewarding the ideas and initiatives of motivated and well-run active associations.

In particular, FIFA must focus on:

Grassroots: tomorrow's national team players are today's children

Technical activities: a strong technical department, or football division, with experts providing support to associations on request

Women's football: let's really open up our game to the other half of the world with a global development plan, new competitions, and a dedicated and increased budget.

Infrastructure: opening up Goal to stadia projects where practical, building pitches

Soft programmes: improving Performance and other existing programmes

Social Responsibility: we need to partner with NGOs who also have a role to play

Inclusiveness

We will, together, change FIFA's culture by being genuinely transparent and bringing fresh, new ideas and outside voices inside FIFA – more openness, plus diversity of people and ideas, will lead to better decisions.

We will restructure in order to listen more to the associations, confederations and all stakeholders such as clubs, leagues, player, governments, partners and supporters; they must be more closely involved in the decision-making process, e.g. by creating a new "Stakeholder Council" where all major decisions can be debated, and by using platforms such as social media even more proactively to constantly feel football's pulse and stay closer to the football community. A more inclusive FIFA will also fight discrimination of all kinds.



World Cup

Increasing the number of teams that can participate in the World Cup will certainly help football to develop – however this cannot be used as an election tool. Therefore the decision on the number of participating teams should be professionally analysed and assessed, in full consultation with the associations, clubs and all stakeholders, before a decision on any increase is taken.

Reforms

To achieve greater professionalism and inclusiveness we must implement the FIFA Reform Committee governance recommendations upon FIFA Congress approval, but I consider them as only a basis, a starting point, to build a new, deeper, governance framework to become a model organisation for the global football community.

I shall evaluate the creation of a global integrity and anti-corruption agency, jointly owned and run by sports bodies with law enforcement bodies around the world.

Secure FIFA's finances

FIFA has fantastic competitions, yet it also faces a significant shortfall in forecast commercial revenues. It has much unsold sponsorship inventory, with some revenues now at risk. However FIFA has large reserves in the bank for a crisis: we are not at a financial crisis – yet. The member associations must have certainty of funding. Part of securing FIFA's finances will come from running it professionally – cutting unnecessary costs whilst improving its reputation and image, and re-structuring will also be necessary.

One goal, Two bodies

To reach the goal of becoming a model organisation, FIFA must separate commercial from regulatory activities by restructuring itself into “Football FIFA” that runs and governs football professionally, and “Business FIFA” that deals with commerce, marketing contracts and income generation. This would simultaneously improve both FIFA's governance and its finances.

The “Football FIFA” is what FIFA is or should be today: it delivers huge events, governs and develops the global game, sets standards, supervises proper conduct by all, delivers quality services to its members and is the custodian for the game we all love.

The “Business FIFA” will be a commercial, independent body of savvy marketing and rights professionals. They will have the function to optimise “Business FIFA's” income, to ensure that the game is well financed so that we can increase our contributions to our associations and stakeholders, whilst ensuring FIFA's TV partners and sponsors also promote and develop local football.

Credit where credit is due

Despite its current problems, FIFA has done many good things and credit should go to the previous achievements of FIFA. FIFA has over 400 dedicated employees who strive to develop the sport for the world. All the staff must be listened to and their concerns and ideas understood. FIFA must continue to offer job security and to restore pride for their officials and staff.

FIFA does not need a revolution, it just needs to be re-thought, re-positioned and re-energised.



CONTENTS

1. More Professional, Less Political – More Football	06
Management	07
2. Development based on need	08
Grassroots	09
Technical activities	09
Women’s football	09
Infrastructure	10
Soft programmes	10
Social Responsibility	10
Association development	11
Refereeing development	11
Star clubs and star players	11
Stadia, safety and security	11
Player development and national teams	12
3. Inclusiveness	13
Autonomy	14
4. World Cup	15
Regional competitions and development	16
Calendar	16
5. Reforms	17
6. Secure FIFA’s finances	18
7. One goal, Two bodies	20
8. Credit where credit is due	22
Final Thought	23



1. More Professional, Less Political – More Football

As a new FIFA President, after the initial assessment phase, I would adopt a non-executive role with the focus on empowerment of the professional staff to manage the day to day business under a CEO working according to best practice. Separate business from the politics. Separate the professionals from the politicians.

Football development is FIFA's core business and my priority as a FIFA President. I would run FIFA as a professional (not political) organisation, focused on football development and strengthening associations – we need to change the focus away from the President, away from personal politics and more towards football and the business of football.

In order to make FIFA more professional and less political certain changes are needed such as: making development based on need (not politics), being inclusive, reforming and restructuring.

Developing football means increasing the football base globally and this should be reflected in FIFA's number one objective: we need more and higher quality players, coaches, referees, administrators and volunteers to join the global football community. This will also lead naturally to more fans of the professional game. During my presidency of the AFC, I successfully introduced tailor made AFC Development programmes as well as a tailored Financial Assistance Program (FAP) distribution. I am well aware about the specific needs for large and small countries alike; countries like China and Laos, with tailor made programmes already being implemented and planned for these two countries in coordination and cooperation with FIFA.

In order to measure the number of participants we need to update and improve world football's census – the FIFA Big Count – which was last done in 2006, linking it to the excellent FIFA Connect programme. Football and society have obviously moved on since then: for example, the rapid increase in female participants.

FIFA needs to renew its focus on football, ensuring – in cooperation with the International Football Association Board (IFAB) – that a creative, attacking style of football is encouraged through the Laws of the Game, education and all of the other tools at FIFA's disposal. FIFA, through the work of the Football Committee, also needs to protect skillful players and attacking philosophies and keep it our beautiful game.

The question of the use of video technology must continue to be assessed and extensively trialled via an extended test phase, but let's not simply be led by the media interests – we have a sport to protect and develop. This is one area where we can be more progressive, by learning and listening more to other sports to improve ours.

Other ideas may be more of a priority than goal-line technology (which is used very rarely): for example, we could trial a 60 minute rule where actual playing time is timed, which, in a cost-effective way could seriously cut down on time-wasting and play-acting. Many other ideas need to be more thoroughly explored and tested in future. In order to keep the elite and grassroots connected we also need to distinguish between the elite expensive technology (e.g. chips in goalposts) that can only be used in a few venues around the world, from globally widespread technology (e.g. apps/smartphones) that can be used on grassroots level.



1. More Professional, Less Political – More Football

Football is evolving, more and more people are living in towns and cities across the world and this means that the way people play football is also evolving. Financial and space limitations mean that full-size pitches are not always an option at grassroots level, so we will need to further promote all types of football, especially informal and small-sided football, rather than solely focusing on the traditional 11-a-side game. The world is changing around us and we need to adapt. The key point is that football, in a safe environment, and regardless of its format, should be accessible for all.

Management

The stringent assessment of FIFA's present managerial leadership at all levels, and its qualities, and in particular the exhaustive assessment of all Members of the Management Board is a key target of my first 100 days in office: it cannot be right that there are no Minutes of the Meeting of the Management Board: after all, it is this leadership tier that determines daily operations and implements activities that must be determined jointly, in dialogue with each other. I shall take recourse to expert outside opinion and reassess the entire management team.

Accountability must be the key word not only concerning FIFA's existing and future management, but also all of its activities, no matter in which area and which region of the world.

The ultimate objective for Directors and Senior Managers who run divisions should and must be the delivery of a quality performance. Those who are responsible for departments will have to demonstrate that they are willing to adapt to new rules and more efficient processes and that teamwork won't be a high-flying maxim but a reality by which they will all be measured.

As I won't be an Executive President or one who wants to micro-manage the entire organisation, I will rely on independent-minded Executive Directors and Managers who understand teamwork as a condition of employment and who don't merely pay lip-service to objectives that must be achieved but who deliver 100% to achieve the set goals.

The new guard of top and middle tier executives will have to understand that accountability is a collective and an individual requirement for lasting success.



2. Development based on need

FIFA development spending overall must be significantly increased but must be re-evaluated it to make sure it is needs-based, tailored, and used more effectively and imaginatively, rewarding the ideas and initiatives of motivated and well-run active associations.

In particular, FIFA must focus on:

- **Grassroots:** tomorrow's national team players are today's children
- **Technical activities:** a strong technical department, or football division, with experts providing support to associations on request
- **Women's football:** let's really open up our game to the other half of the world with a global development plan, new competitions, and a dedicated and increased budget
- **Infrastructure:** opening up Goal to stadia projects where practical, building pitches
- **Soft programmes:** improving Performance and other existing programmes
- **Social Responsibility:** we need to partner with NGOs who also have a role to play

After 16 years of Goal most associations should now have a new HQ, a technical centre and at least one artificial turf. Now FIFA has the obligation to step up the quality of its development by ensuring that it is needs-based and less politics-based, thus responding to the football needs and priorities of each association: making it more tailored and specific to each region and each country. A well implemented and well communicated needs-based approach (with no undue interference from politics), would also help change the public perception of FIFA's development activities and restore FIFA's public image.

Of course development requires resources, and FIFA needs to increase the percentage of its development spending from under 20% of gross revenues now to a higher target, using best practice and benchmarks from comparable organisations (inside or outside football).

FIFA should re-evaluate how it delivers development, with a stronger focus on the empowerment and autonomy of the associations enabling them to manage their own development over the long-term: more attention to capacity-building in addition to the required infrastructure. This will also allow FIFA to be more democratic, less top-down and more bottom-up. However this will take time and will be the result of many years intensive development work.

FIFA should also re-evaluate the structure for how it delivers development, for example by examining the creation of an independent football development agency, a "World Football Foundation", integrating the expertise from global specialists, which could contribute to ensure a sufficient and fairly allocated distribution of FIFA's development funds to its associations.



2. Development based on need

Grassroots

Tomorrow's national team players are today's children. As already mentioned, increasing the number and quality of players and all football participants should be FIFA's number one objective. However, in many parts of the world, children don't have this chance: in some countries football is not sport number 1, is not played in schools, has little media exposure, and there are few opportunities to play or even get introduced to the game. In other countries football is popular but no infrastructure or club system exists. So FIFA must continue and further increase its grassroots and youth programmes worldwide, by improving relevant infrastructure, by including football in a systematic way in school curricula, by training educators, teachers and volunteers, by facilitating agreements between associations and the ministries.

Grassroots can be considered as the most important and most rewarding programme of all FIFA's development activities. Children are our future and they are the future players and football fans. A good grassroots programme increases participation and so develops the game in a country.

Technical activities

FIFA needs a strong technical department, or football division, with experts providing support to associations on request. FIFA should provide long-term support to its associations by the secondment of experienced coaches and instructors to assist developing associations. In cooperation with the larger member associations, FIFA should create programmes of between 3-36 months for the transfer of knowledge and setting up of performing technical departments within each association. The current approach towards running courses and festivals also needs to be reviewed.

FIFA should also be in a position to provide basic information, data and references on coaches and instructors – via a database, website or other tool – so that smaller associations around the world are not at the mercy of agents. This is of course linked to coach licensing and FIFA can act as a hub to help the different Confederations to develop their coach licensing programmes.

Women's football

We need to really open up our game to the other half of the world, with a global development plan, a dedicated and increased budget and new competitions, as was the case for the first ever AFC Women's Futsal Championship in 2015. As the Bahrain Football Association President, I emphasised the promotion of women's football in West Asia and Bahrain has taken a leading role in the women's game in the region. Asia has some world class women's teams, and the development of women's football has always been a priority in Asia.

A global development plan for women's football should – in a flexible way – increase and better target investment, co-ordinate and structure the competitions, orientate towards women's club football (not just national teams), and provide the necessary resources, support and follow-up for associations to make female football a priority. Specifically, the plan should require FIFA, associations and stakeholders to actively resource participation opportunities for women and girls at all levels, without gender discrimination, in fair financial proportion to its female participation and potential.



2. Development based on need

Sports such as golf, volleyball and tennis have shown that female sport can be as good if not better than men's, and basketball is well on the way. The reality is that we are well behind these other sports in terms of instrumental support and promotion. Changing the current reality/perception of a male-dominated sport will also have a big positive impact on commercial revenues for FIFA and its members.

Infrastructure

Football still needs major investment across the world in infrastructure, including in: stadia, pitches (indoor/outdoor), floodlights and training centres.

The way that FIFA considers infrastructure projects should be re-evaluated. For example, the Goal programme should allow, in certain cases, contribution of funding to stadia projects. Most associations around the world need more and better pitches and a specific programme should be established in this area in addition to Goal and Challenger. In my native Bahrain FA, we were able to build a state of the art football complex. The complex, which consists of 5 Goal projects and own funds, is considered by FIFA as a model for the whole region due to the careful planning, efficient construction and reasonable use of funds.

Where possible football-specific stadia should be constructed but in many countries this is more difficult as public facilities need to be used by different sports. FIFA can use a modular approach and team up with local authorities and other funders to build facilities of good quality that are both adapted to local needs and respect standards for international competition.

Soft programmes

The existing Performance programme must now enter a new phase and provide more concrete support to the associations, especially in implementation. FIFA must provide relevant continued support to its associations, either through the deployment of key experts over several months, or through funding of key positions in order to enable the associations to recruit the most skilled profiles available on the local market (General Secretaries, Technical Directors, Marketing Director, etc...). Empowerment of the associations and transfer of knowledge are the pillars for development over the long term.

Social Responsibility

FIFA needs to help its associations to partner with NGOs and institutional donors, who often also have a role to play since often associations do not have the resources or have different priorities. FIFA needs a strong department and understanding of Social Responsibility and NGOs in order to bring NGOs and associations together, where appropriate, and to assist associations to tap into funding and identify other opportunities that civil society may provide. FIFA will also continue to assist victims of natural or man-made disasters with football-related assistance through its Humanitarian Support Fund.

FIFA and the AFC successfully implemented substantial football related assistance in disaster prone Asia. The assistance to Asian victims of tsunamis, earthquakes, floods etc. as well as the ongoing assistance to refugees, have been some of the most proud initiatives undertaken by the AFC.



2. Development based on need

Other areas of football development that FIFA must work on will include:

Association development

In order to improve the way FIFA works on development, there is the need to strengthen, and if necessary increase, the 12 FIFA Development Offices around the world. FIFA must co-ordinate the activities of these offices more closely with confederations, regional and member associations to better deliver football development based on local needs. Development Offices must have all the expertise (technical, competitions, management, women's football, marketing, security, etc.) in order to fully support the associations and provide the best possible service. The FIFA Development Offices in Asia work very well and are worldwide among the most active. They have a very good cooperation with the Asian associations and work hand in hand with the AFC.

FIFA will need to adapt projects such as Standard Statutes in order to keep the positives (coherence, prevention of abuses, legal framework), develop innovative concepts (statutory obligation to develop grassroots), whilst reducing the negatives (lack of flexibility, unrealistic structures for local realities, overly complex committee structures). In addition, many associations need real support in implementation in order to ensure that the statutes become living instruments for management and governance.

Refereeing development

We should evaluate how best to further the education of referees and assistant referees. An assessment should be made of whether it could make sense to bring the IFAB and the refereeing function closer together. Protection of and respect for referees also needs to be made a priority.

Star clubs and star players

FIFA must find a way to use football's star clubs and players to promote local football around the world – the stars are the ones who can really touch the most difficult parts of the world to reach. A closer and more inclusive relationship with the clubs, FIFPro and the players will certainly help to build such initiatives.

Stadia, safety and security

It is a sad reality that people are still dying in football stadiums every year. In some countries good facilities and well-trained stadium staff have stopped disasters and saved lives. History proves that governments and football only react AFTER a disaster – let us avoid the mistakes of our predecessors: we can't just wait for the next stadium disaster to occur.

FIFA must assist every country to have a national safety and security plan for football comprising many areas such as: crowd management (stewards not police, capacity control), better co-ordination with state authorities, definition of standards, training, minimum facilities (e.g. control room in stadia), and many other areas. Unless football takes the lead, often countries are left at the mercy of the government's approach to security which may be totally inappropriate for football.



2. Development based on need

Player development and national teams

FIFA's target should be to assist associations to have a successful national championship where the best local players stay to develop their potential before moving abroad: this will help the local championships be stronger and will help above all the players themselves. FIFA and its associations must present quality local education and competitions to reduce the incentive for them to go abroad so young.

The freedom of movement for an elite group of players and clubs – normally driven by agents – must not be allowed to damage the majority of players and clubs, therefore FIFA with the relevant stakeholders must work together for the best interest of the players and take the correct decisions for the betterment of sport and the concerned parties.

Finally, FIFA must better defend and promote the concept of national teams, by better educating the world, whilst stopping abuses that in the past have led to conflicts between associations and clubs.



3. Inclusiveness

We will, together, change FIFA's culture by being genuinely transparent and bringing fresh, new ideas and outside voices inside FIFA – more openness, plus diversity of people and ideas, will lead to better decisions.

We will restructure in order to listen more to the associations, confederations and all stakeholders such as clubs, leagues, players, governments, partners and supporters; they must be more closely involved in the decision-making process, e.g. by creating a new Stakeholder Council where all major decisions can be debated, and by using specific interactive platforms to constantly feel football's pulse and stay closer to the football community.

Discrimination must be fought not just with words but with deeds. This does not simply mean calling for tougher sanctions. Let's use our imagination: instead of total stadium closures for incidents, why not allow only women and children to the sanctioned matches (subject to national law of course), and involve players/coaches at community level. Football stars can have a pivotal impact, as they have more influence and latent power than any FIFA or association rule book, but we need to work with them to educate, convince and fight against prejudice of all kinds.

Women need a much stronger role in the FIFA structures – it will help FIFA make better decisions. To start, FIFA should seek to increase the proportion of female EXCO/Council members, whilst also working with associations and stakeholders to also implement such measures.

The new, restructured, FIFA will also need to change approach to its stakeholders both inside and outside the football community: clubs, leagues, players' unions, governments, NGOs and other stakeholders need to be football's partners. Some of the major issues of football (agents, protection of minors, etc.) can only be tackled in a collective way by many (and in some cases all) of the main stakeholders, together.

FIFA needs to consider signing a new long-term agreement with the main stakeholders to ensure stability in the future. Stakeholders will require more involvement in decision-making in the future, and this now needs to be formalised, not left ad hoc. The creation of a new Stakeholder Council will be a start on this road.

The traditional FIFA committee system needs to be rethought, and they need to be divided into two groups: committees that exist for associations and stakeholders to be heard, for them to provide their expertise and knowledge; and committees which have a clearly independent and supervisory function, comprising of external experts. A mixture of the two can of course also be possible. In all cases, including for EXCO members, there should be a professional induction programme to provide information on their tasks and duties.

The appointment process and criteria needs to be laid out transparently for the associations, stakeholders to be able to nominate the best possible candidates, or for external appointments to be made. The judicial bodies are a special case and will require much further development in terms of appointments/elections.



3. Inclusiveness

In the modern era it no longer makes sense for people to fly across the world for one-hour meetings, so future meetings should be used as real working forums.

Additional structures should also be considered. For example, a Youth Council to ensure that young members of the football community have their voices integrated too. The changing world means that we need to review whether such interaction should be physical (like a committee) or virtual (like an online forum), or both. Fans in general need to be heard more, and FIFA should support the expansion of fan-owned clubs like in Germany/Spain or the co-operative and “supporters trust” models of club ownership in the UK and other countries.

Autonomy

Autonomy of sport is a big issue across the world. Football is independent from political authorities but we have to accept that football and our statutes are not above the law. Moreover, associations need government and political support for development (infrastructure, education policy, funding, national teams and many other issues).

However, governments also need football. Across the world politicians are starting to realise that sport, and especially football, can help them address their society's problems such as health, education, crime, integration and others. Therefore, they need us as well. So we need a partnership. A partnership that will put sport (ideally football) in the school curriculum across the world, using the technical know-how of football to train the teachers. A partnership that will help to raise the standards of facilities across the world, in particular facilities such as stadia, pitches (indoor/outdoor), floodlights, training centres and so on. A partnership based on mutual respect for one's prerogatives and cooperation towards a common goal.

On a world level, football is the big brother among sports, often our participants come from other sports. They should be our partners, not our competitors. Children who try different sports tend to turn out as better sportspeople – in whichever sport they end up in.



4. World Cup

Increasing the number of teams that can participate in the World Cup will certainly help football to develop – however this cannot be used as an election tool. Therefore the decision on the number of participating teams should be professionally analysed and assessed, in full consultation with the associations, clubs and all stakeholders, before a decision on any increase is taken.

Let's start a researched, informed, debate for 2026 and analyse the impact on associations, leagues, clubs, players, fans and partners.

The World Cup Finals are like a jackpot, with many associations gambling large amounts on qualification, whilst only 32 out of 209 can qualify. FIFA must work more closely with confederations and associations to optimise the qualifiers and friendly dates to reduce the negative “jackpot effect” of the World Cup and advise associations on how to invest in the long term and use the national teams as a development tool. Qualification for the World Cup or the continental championship is too often seen as the only benchmark of success: so many associations over-spend on expensive foreign coaches instead of investing in their youth and grassroots. And after a year or two they fail to qualify, fire the coach, and so the cycle begins again. We must help associations to break that cycle of hiring-and-firing and short-termism.

As the top global football event, the World Cup sets the benchmark for football's direction – whether stylistic, tactical, coaching, refereeing, even behavioural – so we have to get it right every four years. It is the showcase for our values and beliefs (570 million global average TV audience for the 2014 WC Final), and for the different kinds of football that we want to promote – be it women's football, attractive football, fair play or participation.

FIFA has decided that Congress will in future decide the hosts of the men's World Cup Finals and we need to see how the system works in practice. The FIFA Executive Committee should decide a shortlist for the World Cup based on where FIFA wants to develop football, not as a reaction to bidding in the old-fashioned way. As part of this concept, formal rotation of hosting should also be considered. And with the growth of both the many other FIFA events, and the World Cup itself, consideration should be given to whether future hosts should be above a certain size or co-hosting encouraged.

Consideration needs to be given to the other FIFA tournaments, and the criteria used to select hosts: for each FIFA event there should be specific (not standard) criteria to be met to ensure the appropriateness of the host (including safety and security of the players and officials). Of course FIFA wants to achieve high standards, but requiring hosts to meet men's World Cup Final standards for even U17 competitions is unnecessary and the excessively high standards deter some associations from hosting. All such factors were considered when the AFC introduced a new qualifier format, which proved to be very successful and is especially appreciated by smaller, football developing countries.



4. World Cup

Regional competitions and development

FIFA and the confederations should also evaluate co-ordinating better, where appropriate, with the regional federations/zones (6 in CAF, 5 in AFC, 3 in CONCACAF) who already organise competitions in their regions. Mini-tournaments or regionally-based events can sometimes have a greater positive impact on development than using political structures as the basis for competitions. Regional club competitions also need to be properly assessed, above all from a development perspective.

Calendar

The international calendar needs to continue to evolve. For the top clubs and players in the world, it would be relevant for FIFA to produce a medical study to illustrate the optimal number of matches for a top player to play in a year, and then fix some ground rules (for example: four weeks minimum holiday for players per year, minimum two rest days between matches, etc). Only then it is possible to finalize the calendar. The calendar must start from the players' health and work back from there. The FIFA rankings must also be reviewed and improved since at the moment they are not working optimally.



5. Reforms

To achieve greater professionalism and inclusiveness we must implement the FIFA Reform Committee governance recommendations upon FIFA Congress approval, but they are only a basis, a starting point, to build a new, deeper, governance framework to become a model organisation for the global football community. After inheriting the AFC and its serious challenges, I was able to change the culture in AFC, with the introduction of new talent and empowered professional staff. Now we have in AFC a strong team of motivated professionals and a strong General Secretary. Furthermore I am familiar with many of the suggested reforms (women's quota, term/age limits) as they are already existing in my own Confederation.

I shall evaluate the creation of a global integrity and anti-corruption agency, jointly owned and run by sports bodies with law enforcement bodies around the world.

Governance reform is the number one task facing FIFA in the short-term. FIFA requires radical governance reforms that go well beyond the Committee's recommendations. In particular, we need to improve transparency, construct a stronger anti-corruption framework, de-politicise the decision-making process and enhance accountability. We have a moral obligation to run our sport as well as possible because football can influence the lives of millions and our responsibility goes far beyond the sport.

To get FIFA back on track, we will conduct a detailed strategic and organisational review to develop a new Vision, Mission, Strategic Plan and Action Plan – using this document as a basis, and with input from all associations, stakeholders and independent experts. These documents should have Key Performance Indicator's (KPIs) (to ensure accountability) and guide every action, of every FIFA person, every day, to keep the focus on developing football. The Strategic Plan should be set over a period that does not co-incide with the electoral cycle. The Action Plan should be yearly. In parallel FIFA needs to re-consider its brand, image and positioning, evaluating even a name change (e.g. to "World Football") and other aspects of FIFA's identity.

Governance reforms need to be considered also in the context of FIFA's regulatory role, where a whole range of important issues are implicated. We need to also evaluate whether the current policies towards match integrity are working – hence my proposal to consider the creation of a global integrity and anti-corruption agency jointly owned and run by sports bodies with law enforcement bodies around the world. FIFA has enough available financing to fund such a body from the sporting side.

Doping should not be "put on the backburner" by football, seeming as it does to be a lesser threat than others: complacency is the biggest doping threat to football. Emphasis should be put both on quality (effectiveness) and quantity of testing.

All issues relating to players status, such as the transfer system and the role of intermediaries, need to be reassessed. Transfer Matching System (TMS) has been a great step forward and needs to build on the increased efficiency of the transfer system since they were moved to the Legal Division of FIFA.

On issues such as Third Party Ownership (TPO) and intermediaries/agents, the amount of work to be done is immense. Minimum contract standards already exist for professional players world-wide but need to be implemented.



6. Secure FIFA's finances

FIFA has fantastic competitions, yet it also faces a significant shortfall in forecast commercial revenues. It has much unsold sponsorship inventory, with some revenues now at risk. However FIFA has large reserves in the bank for a crisis: we are not at a financial crisis – yet. The member associations must have certainty of funding. Part of securing FIFA's finances will come from running it professionally – cutting unnecessary costs whilst improving its reputation and image, and re-structuring will also be necessary.

The need to maximise World Cup ticketing revenues to cover event costs dates from the pre-TV/sponsorship era – this situation is no longer the case. Future World Cups need to be open to all, not just local élites who can afford tickets.

FIFA has a powerful tool to promote messages and develop football in the associations – its own TV rights and sponsors. Currently FIFA considers rights to be solely a source of revenue instead of working with TV and sponsors to promote and develop football in each association. We need to consider bundling FIFA rights with local association rights to promote local football (national team and league) in each association. FIFA has huge leverage with its World Cup TV and sponsor rights: if necessary, we need to take slightly less money if it means true development of local football. FIFA and its partners need to be that – true partners.

Our future approach to FIFA's finances also needs to include FIFA's members' finances, since many associations are heavily reliant on FIFA funds and we expect funds to increase in future once FIFA is managed less politically. This will mean additional checks that FIFA development funds are properly and publicly accounted for, as well as ensuring that all bids for FIFA projects above a certain size go to a serious tender process. When FIFA is run as a professional (not political) football organisation then the associations around the world would receive greater funding in a more targeted and better-controlled way.

FIFA's finances are a core concern: without a strong income base, many of the key programmes that have helped small associations to grow and develop their grassroots activities, will have to be cut or abandoned altogether if things don't change. I want them to change and I want to make sure that those associations who literally need FIFA's support to survive, are never forgotten.

FIFA's flagship tournament, the FIFA (Men's) World Cup generates the billions of Dollars that the organization invests in football; currently from Russia 2018 and Qatar 2022.

All Members will be and are affected by an unstable financial performance. Important financial support and development programmes around the globe – to 209 Members – form the core activity for up to 150 FIFA Members that allows them not only develop but, quite simply, survive.

But FIFA faces a significant shortfall in forecast commercial revenues (particularly sponsorship revenues), and my administration would tackle that head on.



6. Secure FIFA's finances

Some of the reasons for today's highly dissatisfactory status quo are the following:

- The present leadership vacuum is delaying the sales process
- Adverse media attention has diluted the value of FIFA's rights
- Some commercial partners have lost confidence in FIFA
- New partnerships are difficult to develop
- Marketing staff morale is at an all-time low (and staff morale, quite generally, is worse than ever)
- Marketing staff reputation is severely compromised

For the 2018 FIFA World Cup alone, a large number of sponsorship packages remain unsold. FIFA's sponsorship model needs to be changed and my administration – with the active support of external professionals – will target the financial situation as a priority.

Everybody talks about transparency but hardly anybody talks about the existential problems a lack of transparency has created. I want to address the problems head-on. Only if we analyse the problem areas accurately, can we take solid action. FIFA must become "an open book" to all stakeholders. What I plead for is accountability, and the kind of transparency that good corporate governance demands.



7. One goal, Two bodies

To reach the goal of becoming a model organisation, FIFA must separate commercial from regulatory activities by restructuring itself into “Football FIFA” that runs and governs football professionally, and “Business FIFA” that deals with commerce, marketing contracts and income generation. This would simultaneously improve both FIFA’s governance and its finances.

The “Football FIFA” is what FIFA is or should be today: it delivers huge events, governs and develops the global game, sets standards, supervises proper conduct by all, delivers quality services to its members and is the custodian for the game we all love.

The “Business FIFA” will be a commercial body of savvy marketing and rights professionals. They will have the function to optimise “Business FIFA’s” income, to ensure that the game is well financed so that we can increase our contributions to our associations and stakeholders, whilst ensuring FIFA’s TV partners and sponsors also promote and develop local football.

As part of the strategic review, FIFA would re-consider the positioning of its different activities and also look at new ideas. The world is changing so fast and we need to be aware of the underlying trends. FIFA and the associations need a true research lab, which would be a think tank and global football Research and Development (“R&D”) department working with the Centre International d’Etude du Sport (CIES) and sports researchers around the world to source and disseminate the best knowledge to develop the game.

FIFA also needs to ensure a balance between finding the right people whilst also having a mix of staff that reflects the diversity of its members – FIFA and association staff should also have the chance to spend periods of time on secondment to learn each other’s reality. I want to maximise our professional delivery of services to all our stakeholders. And I also want to maximise our income in order to be in a position to maximise our spending where it most matters: at grassroots and development levels to our Members. All of the above requires business savvy, decency, honesty and dedication, with a high level of determination. I shall introduce the toughest-ever control mechanisms any sports or other not-for-profit body knows today: it is clearly not enough to send in the auditors and supervise the monies we deliver to the associations. It is not enough, as the Acting Secretary General recently stated, to receive incomplete reports.

Complaining is not enough: action is what is required and strict auditing of all FIFAs financial distributions and expenses must be implemented immediately. This will change under my leadership, and I shall seek professional advice and support how to deliver a fool-proof system of controls that will eliminate corrupt and covert criminal practices.



7. One goal, Two bodies

Therefore: with the creation of a new corporate structure, one that acknowledges that all major sports bodies are pretty much competing for the very same top corporate sponsorship Dollar, and with a revitalized FIFA that continues to do the best job and delivers many more exciting World Cups, I firmly believe that;

- We must separate the money from the governance and administrative job that the majority of our staff do, namely organise the game world-wide
- We must create a top notch financial and commercial entity whose sole objective it will be to supply the governing body with funds that are further transferred not to individuals but to our associations
- We must create this “separation of powers”, so that financial matters no longer, ever, interfere with organising and governing the game around the world

It follows from the above that, under my Presidency, FIFA will look very different indeed:

For one, as the non-executive President I want to be, I would supervise the two entities, who are ultimately accountable to the FIFA Board (to be renamed from Executive Committee to Council if the FIFA Reform Committee’s recommendations are approved by Congress), who are, in turn accountable to the FIFA Congress.

The way I wish to restructure the organisation – the FIFA Council and FIFA’s Congress permitting – is as follows:

- Create full financial transparency and publish all financial data to Congress
- Encourage women to join FIFA’s EXCO/Council (The AFC is the only Confederation where there are five representatives voted from each region.)
- Implement the new FIFA structure by forming one corporate entity that generates substantial value, and one that runs and governs the game (by organising the World Cup and all other events). The two entities must compliment each other and report to the President in the first instance, and the Council/Congress ultimately
- Each entity, particularly the “Business FIFA” shall have their own structure. Whereas FIFA’s original structure shall also be improved as outlined above. It needs to be carefully reviewed in law, how the new corporate entity shall be
- With outside help, analyse and reform FIFA’s existing modus operandi and rapidly launch the new FIFA corporate entity by hiring the best of breed in the market



8. Credit where credit is due

Despite its current problems, FIFA has done many good things and credit should go to the previous achievements of FIFA. FIFA has over 400 dedicated employees who strive to develop the sport for the world. All the staff must be listened to and their concerns and ideas understood. FIFA must continue to offer job security and to restore pride for their officials and staff.

FIFA is first and foremost its people. Which is why I want to start with what I wouldn't change if elected FIFA President: People in Zurich, who often work very long hours before a World Cup, a Women's World Cup, a U20 or U17 or any other tournament, are professionals from over 40 countries around the world.

Compared to its size, FIFA employs a large number of minorities, FIFA cares nothing about ethnicity, religion or individual lifestyle preferences. All FIFA cares about is professionalism, human qualities and dedication to a tough job that needs to be exceptionally well done: the past few World Cups are proof of just that. FIFA will continue to hire the best professionals with the best human and professional qualifications.

For several years, and sadly since May 2015, those who actually do the job at FIFA, and continue to do an outstanding job for world football and the millions of people around the world. Those are the key to FIFA's renaissance and future: FIFA's employees. And I think it is time that this fact was acknowledged.

The primary initiatives as FIFA President for employees:

- Meeting all staff at the Home of FIFA on my first day in office
- Dedicate time and presence to them all, listen to what they have to say, their concerns, their comments and their recommendations. It is fashionable today to call a Town Hall Meeting. Mine will be exactly that: listen (and learn) to and from those who went through the challenges faced by FIFA over the past few years
- Make sure that they understand that a FIFA under my leadership will continue to offer job security and an internal and external environment that will rapidly improve and one of which they can be proud again
- I will introduce a solid and powerful internal communications system, which will ascertain that everybody from the most junior staff members to the Directors will have a say and his or her recommendation will be read, listened to, considered, valued, and, where possible, implemented
- I will encourage all staff to voice their concerns and once again make sure that FIFA is transparent, where communication is welcome and where it flows in all directions, not merely top-down



Final Thought

When people around the world think of football – they should think of a sport. Not of a business. They should think of fair play – not of match-fixing, violence, racism, corruption, simulation, winning at all costs, or other negative things. And when people around the world think of FIFA – they should think of football, not of a video game. Or worse.

Despite all the good things that FIFA have done, and all the excellent people at FIFA, whether we like it or not our sport, and our FIFA, have a way to go to achieve the right image – and right reality. How can we ask players and fans for fair-play if they don't respect the football bodies?

Fair-play and respect are not about simply agreeing with whoever is in power – that is obedience, sub-servience, kow-towing. Of course authority and legitimacy must be respected – but associations must also have a right to speak without fear, and to have a different opinion to whoever happens to be President at that moment, without fear of punishment. That would be a culture of respect. Respect for different opinions and different beliefs. That is the spirit of football.

Football needs to modernise. Football's leaders are changing and a new generation is coming through. The world outside our football bubble is also changing – and unless we modernise, then one day it might just change us: in ways that we may not like.

Finally, we each need to look in the mirror and ask ourselves why we fell in love with the game, and whether we have the FIFA, and the football, that we want. And whether we have made our contribution. We need to respect ourselves.

Above all we need to respect the game itself. At the moment, football the game is too often disrespected – it is exploited.

We are lucky enough to have influence over its future, to have the chance to be elected or employed as its custodians. We are football lovers and think that it is the best game in the world.

FIFA does not need a revolution, it just needs to optimise its resources and improve the way it works, with increased transparency and a genuine zero tolerance for corruption. This is why it is so important that the Presidential election is a positive event centred on the ideas and content of the programmes of the different contenders – not on personality politics or personal attacks.

FIFA does not need a revolution, it just needs to be re-thought, re-positioned and re-energised.

World Football: redefined, restructured, revitalised

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