


A stylized soccer field layout on a green background. The field is defined by white lines for the boundaries, a central vertical line, and two goal areas. Each goal area contains a white circle representing a goal and a small white dot representing the center of the goal. In the center of the field, a white circle contains the text "FIFA" in a bold, white, sans-serif font, with a registered trademark symbol (®) to its upper right.

**FIFA**<sup>®</sup>

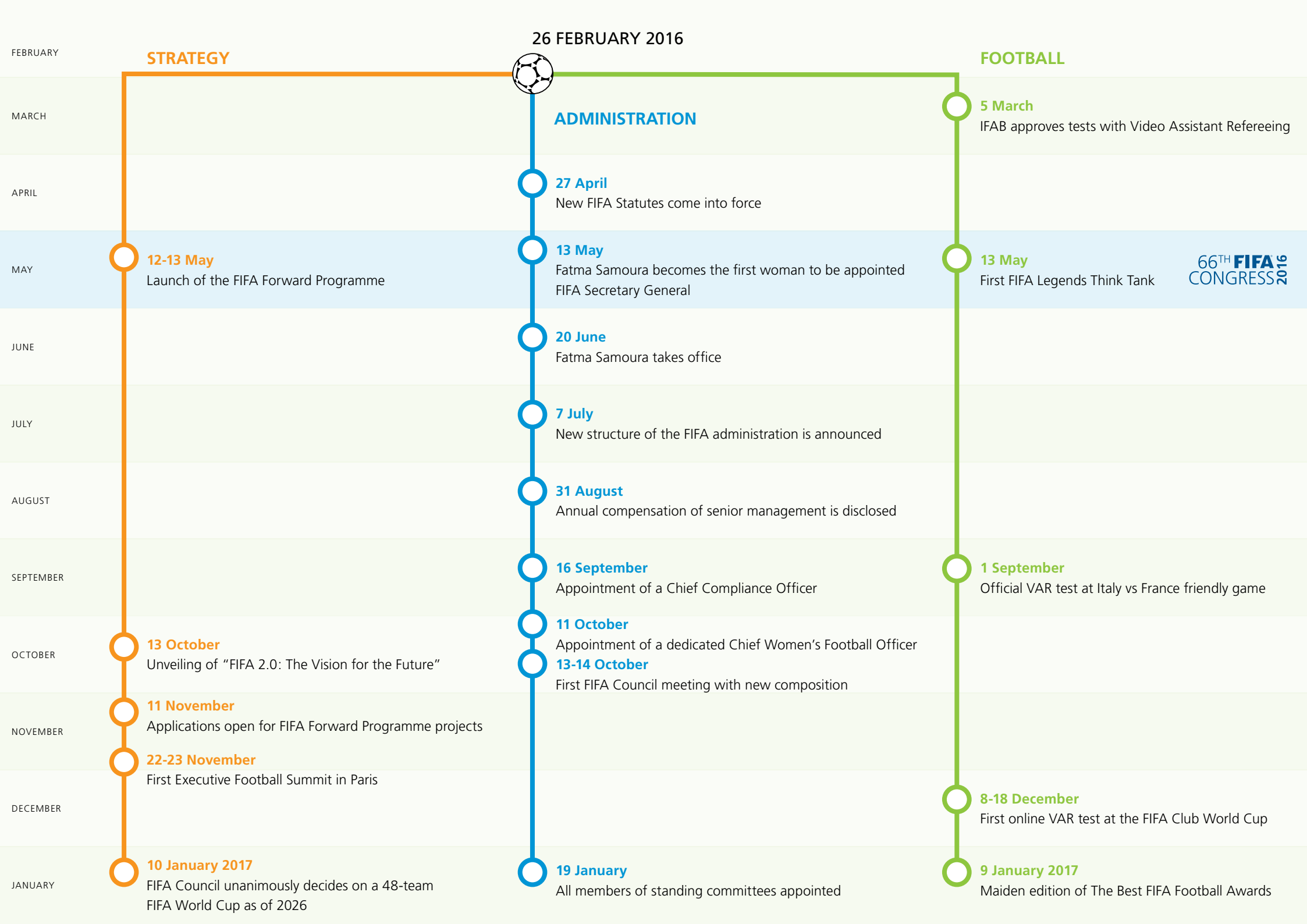


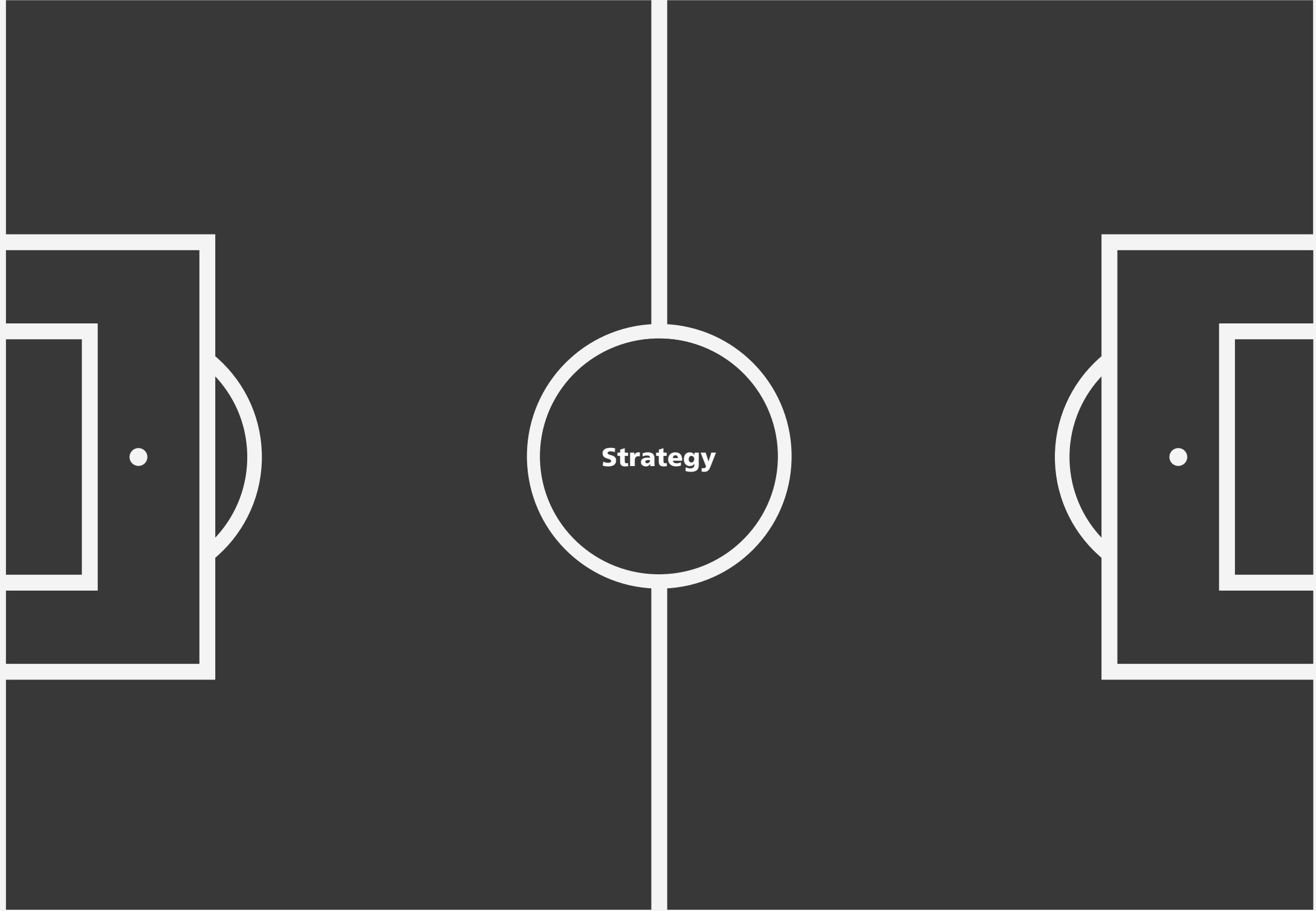
26 February 2016 was a turning point in the history of FIFA.

On that day, an extraordinary Congress approved much-needed statutory reforms and elected Gianni Infantino as the new FIFA President.

Since then, some concrete measures have been taken to re-establish trust in the organisation. Also, a lot of hard work has been put in shifting FIFA's full focus towards one single point: the game of football and its future.

This document is a summary of FIFA's main achievements in various different areas throughout these twelve months.



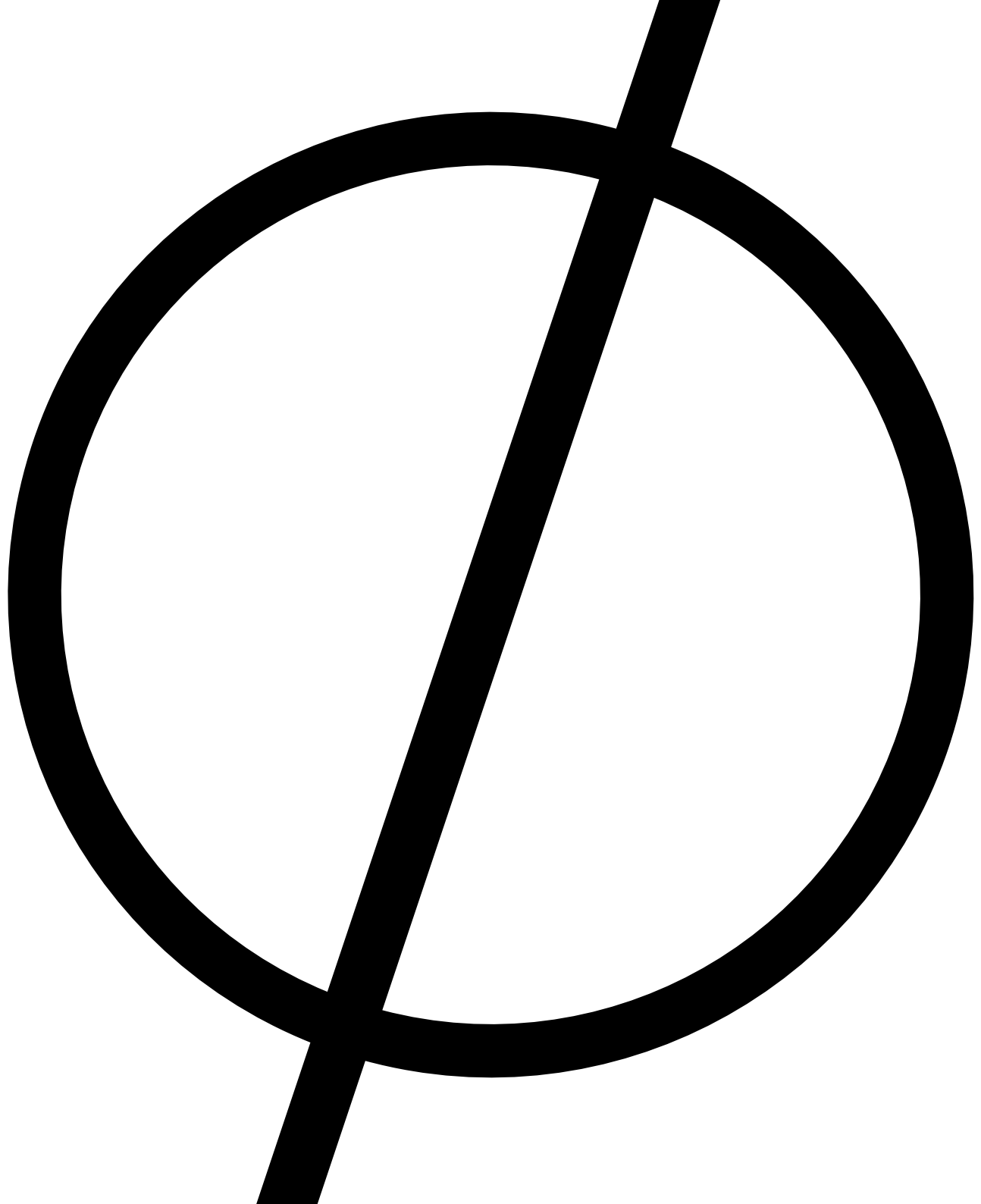


**Strategy**

# 1

## FIFA 2.0

The separation of powers as set out in the reforms assigns the President with the duty of heading the Council, FIFA's strategic and oversight body. [During the October FIFA Council meeting](#) in Zurich, President Infantino laid the cornerstone of this task with the unveiling of "[FIFA 2.0: The Vision for the Future](#)" – a clear outline of the organisation's focal points and a roadmap of how to achieve them.



# THE NEW MODEL

FIFA'S VISION: TO PROMOTE THE GAME OF FOOTBALL,  
PROTECT ITS INTEGRITY AND BRING THE GAME TO ALL

## THE VISION



Grow the game



Enhance the experience



Build a stronger institution

## HOW



Ownership

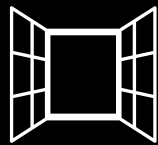


Investment



Innovation

## PRINCIPLES



Transparency



Accountability



Cooperation



Inclusivity



## DID YOU KNOW?

The plans announced in October include action points such as:

Investing **USD 4 billion**

in football development over the next decade via FIFA's 211 member associations under the FIFA Forward Programme and additional funding initiatives.

Increasing total participation in football – players, coaches, referees and fans – from 45% to

**60%** of the global population.

Setting a goal of doubling – to

**60 million**

– the number of female football players worldwide by 2026 through the development and execution of a strategy to bring women's football into the mainstream.

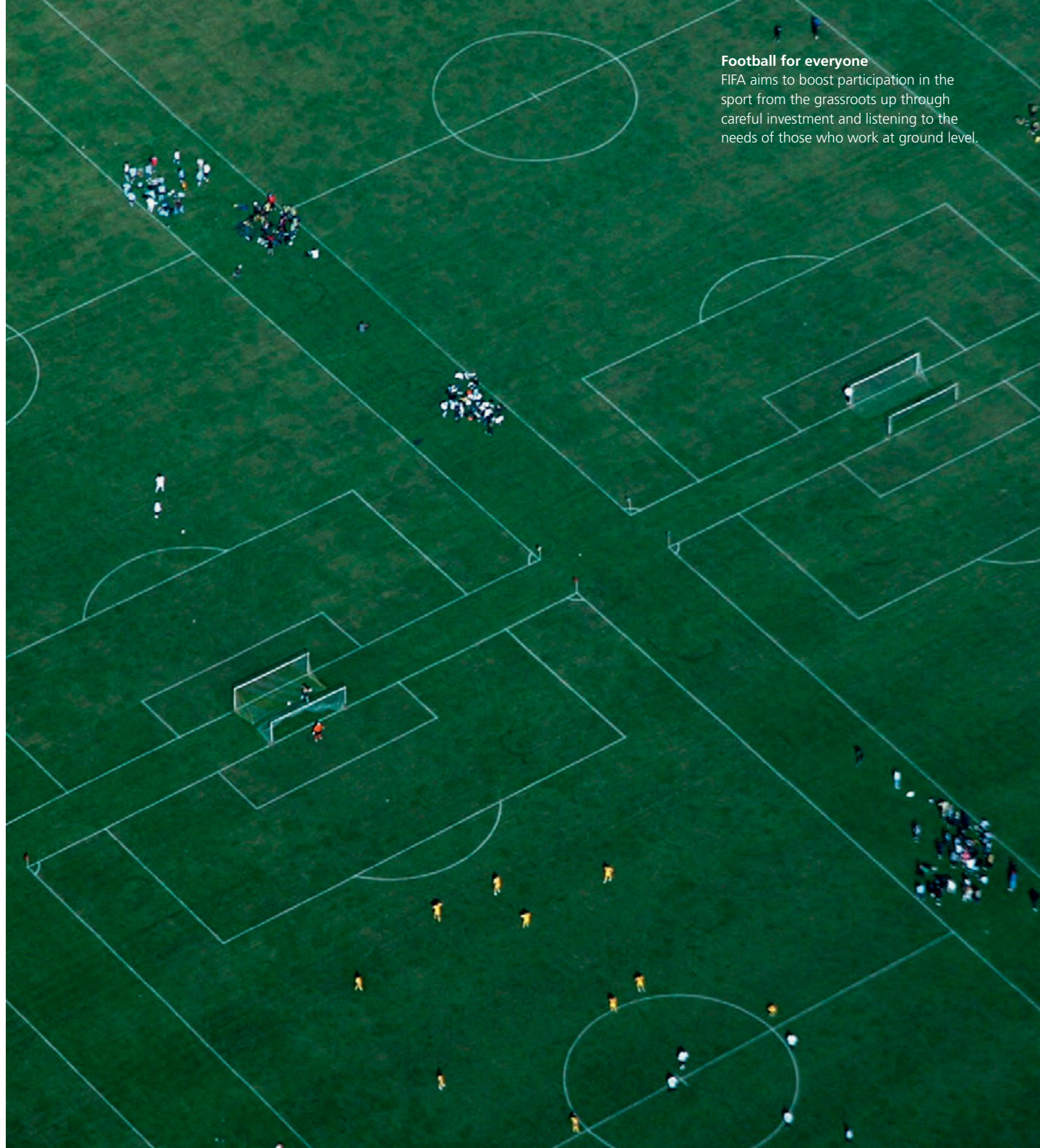
Changing the current model to take

**more direct control**

of critical business operations, including FIFA World Cup™ ticketing and organisational activities.

## Football for everyone

FIFA aims to boost participation in the sport from the grassroots up through careful investment and listening to the needs of those who work at ground level.



# 2

## FIFA Forward Programme and Executive Football Summits

Shifting FIFA's focus back to football had to involve an ambitious strategy for the institution's core mission: to develop the game around the world. The master plan was presented during the 66<sup>th</sup> FIFA Congress: the [FIFA Forward Programme](#), an initiative to increase, streamline and scrutinise FIFA's development funding for member associations.

Under the new programme, financial support for football development over a four-year cycle will more than triple. The use of FIFA funding's is defined by a [contract of agreed objectives](#) with the member associations – a rigid compliance framework to outline the needs for each tailor-made project.







# FIFA FORWARD

## FIFA'S NEW FOCUS ON FOOTBALL DEVELOPMENT

More investment, more impact, more oversight



**Big increase in football development investment**



**Stronger member associations and football development**



**Enhanced controls and compliance for use of funds**

# FIFA FORWARD

## FINANCIAL SUPPORT PER MEMBER ASSOCIATION



**BEFORE**  
**USD 1.6 million**  
every four years



**FIFA FORWARD**  
**USD 5 million**  
every four years

### WHAT THEY SAID

“Signing up to the contract of agreed objectives under the Forward Programme is the perfect way for the members associations to present and execute important projects. Through this, we’ll be able to set clear, measurable goals which will chart the progress that each association is making.”

**Rodolfo Villalobos Montero**, President of the Costa Rican FA

“Development of football in Georgia starts now, with a new vision from a new administration. It is encouraging to feel the support of FIFA. Our active cooperation formed the basis for the success of the projects that we have carried out over the past year.”

**Levan Kobiashvili**, President of the Georgian Football Federation

“The HKFA has already benefited enormously from the increased funding and it has allowed us to implement more of our strategic plan recommendations than we thought possible in such a short time. We are confident that this more strategic and collaborative approach will reap significant benefits to football in Hong Kong.”

**Mark Sutcliffe**, CEO of the Hong Kong FA

“The Forward Programme has enabled us to work with an international expert consultancy group to verify that our strategic plan and organisational structure are strong and efficient. It has allowed us to maintain our plans, especially in the areas of developing youth competitions at the national level and implementing FIFA’s licensing system in our professional game.”

**Edwin Oviedo**, President of the Peruvian FA

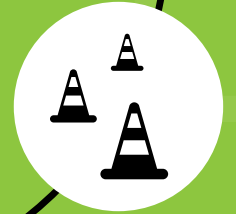
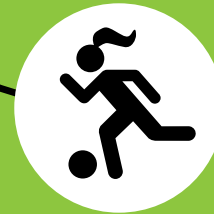
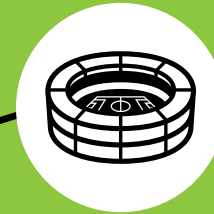


# FIFA FORWARD

**IMPROVING THE IMPACT OF FOOTBALL DEVELOPMENT**  
Tailor-made projects for member associations and confederations



**BEFORE**  
Separate projects and contracts



**FIFA FORWARD**  
One contract and plan  
per member association  
and confederation to  
meet specific needs

## WHAT THEY SAID

“In 2017 the first professional women’s league will be launched and the resources provided through the Forward Programme represent the initial boost needed by any new venture. We expect the professional women’s league to be a great success and that we’ll soon be able to get close to the level of the best clubs in Europe or North America.”

**Ramón Jesurún Franco**, President of the Colombian FA

“In one single programme, Forward has managed to reorganise the whole broad spectrum of financial support needed by the associations.”

**Luis Hernández Heres**, President of the Cuban FA

“The Tajikistan FA has taken up four projects, including a youth academy project, which will be the catalyst for developing players that will one day represent the Tajikistan senior team. This would not have been possible without the Forward Programme.”

**Khurshed Mirzo**, Vice-President and General Secretary of the Tajikistan Football Federation





# FIFA FORWARD

## STRONGER FOUNDATIONS FOR FOOTBALL

A virtuous cycle: FIFA encourages member associations to adopt key elements of professional football operations, for which they are then supported through targeted funding.

All members receive USD 100,000 per year for running costs and unlock grants of USD 50,000 for each of the below criteria, up to a maximum overall total of USD 500,000 per year. At least two criteria should focus on women's football.



Employing a general secretary



Employing a technical director



Men's league



Women's league



Women's football strategy



Good governance



Refereeing strategy



Youth men's league



Youth women's league



Grassroots strategy





#### WHAT THEY SAID

“Forward allows us to develop the sporting side of football and not just footballing infrastructure, as was the case before. In Panama, we have now been able to plan a three-year project thanks to the fact that this is a programme established for everyone and it allows us to plan better.”

**Pedro Chaluja**, President of the Panamanian FA

“The Forward Programme reflects the vision of greater solidarity in the world of football.”

**Decio de María**, President of the Mexican FA

“Following a thorough process verifying our compliance, the Uruguayan FA has been granted Forward Programme funds to carry out the first approved project in the region, focusing on security in sports stadiums.”

**Wilmar Valdez**, President of the Uruguayan FA

“FIFA Forward enables us to pursue priority development projects even if these take several years to reach fruition. It helps that these priority projects are agreed upon beforehand and documented in a formal agreement with FIFA.”

**Mariano Araneta**, President of Philippine Football Federation



# FIFA FORWARD

## ENHANCED COMPLIANCE FOR FOOTBALL

Development ensuring funds are used properly



Contract between FIFA and member association



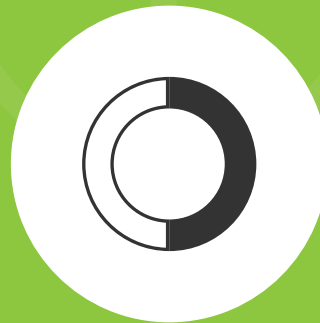
New FIFA Development Regulations



Local, independent audits of FIFA Forward funds



All projects monitored by FIFA administration and FIFA Development Committee



FIFA Development Committee (at least 50% independent members)



Publication of independent audits of member associations' annual finances



## FIFA EXECUTIVE FOOTBALL SUMMITS

Part of the spirit of the reforms was to promote a stricter engagement between FIFA and its chief stakeholders, including the member associations. The ideal platform for that was provided by the [FIFA Executive Football Summits](#): regular gatherings to discuss strategic matters and the future of the game.

The schedule contemplates 11 FIFA Executive Football Summits being held in six venues around the world between November 2016 and March 2017.”

### WHAT THEY SAID

“Talking to my African colleagues has shown me that the world of football is the same everywhere and we all face the same issues. I think we should get to know each other better, understand each other better, appreciate each other more and probably develop joint actions.”

**Yves Jean Bart**, President of the Haitian Football Association

“I came back home from the first FIFA Executive Summit with a very positive energy, after having discussed in an open forum with colleagues from three different confederations. By sharing examples and getting to know each other better, we will have the possibility to unite the world of football and leave our big problems behind.”

**Karl-Erik Nilsson**, President of the Swedish Football Association

“It’s a great occasion to debate. We discussed and saw how, through the Forward Programme, we can review the whole administrative structure of an association.”

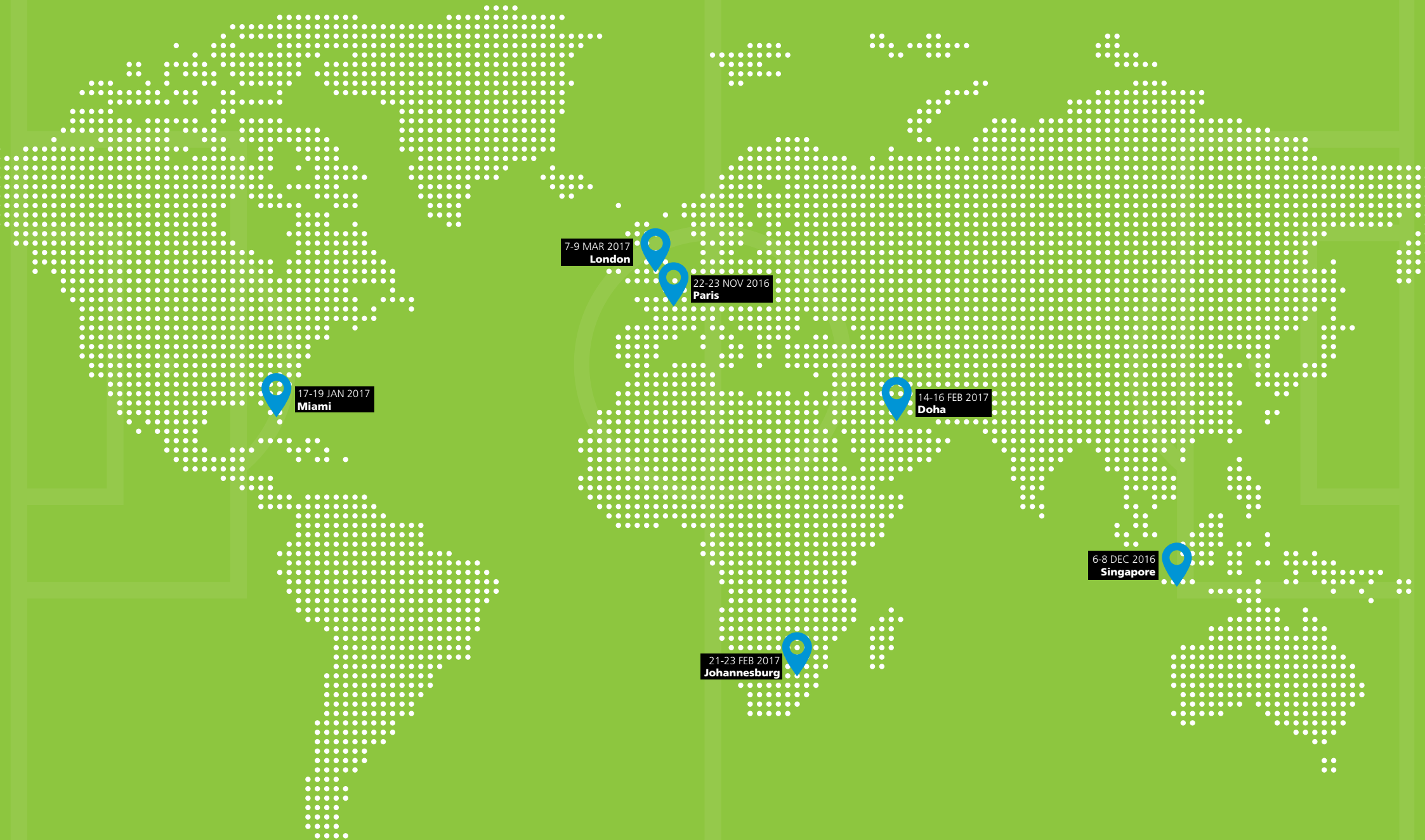
**Constant Omari**, President of the Democratic Republic of Congo FA and FIFA Council member

**Bringing FIFA back to football**  
President Infantino in open dialogue with member association representatives at the inaugural Executive Football Summit in Paris, 22 November 2016.



## FIFA EXECUTIVE FOOTBALL SUMMITS

Open and regular discussions with the member associations about the future of the game



# 3

## Expanded format of the FIFA World Cup™

On 10 January 2017, the FIFA Council unanimously decided in favour of expanding the FIFA World Cup™ to a 48-team competition as of the 2026 edition. It's a format in which the current 32-day tournament duration is kept and there is no reduction in the overall number of rest days.

The decision was taken based on a report that took into account such factors as sporting balance, competition quality, impact on football development, infrastructure, projections on financial position and the consequences for event delivery.

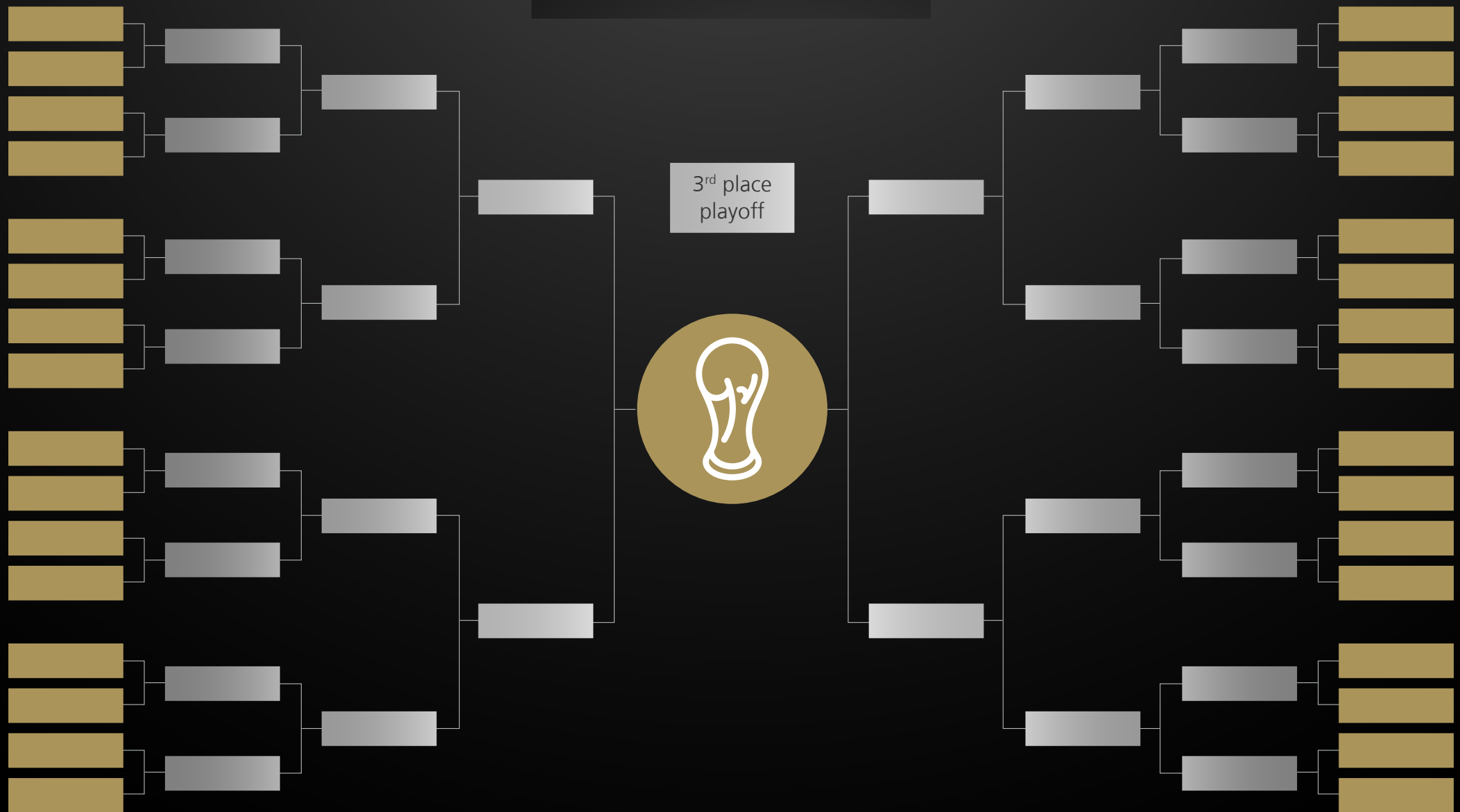


# Expanded format of the FIFA World Cup™

48 teams

Group stage: 16 groups of 3 teams  
Top 2 teams advance

○ ● ● x 16



Round of 32

Round of 16

Quarter-finals

Semi-finals

Final

Semi-finals

Quarter-finals

Round of 16

Round of 32

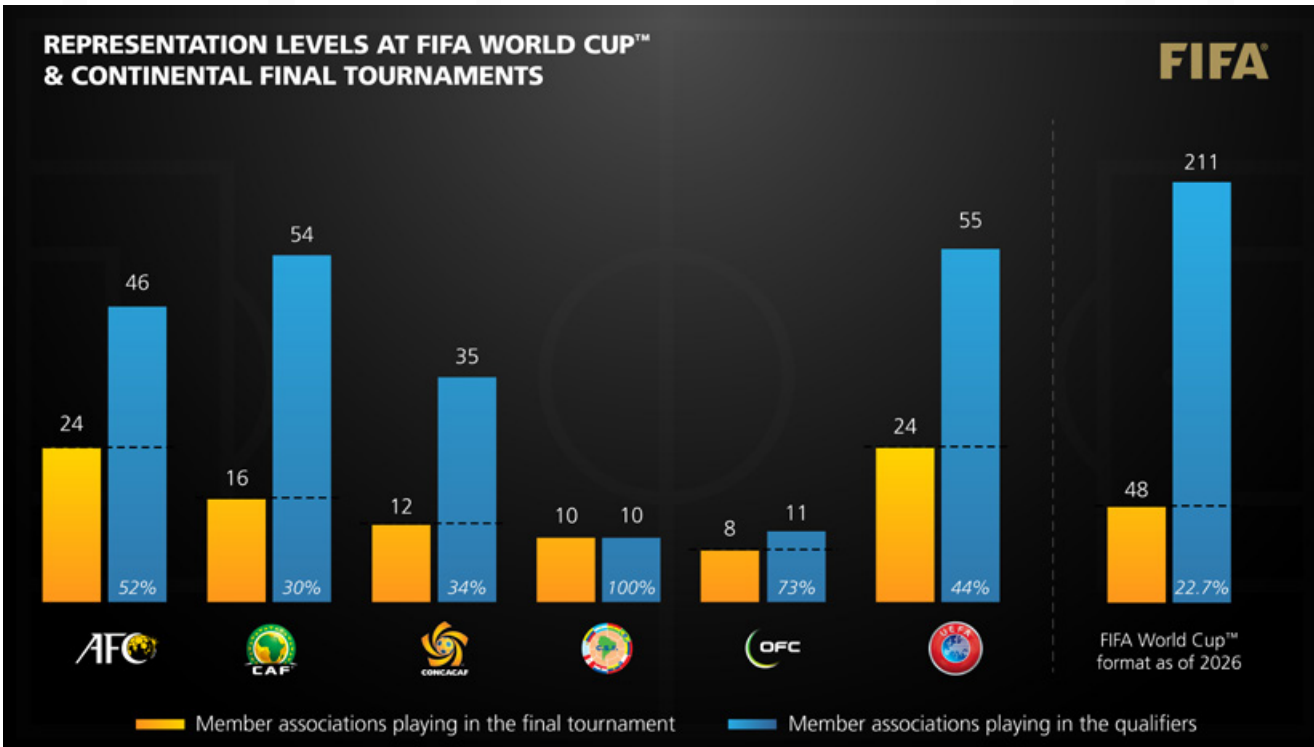
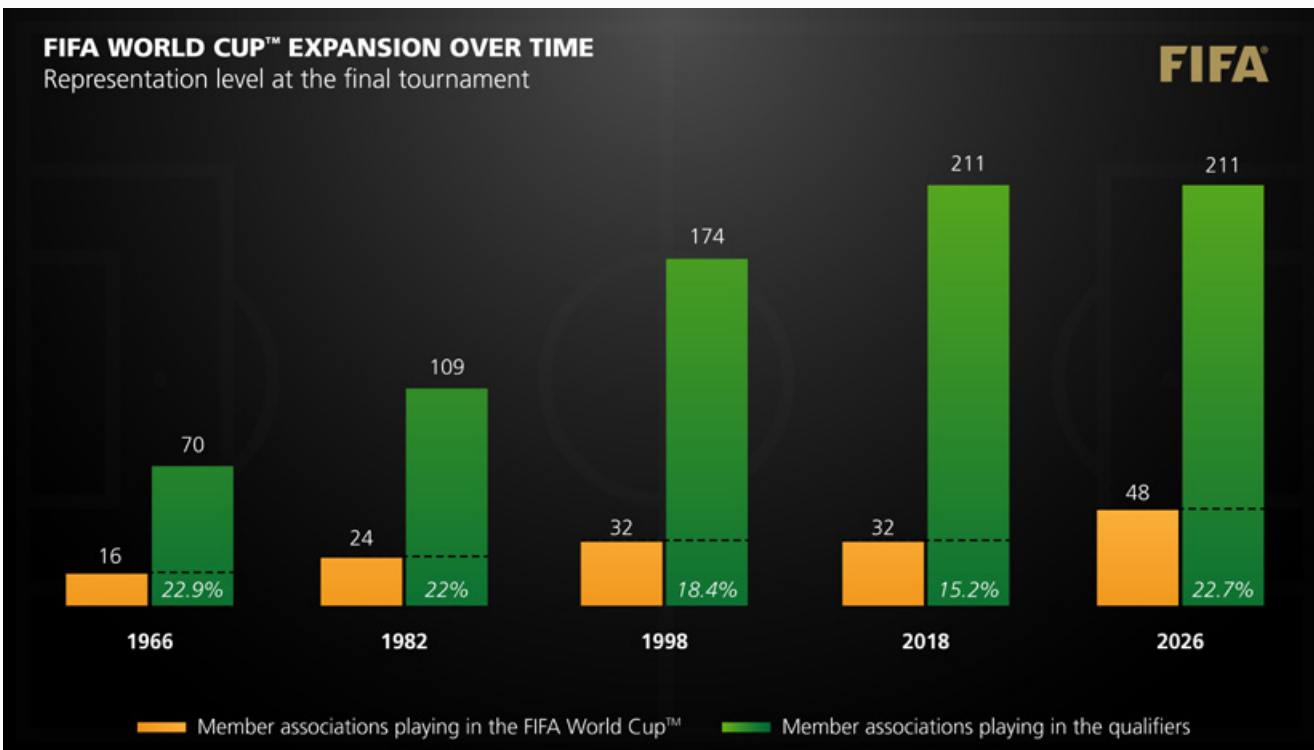


Here's an analysis of what the format change means in the light of previous expansions over the history of the FIFA World Cup™, as well as a comparison with the continental final tournaments:



# 32 days

The duration of the FIFA World Cup remains exactly the same as it currently is with the 32-team format.



## WHAT THEY SAID

“Initially I was doubtful about the idea of expanding the World Cup, because I thought that meant playing more games, which would be complicated.

But the chosen format is a good thing. It will enable the inclusion of teams that normally don't play in the World Cup.”

**Fernando Santos**, Portuguese national team head coach ([EFE](#), 12 January 2017)

“Maybe in the group stage you will see a decrease in the level, but eventually the top teams always go through and you might see a surprise like Iceland at EURO 2016, whose presence only was possible because of an expansion.”

**Manuel Negrete**, former Mexican international at the 1986 FIFA World Cup ([El Universal](#), 11 January 2017)

“It's even unfair for some players: look at George Weah, who's never played in a World Cup. Or current stars, like Pierre-Emerick Aubameyang, from Gabon, or Sadio Mané, from Senegal: what are the odds of these players appearing at a FIFA World Cup if the number of teams is not increased?”

**Samuel Eto'o**, an international with Cameroon at the 2002, 2010 and 2014 FIFA World Cups ([Jeune Afrique](#), 29 December 2016)

“Football is steadily being played at a higher level across the world. The idea to expand the World Cup makes sense. A win will carry more significance. In particular, the way teams approach their first games will change. Bigger nations want to avoid tricky sides and use the general argument of a lower technical level as a convenient shield. But I feel that's a bit snobbish.”

**Vahid Halilhodžić**, Japanese national team head coach. Coached Côte d'Ivoire in the 2010 FIFA World Cup and Algeria in the 2014 FIFA World Cup ([The Japan Times](#), 9 January 2017)

“It would be highly attractive. The third round of the group stage is often a boring one in the World Cup, since the big nations are usually already through. With this format, tension would be guaranteed from the beginning and we would swiftly move to the knockout stage.”

**Ottmar Hitzfeld**, winner of the UEFA Champions League coaching two different clubs. Coached Switzerland at the 2014 FIFA World Cup ([Blick](#), 10 January 2017)

## DID YOU KNOW?

# 71%

of the surplus generated by the 2014 FIFA World Cup™ was directly reinvested into football. The remaining 29% account for FIFA's operating expenses.

# \$640M

is the preliminary projection of net revenue growth for the FIFA World Cup™ with the new format. By way of reference, this is enough to build over 1,100 turf pitches or to fund 16,000 domestic youth leagues.

## WHAT'S NEXT?

- The FIFA Council had already [defined the principles for countries to bid](#) for the right to host the 2026 edition – a process that is currently scheduled to culminate in May 2020.
- Over the course of its next meetings, the FIFA Council is set to discuss further details regarding the competition, including the slot allocation per confederation.

# Q&A with FIFA President Gianni Infantino



**On 26 February, during FIFA's deepest-ever crisis, the Extraordinary FIFA Congress approved a new set of statutes and elected you as the president. How much has the organisation changed since then?**

The reforms are an undeniable element of change – and one that doesn't depend on who's in charge of the organisation. It's a set of guarantees that FIFA is managed with transparency and good governance principles. This is one thing.

Now, when I took office and vowed to bring football back to FIFA and FIFA back to football, this was not just a motto or wordplay. It's a concrete idea to nurture the way FIFA is run. What makes me happiest about the last 12 months is seeing these ideas, intentions and regulations shifted into reality; into the everyday life of football administration.

FIFA's work touches upon many walks of life and areas of knowledge, but the sole beneficiary has to be the game of football. Always. I guess this had been left aside in the past, and hopefully this new administration, under new

Statutes, has started to change that over this first year.

**If it has started, what are the next steps?**

So, with all that said, there is still much to be done. This is just the beginning. What we did was to set up a framework: not my personal one, but what I firmly believe is a solid one for FIFA to operate in for years to come.

After everything that happened in the past, we couldn't afford to have a new administration simply coming in and taking things over short-sightedly. The institution needed a solid plan, and it was with that in mind that we came up with "FIFA 2.0: The Vision for the Future". This is a concrete roadmap, with measurable goals, for FIFA as an organisation.

As the FIFA President, it is my duty to propose a way forward. And it's up to the general secretariat to execute everything that is necessary to deliver these strategic decisions that I take with the assistance of the FIFA Council. Take football development, for example: at the FIFA Congress in May last year, I presented a

master plan to change the way we finance our member associations. It was a huge and concrete measure to shift the focus of FIFA to what it does – or has to do – best: develop football. Now the administration is making the Forward Programme the bread and butter of our member association's development work. Investment is much bigger and more effective, with a much stricter control of the use of the funds.

The Forward Programme is an all-encompassing example of how I hope to keep on trying to come up with innovative proposals. We act on the principles of the reforms, like transparency and the separation of powers; we focus purely on football; and we aim to reach as far as we can. This is the goal.

**Speaking of reaching wider: was this the driving force behind expanding the FIFA World Cup™?**

FIFA manages football in the whole world and its main purpose must be to promote the game. Football is already overwhelmingly great, but we're here to unleash its full potential everywhere and at

all levels. This means more participation: that's what the FIFA Executive Football Summits are about and that's what the 48-team World Cup is about as well.

There are already more and more countries producing top talent and organising football at a high level. With the odds of reaching football's biggest tournament being higher, the tendency is for development to surge even more across the globe.

Will FIFA make more money with an expanded competition? Yes, it will. Provided that FIFA's obligation is to reinvest the money it makes back into football, I don't see how this is not a good thing. The very preliminary estimates are of an extra USD 640 million in revenue with the new format. That's enough to build up over 1,100 turf pitches. Or 1,300 technical centres. Or to buy home and away kits for 64,000 teams. This is where the surplus will go. It's football becoming bigger and more structured in more places in the world – which is what, to my understanding, should be exactly FIFA's goal.



**Administration**

The diagram features a central circle with the word "Administration" inside. Two vertical lines extend from the top and bottom of this circle. These lines connect to two identical, complex rectangular structures on the left and right. Each structure consists of an outer rectangle, an inner rectangle, and a semi-circular protrusion on its right side. A small white dot is located at the center of each of these structures.

# 4

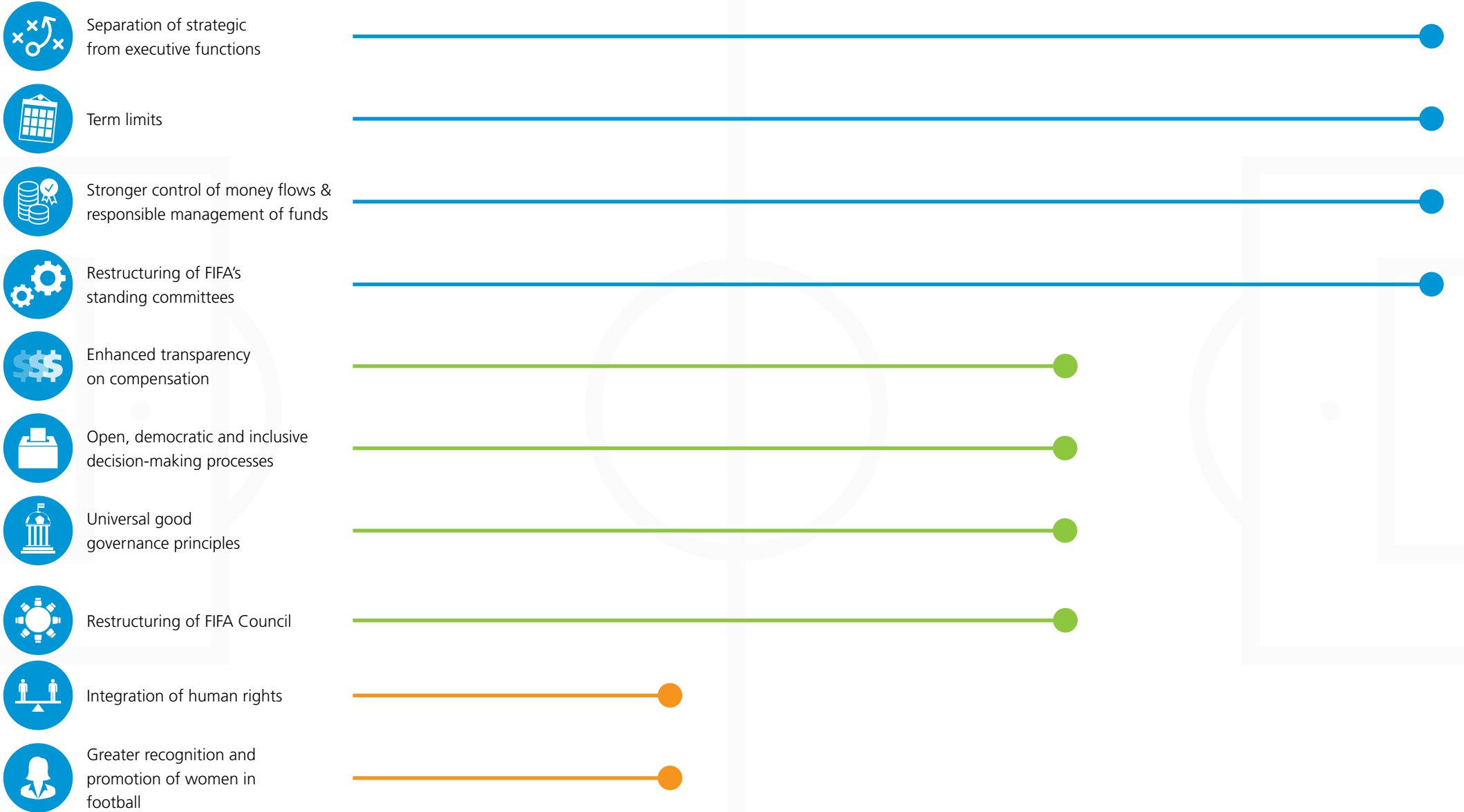
## Implementation of the reforms

The adoption of [landmark reforms](#) by the Extraordinary FIFA Congress on 26 February 2016 enshrined in the amended [FIFA Statutes](#) (which entered into force in April 2016) paved the way for significant improvements to the governance of FIFA and global football.



## IMPLEMENTATION OF GOVERNANCE REFORMS

Overview: February 2016 to February 2017



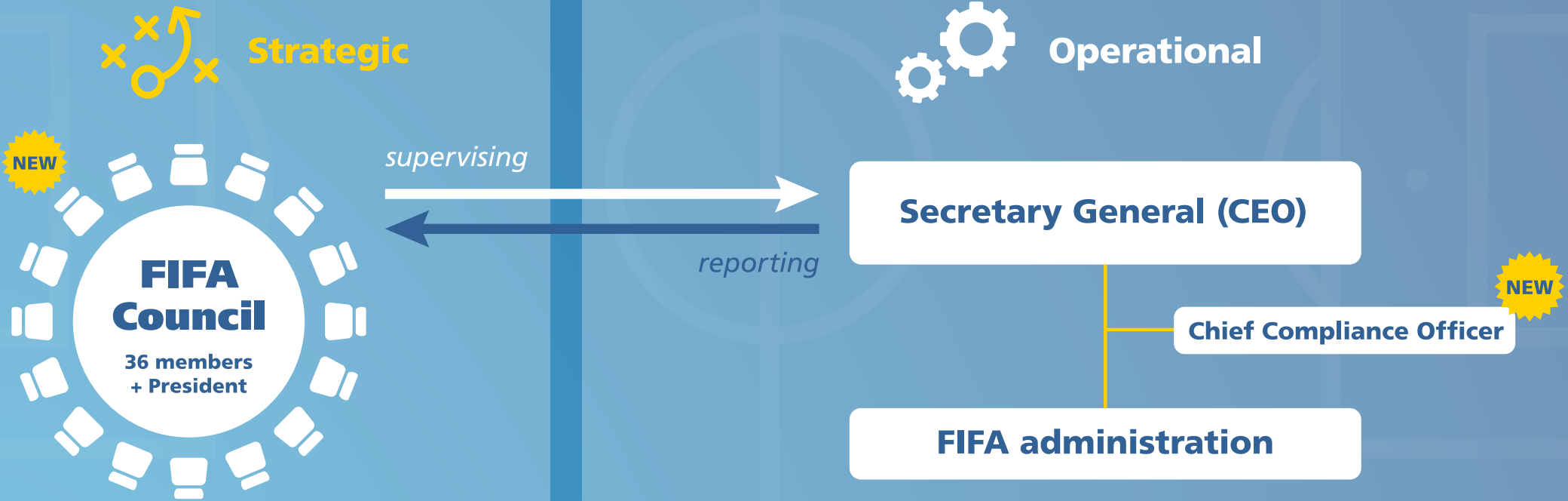
IN PROGRESS

MOSTLY IMPLEMENTED

FULLY IMPLEMENTED

## SEPARATION OF STRATEGIC AND EXECUTIVE FUNCTIONS

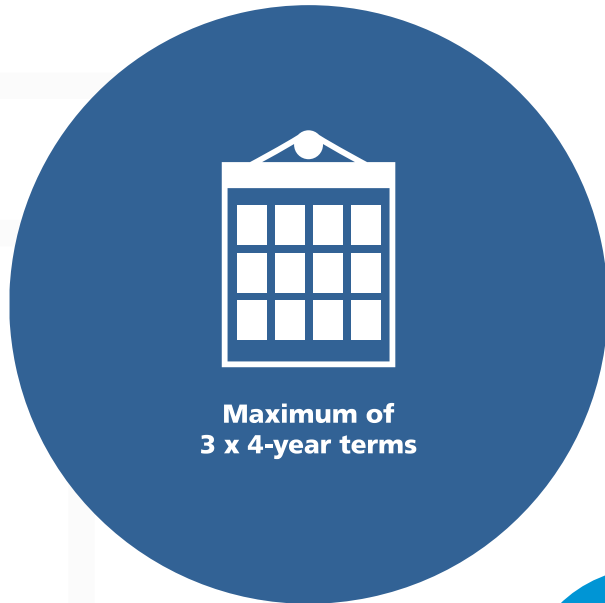
Under the new FIFA Statutes, there is a clear separation between the FIFA Council (strategic) and the affairs of the general secretariat (management/executive). The Council defines FIFA's mission, strategic direction, policies and values in the organisation and development of football worldwide.



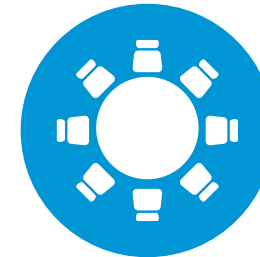
**NEW** All monitored by fully independent Audit and Compliance Committee

## TERM LIMITS

The FIFA President and the Council members may now serve no more than three terms of office of four years (i.e. 12 years total). The same term limits also apply to the members of the judicial bodies and the Audit and Compliance Committee.



**President**



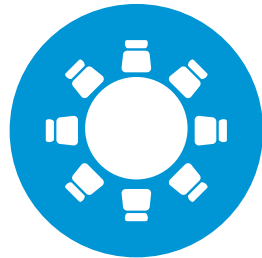
**FIFA Council**



**Members of  
independent committees**



**Members of  
independent committees**



**FIFA Council**



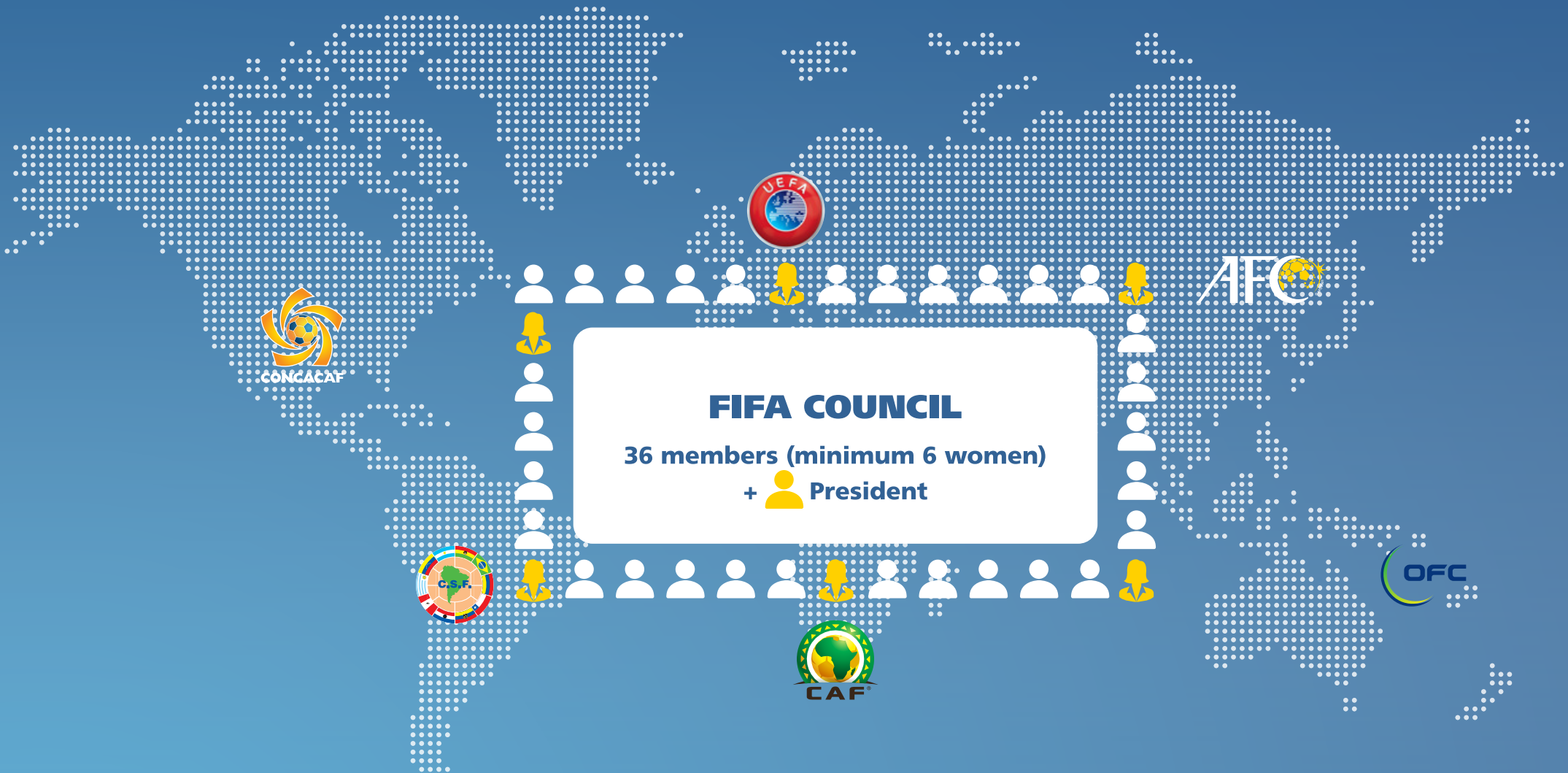
**President**



## ENHANCED TRANSPARENCY ON COMPENSATION

A newly composed Compensation Sub-Committee is responsible for determining the compensation of the President, the Vice-Presidents and members of the Council, as well as the Secretary General. Individual compensation is disclosed on an annual basis and detailed in the annual FIFA Financial Report (see pp. 62-63 of the [Financial and Governance Report 2015](#)).

The rationale and compensation figures for the President and Secretary General are available [here](#). The redefinition of benefits for Council and standing committee members is currently ongoing.



### RESTRUCTURING OF THE FIFA COUNCIL

The election of Council members is now supervised by FIFA according to its own electoral regulations and all candidates are subject to comprehensive eligibility and integrity checks conducted by an independent Review Committee. The Council is yet to reach full composition as the election of three additional members to the FIFA Council from the AFC is pending, scheduled for May 2017. An overview of the current Council members is available [here](#).

### PROMOTION OF WOMEN IN FOOTBALL

Under the amended FIFA Statutes, each confederation must elect at least one female member to the Council (the former Executive Committee only reserved one seat for a female member). Also, when proposing appointees to the judicial bodies, the Council needs to take into account appropriate female representation. While significant progress has been made, FIFA considers the process to be ongoing.

## RESTRUCTURING OF FIFA'S STANDING COMMITTEES

The standing committees advise and assist the Council and the general secretariat in fulfilling their duties.

To improve the efficiency of decision-making processes, the number of standing committees was [reduced from 26 to nine](#). Some of the

committees are now required to include independent members, who fulfil strict independence criteria as defined in the FIFA Governance Regulations. The presence of women on the standing committees has also risen to unprecedented levels.

## OPEN, DEMOCRATIC AND INCLUSIVE DECISION-MAKING PROCESSES

Adapting decision-making processes to involve members of the whole of the international football community is an on-going process. In the newly created [Football Stakeholders Committee](#), for example, everyone – from the confederations to the players, via the referees,

coaches, clubs and leagues – is represented. FIFA now also organises the FIFA Executive Football Summits, conferences that serve as a platform for the member associations to engage and exchange best practices and advise FIFA on the real, ground-level issues.





## UNIVERSAL GOOD GOVERNANCE PRINCIPLES

FIFA requires its member associations and the confederations to include good governance principles in their statutes. These minimum provisions include neutrality in matters of politics and religion; prohibition on all forms of discrimination; independence of judicial bodies

(separation of powers); avoiding conflicts of interest in decision-making; and yearly independent audits of accounts. This ongoing process will ensure that good governance principals spread right throughout global football to all 211 member associations.

## INTEGRATION OF HUMAN RIGHTS

FIFA included a new article on human rights in its Statutes (article 3) approved at the Extraordinary FIFA Congress on 26 February 2016. In addition, FIFA is developing a Human Rights Policy Commitment in accordance with the UN Guiding Principles on Business and Human Rights and international best

practices and is planning to set up a Human Rights Advisory Board to provide FIFA with independent expert advice on its efforts to implement article 3. FIFA considers its efforts to uphold human rights – and labour rights specifically – in all its activities as an on-going and continuous process.



## ENHANCED CONTROL OF MONEY FLOWS AND RESPONSIBLE MANAGEMENT OF FUNDS

FIFA's finances are systematically reviewed by external auditors, the Audit and Compliance Committee and the Finance Committee.

FIFA issues detailed annual financial reports ([available online](#)) in accordance with the IFRS standards and Swiss law. On 16

September 2016, [FIFA appointed PwC](#) as its new external auditing firm and, at its last meeting in January 2017, the FIFA Council approved the early adoption of IFRS 15 in the organisation's financial reports.

### 1 FIFA Congress approves budget

4 Funds raised from marketing, media rights & World Cup tickets



2 FIFA Council sets commercial strategy

3 General secretariat delivers sales strategy

### 1 FIFA Congress approves budget

4 Football grows around the world



2 FIFA Council sets strategy for development, governance and competitions

3 Development spending allocated by a more independent committee

## WHAT THEY SAID

**“FIFA is on the right track as reasonable changes have been initiated. You have to give the organisation time.”**

**Sylvia Schenk**, Head of the sports unit of Transparency International Germany ([Zeit](#), 12 May 2016)

**“I am delighted to note the serious action taken by the new management of FIFA to improve good governance and transparency, as this is of the highest importance for FIFA’s credibility as the global organisation representing the most popular sport in the world. I hope and believe that FIFA will continue along this positive path.”**

**Hannu Takkula**, Member of the European Parliament and Rapporteur on the report “An integrated approach to Sport policy”

**“I don’t think we need to reconsider everything in sports and especially not in football. Some fine-tuning is urgently required but otherwise sports continue to inspire, overcome borders and connect people as they always have.”**

**Jürg Stahl**, President of the Swiss National Council and President of Swiss Olympic

## DID YOU KNOW?

# 86.4%

of member associations present and eligible to vote at the Extraordinary Congress – 179 of 207 – approved the statutory changes.

The Governance, Finance and Development Committees are required to be composed of no fewer than

# 50%

independent members.

Independent members from outside the world of football – such as Miguel Poiares Maduro, former Attorney General at the European Court of Justice – now sit on FIFA’s standing committees.

There are also fully independent committees regulating FIFA: the Audit and Compliance Committee and the judicial bodies, i.e. the Disciplinary Committee, the Appeal Committee and the Ethics Committee, which is divided into two chambers – investigatory and adjudicatory.

## WHAT’S NEXT?

- First meeting of the Human Rights Advisory Board on 13 March 2017
- First meeting of the Football Stakeholders Committee on 23 March 2017
- Bahrain to host the 67<sup>th</sup> FIFA Congress on 11 May 2017

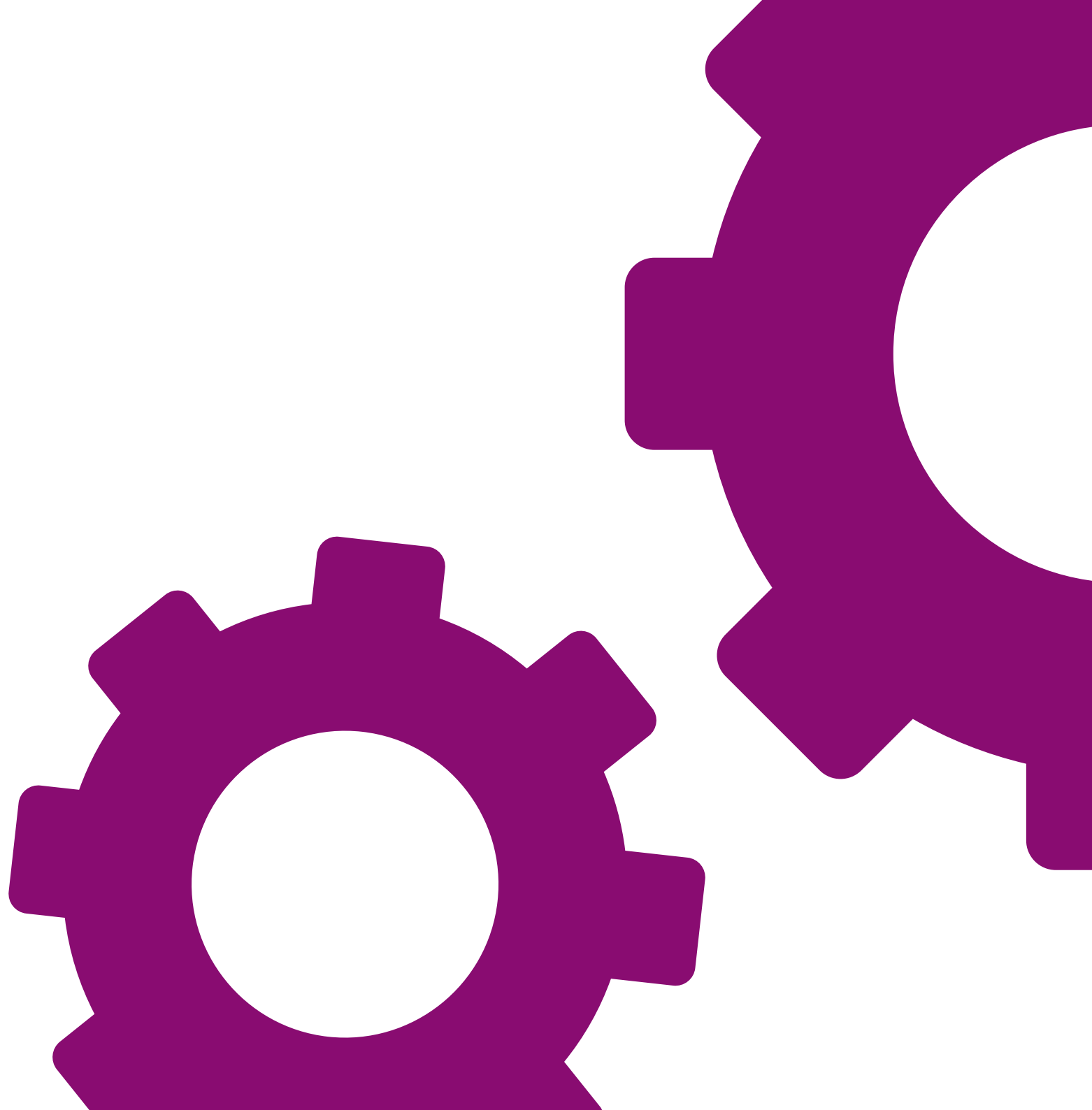
# 5

## Restructuring of the FIFA administration

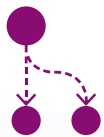
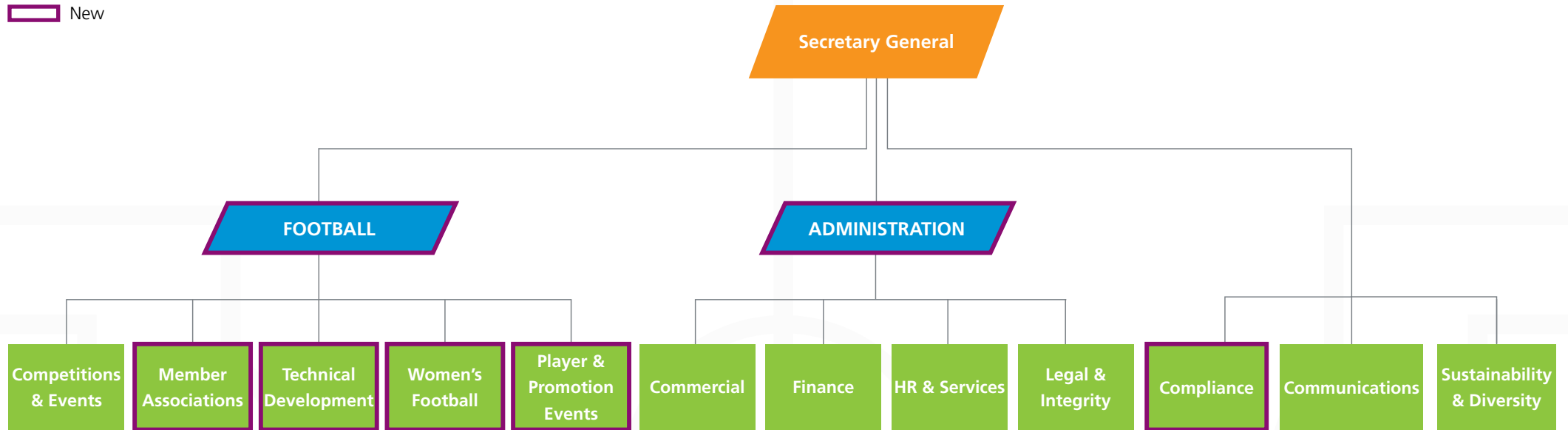
When the 66<sup>th</sup> FIFA Congress gathered in Mexico on 12 and 13 May 2016, the FIFA Council validated the [appointment of Fatma Samoura](#) as FIFA Secretary General. Backed by a solid CV built on 21 years of development and humanitarian for the United Nations, Ms Samoura became the first woman ever to head the FIFA administration.

Shortly after taking office in June, the Secretary General [announced a new structure](#) for the FIFA administration – one that mirrors and catalyses the principles of the reformed Statutes. The administration was split in two branches, each overseen by a Deputy Secretary General: one responsible for all the administrative aspects of the institution – i.e. Commercial, Finance, HR & Services, Legal & Integrity – and one for matters directly related to football. The latter included the new and dedicated Women's Football Division.

The areas whose remit overarches the whole organisation, such as Communications and the [newly formed Compliance Division](#), report directly to the Secretary General.



 New



### Separate branches

All areas directly related to football are overseen by Deputy Secretary General Zvonimir Boban. The Administration branch is headed by Deputy Secretary General Marco Villiger.



### Transparency from within

A dedicated division is entrusted with the responsibility to develop a compliance programme. It has unrestricted authority and the right to access, inspect, review and investigate any organisational unit of FIFA.



### Looking Forward

[Joyce Cook](#) leads an improved Member Associations Division that serves the needs of the members and ensures the smooth implementation of the FIFA Forward Programme.



### Watching over the game

The new Technical Development Division, headed by [Marco Van Basten](#), coordinates grassroots, coaching education and refereeing efforts as well as innovative development related to football.



### Focus on the women's game

For the first time, FIFA has a fully developed Women's Football Division, with units for competitions, development, and governance and leadership. Its chief officer is [Sarai Bareman](#).



### The FIFA Legends

Former players and coaches, men and women who have written football history, have become a formal part of FIFA's plans – with an area of the institution especially dedicated to managing this collaboration.

# 6

## Rise of women in football

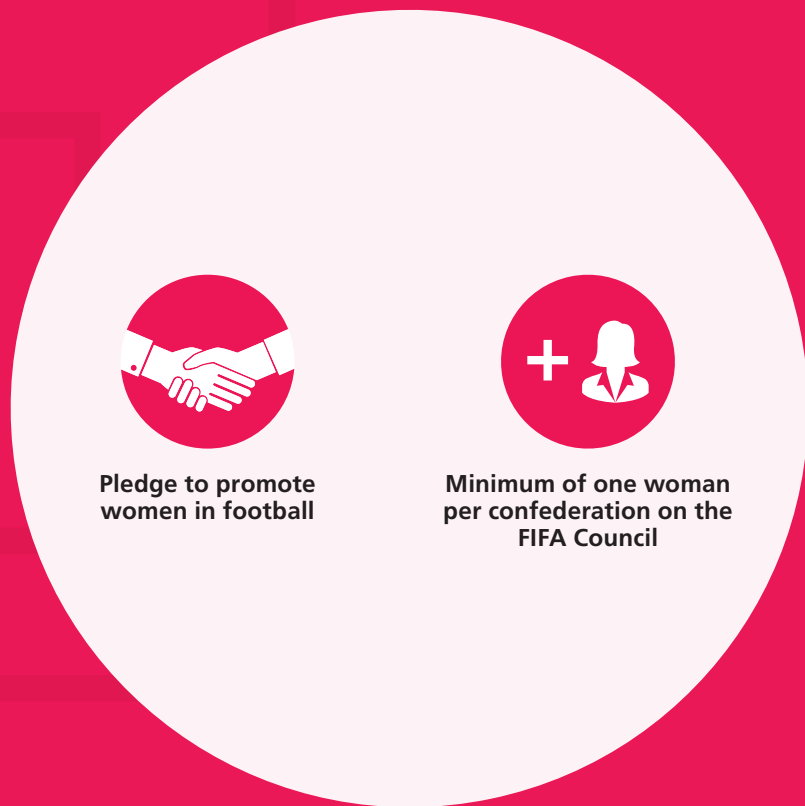
The pledge of the reformed Statutes to promote women in football is being incorporated into all that FIFA does. FIFA now counts on more women than ever in [key management positions](#) – starting with Secretary General Fatma Samoura and including the chief officer of the [newly-created Women's Football Division](#).

The role of women in football administration has been put up for [open and honest debate](#), and concretely fostered through [FIFA's Female Leadership Development Programme](#).

The stronger participation of women in the FIFA Council has been mirrored in the composition of the [standing committees](#), and it is now FIFA's duty to encourage the confederations and member associations also adopt the principles of inclusivity.



# A COMMITMENT TO EMPOWER WOMEN



## THE REFORMED STATUTES



## THE ACTIONS



## ON AND OFF THE PITCH

The objective of increasing female participation in football goes hand in hand with a priority to grow the women's game on the pitch. Bringing women's football into the mainstream is one of the centrepieces of "FIFA 2.0: The Vision for the Future" and 2016 was a particularly prolific year for this.

FIFA organised the [Women's Olympic Football Tournament](#) in Rio de Janeiro and two very symbolic youth tournaments.

The FIFA U-17 Women's World Cup in [Jordan](#) was the first FIFA women's football tournament ever to be staged in the Middle East, and [its legacy](#) was as eloquent a testament as there could be of the region's embracing of the women's game.

In [Papua New Guinea](#), the FIFA U-20 Women's World Cup had in [Alex Scott a strong, inspiring figure](#) to promote inclusivity – most notably through the [#ENDviolence campaign](#), a drive against gender-based violence resulting of a joint effort between FIFA and UNICEF and several partners.

## A bright dawn for women's football

Korea DPR's golden success at the FIFA U-17 and U-20 Women's World Cups in 2016 has set the standard for other young women's teams to work towards.



## WHAT THEY SAID

“The goal is not just to reform but also to transform. FIFA: this is your chance to make a positive change. This is your opportunity to do the right thing.”

**Billie Jean King**, former world number-one tennis player and founder of the Women's Sports Foundation

“There is so much more potential for growth in women's football than in men's football. FIFA can make a statement.”

**Abby Wambach**, Olympic gold medallist, FIFA Women's World Cup winner and a true US sporting icon

“The time is ripe for all of us to shake up the status quo and even the playing fields, giving women's football the chance and recognition it deserves.”

**Samar Nassar**, Chief Executive Director of the Local Organising Committee for the FIFA U-17 Women's World Cup Jordan 2016

## Future in hand

President Infantino presents the adidas Golden Glove trophy to Spain's Noelia Ramos at the FIFA U-17 Women's World Cup 2016 in Jordan.



## DID YOU KNOW?

One of the objectives set in FIFA 2.0 is to double, to **60 million**, the number of female football players worldwide by 2026.

# 52,432

Spectators were at Rio de Janeiro's mythic Maracanã stadium to watch Germany defeat Sweden and win Olympic gold.

# 75%

of the Local Organising Committee of the FIFA U-17 Women's World Cup in Jordan was composed of women.



**You were appointed as FIFA Secretary General only a few months after the statutory reforms were approved. What has the organisation done since then to implement these changes?**

The reformed FIFA Statutes brought about principles of governance that should be the starting point for any institution – particularly one of a global reach like FIFA – to function properly. These principles were institutionalised as soon as the Statutes came into force: the separation of powers and their respective roles; the term limits; the disclosure of the annual compensations for FIFA senior management; the tighter control of how the money flows into and out of the organisation.

But it takes some time and a lot of work for these to be more than principles and to be fully implemented. The reforms changed the essence of how the organisation is structured and how it relates to the various stakeholders. Now we are rolling out the processes to get this structure to function.

**Can you give an example?**

A good one is the standing committees: by the time the reformed statutes were approved, we had a number of tournaments and activities in the pipeline. We couldn't

simply dismantle the existing dynamic overnight. So, we prepared the ground, the FIFA Council appointed the names, we conducted all the checks, and now the streamlining of the standing committees – present in the reforms – is a full reality. We have fewer committees, which feature more independent members and have a stronger participation of women, including at the FIFA Council level.

Each of the elements stated in the reforms brings along a call to action similar to this one. 2016 was a year to equip FIFA with the tools to perform exactly how it is determined in the reformed Statutes. Now this solid structure is starting to bear fruit.

**How is this structure supposed to keep the misconduct of the past from happening again?**

Here, too, there are the two aspects: the legal framework and our measures to put it in place. The Statutes define a governing system whose checks and balances combat corruption. But this only means concrete change if we transform it into action, into the way our day-to-day business is operated. One of the fundamental actions we took from day one was to undertake the financial and forensic audits of the institution and to adopt a zero-tolerance

policy against wrongdoing. It had to be like this; it was our obligation. Ethical behaviour must permeate every single process within FIFA, and this must remain absolutely clear for everyone to see, particularly after what happened in recent years. This is why it was so important to set up a compliance division, for example, and supply it with all it needs to fulfil its duties; all the access to inspect and investigate any organisational unit.

FIFA is already being run in a much more professional and transparent way than what it was a year ago. But we are aware that there is still much to do to implement some principles present in the reforms. And we are working hard for that.

**Some of these principles are rather broad ones, like integrating human rights into what FIFA does or promoting the presence of women in football. What do these mean in practical terms?**

They are broad and they must be translated into tangible measures. The promotion of human rights is in article 3 of the Statutes. Right. But now it is also a department within FIFA: one with the duty of creating policies and processes and integrating human rights into everything that we do.

The same thing with women's

football and the presence of women in football: the reforms institutionally increased female representation on the FIFA Council, but it was up to us, the administration, to make sure that the concept was reflected in how we operate. So, for the first time ever, FIFA has a dedicated Women's Football Division. It's a change of status. It means a dedicated budget, a seat on our management board... This will have a direct impact on the game.

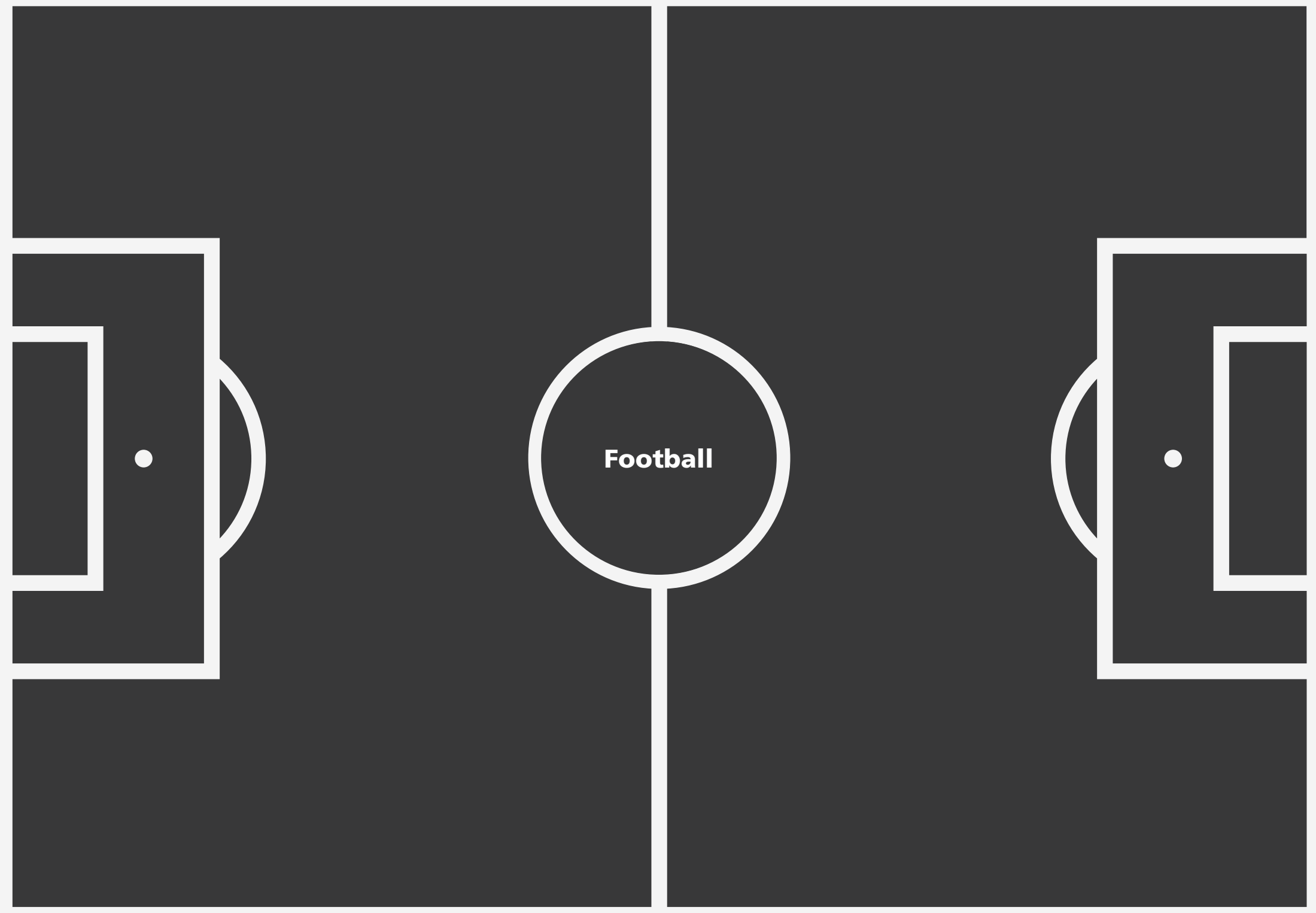
Off the pitch, of course at the time there was a lot of attention paid to my appointment as Secretary General, but it goes way beyond that. More than 40% of FIFA's employees are women, but there's always been a lack of representation in senior positions. This, too, is changing. Besides our Chief Women's Football Officer, Sarai Bareman, the key position of Chief Member Associations Officer is occupied by a woman, Joyce Cook, and the representation level of women on our committees is at an unprecedented level.

FIFA is working on many administrative changes and they affect our processes to the very core. But I'm confident that they will form a very solid basis of good governance for the organisation going forward, for many years to come.

## Secretary General Q&A

### Fatma Samoura







## THE BEST FIFA FOOTBALL AWARDS™

FIFA celebrated the game's greatest footballers with a new style this year, inaugurating [The Best FIFA Football Awards™](#) in January 2017. The most accomplished figures in world football shared the Zurich spotlight with supporters, who got closer to the action than ever before and were able to vote for the player and coach awards for men and women for the first time. The [FIFA Fan Award](#) also made its debut to celebrate the most remarkable moment or gesture by supporters.

Also joining in the festivities were the [FIFA Legends](#), as part of a new initiative that brings together former men's and women's stars to promote and support the game.

The group put on a [series of matches](#) at the Home of FIFA, talked with media and fans, and participated in the awards.



# THE BEST

FIFA FOOTBALL AWARDS 2016



## 5.5 MILLION

fans voted on the awards presented at The Best, including individual awards for the first time.



#### WHAT THEY SAID

“It is an important part of FIFA coming together with the people and players, which is a big part of what [President Gianni] Infantino is trying to do.”

**Diego Maradona**, former Argentina international and FIFA World Cup winner in 1986

“This is the first time that FIFA has organised this award, and that makes it even more special. It is a beautiful, heavy trophy. This is an enormous privilege for me.”

**Cristiano Ronaldo**, The Best FIFA Men’s Player of 2016, a year in which he was a European champion for both club and country

“I’m really looking forward to the FIFA Football Awards. It’s a great honour to be part of it, give my support to the awards and watch it all unfold.”

**Dwight Yorke**, played in Trinidad and Tobago’s first FIFA World Cup campaign in 2006 and was top scorer as Manchester United won the UEFA Champions League in 1999



“It is so important for women’s football to be involved in this kind of ceremony, so that for young girls who are just starting to play the game, they have heroes they can look up to.”

**Marta**, five-time FIFA Women’s Player of the Year winner

“The fact that the fans have been given an opportunity to vote for the best shows that FIFA recognises their importance. Football is all about the players on the pitch, but also the fans in the stadium who create the atmosphere and those at home who watch on TV.”

**Howard Webb**, former professional referee, who was the first referee to take charge of the final of both the UEFA Champions League and FIFA World Cup in the same year



DID YOU KNOW?

# 45,000

professional players from around the world voted on the FIFA FIFPro World11, the annual selection of the world's "dream team", which was announced and recognised at award ceremony.

# 10

lucky supporters from around the world were able to attend the awards show as a result of winning exclusive FIFA digital competitions.

# 4 MILLION

views of Mohd Faiz Subri's Puskás Award-winning goal on YouTube.

# 8

## Video Assistant Refereeing

Working with the [International Football Association Board](#) – the body that determines the Laws of the Game – [FIFA facilitated the testing phase](#) of the Video Assistant Refereeing (VAR) project. With the support and interest of many countries, [live tests were held](#) at several club matches and during a friendly international between Italy and France in September 2016.

VAR [made its debut](#) at a FIFA competition at the FIFA Club World Cup Japan 2016 in December with the philosophy of “minimum interference for maximum benefit” and a focus on how best to address “clear errors in match-changing situations.”





2

years of testing and study will go into the VAR project before The IFAB makes a decision about whether to take it forward.





## WHAT THEY SAID

"[VAR] doesn't need to detract from the sport. It can create more justice, and I think it is an aid for the referees... We all know that refereeing is very difficult. We are trying to make it as fair as possible."

**Javier Tebas**, President of Spain's *La Liga* ([AS](#), 30 January 2017)

"In 2017, anything that can be introduced to relieve decision-making on such tight decisions where it's sometime a question of speed or a fine line – 'Was the player offside or on?' – would be welcomed. I don't know anyone in the refereeing movement I speak to that would be different."

**John Fleming**, Scotland's Head of Refereeing ([Evening Times](#), 7 February 2017)

"[The referee] can change the game totally, and their mistakes can change the result – even if it is something that happened on the pitch and was difficult to see. With this, [the player] would know that there are many more eyes watching even if the referee can't see you."

**Daniele De Rossi**, Italian international midfielder and 2006 FIFA World Cup winner ([FIFA](#), 18 November 2016)

"We all need it [video technology]. Professionals can't lose or win matches and titles because of a refusal of this evolution... Referees especially need and deserve protection. They need the technology to help them, protect them and to support them."

**José Mourinho**, manager of Manchester United and two-time winner of the UEFA Champions League ([FIFA.com](#), 6 January 2017)

"This innovation will allow our league to be stronger, it will allow our referees to have better technology to be able to support their decisions on the field or allow right decisions to be made."

**Don Garber**, Major League Soccer Commissioner ([MLS Soccer](#), 10 December 2016)

"It's good, it's helping the honesty of the game. It's not perfect, we realise that, but it's good for football and I think everybody will be happy with it."

**Marco van Basten**, FIFA Chief Officer for Technical Development and former World Player of the Year ([FourFourTwo](#), 24 December 2016)

"There was some confusion. It needs to be clearer, but it was fair... If it improves things it will improve football."

**Zinedine Zidane**, Real Madrid manager and 1998 FIFA World Cup winner with France ([Marca](#), 15 December 2016)



### The revolution will be televised

FIFA has embraced technological innovation with the aim of making the game fairer for teams, officials and fans alike.

### DID YOU KNOW?

# 12

countries have agreed to take part in official trials of VAR.

# 4

categories of match-changing decisions/ incidents are impacted by VAR in the experiments: goals, penalty decisions, direct red cards, mistaken identity. In each case, the VAR is only used after the referee on the pitch has made a decision.

### WHAT'S NEXT?

- The final decision on the use of VAR will be made by The IFAB and is expected in 2018 at the earliest or 2019 at the latest.



**As part of the restructuring of FIFA into two distinct parts, you are responsible for the development of football and the execution of football operations. What is your assessment of the work done so far?**

FIFA's new operating structure, devised by the FIFA President and approved by the Council, has brought about greater clarity and coherence on everybody's roles and responsibilities. This has guaranteed that all the different departments are aligned in creating an organisation which is more efficient, dynamic and which works together.

The football side of FIFA, for which I am responsible, is composed of four divisions: Competitions & Events, Member Associations, Technical Development and Women's Football, and the first objective was to identify the right people to drive the new structure. This needed to be done relatively quickly but also with great care and attention. This process is now almost complete and we are very happy with the decisions that have been taken and the new team is up and running. The highest priority now, given its extreme importance for world football and for FIFA, is the new and revolutionary

Forward Programme. The Member Associations and Technical Development divisions are fully immersed in the implementation of the programme and the role of FIFA's new and better structured regional offices will also be fundamental in facilitating tailor-made development projects for our member associations. We are also defining the priorities and direction for the development of women's football, which is another key aspect of FIFA's new vision. In my opinion, not having done this previously was a significant oversight which we now hope to put right.

**A lot is being said about the future of football and changes that FIFA would like to make to the beautiful game.**

The fact that we call it "the beautiful game" suggests that there is not really a big need to make many changes. Or put another way, if we make changes, they need to be done with great care in order to ensure that the nature of the game is in no way adversely affected. We shouldn't be bound by tradition, but it always needs to be respected and it should be a starting point. For this reason we have The IFAB, to which we are appreciative for the wonderful

game we have today. Having said this, it is important to remind those that are resistant to change of the introduction of the back-pass rule which gave football the dynamism it has today by increasing the time the ball is in play and adding a new dimension to the game. I am sure that VAR will have the same positive impact through enhancing the integrity and honesty in our game. We need to realise, however, that although it will never be perfect, it will – for sure – avoid a lot of controversy and will preserve many footballing destinies which can be ruined by something we are all susceptible to – human error.

**In a short space of time, The Best FIFA Football Awards and the FIFA Legends Programme have generated huge media interest.**

Everything which I have mentioned, including these two projects, comes from the President's clear belief that we need to bring football back to FIFA and FIFA back to football. The Best, in view of the challenges to organise such an event in a very limited time frame, was a tremendous success, immediately positioning itself as the official "Footballing Oscars" and showing the strength of FIFA as an organisation with all those

that worked on the event doing an amazing job. The Legends Programme is based on the notion of respect for those which have created and given so much to football at the heart of the game – in that magical green rectangle. In addition, it represents a coming together of football's administration with its key actors, where barriers disappear and where everybody unites to share the same passion – football.

**A new business model for the FIFA World Football Museum is being explored by the task force which you are leading. What is its current status?**

Every museum has social, cultural and humanistic value. Such value is to be shared by all. Having said this, the museum was not set up in a financially responsible manner and the only way to ensure its continuation has been to completely revisit how it is run. A new business plan is being put in place based on renewed activities and ideas. This will be presented to the Council, which I am sure will be in support of the new approach. The museum cannot be perceived as a problem for FIFA's reputation and it should instead be seen as a significant asset... however, we need to first make sure it is an asset.

## Q&A with FIFA Deputy Secretary General Zvonimir Boban





A stylized soccer field layout on a green background. The field is defined by white lines for the boundaries, a central circle, and two goal areas. In the center of the field, a white circle contains the text "FIFA" in a bold, white, sans-serif font, followed by a registered trademark symbol (®).

**FIFA®**