

Taking Football

FORWARD



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MANIFESTO

CANDIDATE FOR THE FIFA PRESIDENCY



Taking Football

# FORWARD

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GIANNI INFANTINO

# INTRODUCTION



Dear Football Friends,

The time has come to stand united and join our forces to take FIFA forward. Football is the most beautiful game in the world and it is the responsibility of all of us to take care of it in the best possible manner. From Africa to Asia, from South to North America, through Central America and the Caribbean, from Oceania to Europe, our sport is loved by everyone, girls, boys, women and men. What a unique privilege for all of us to be involved in it!

It is true FIFA is currently going through the deepest crisis of its over 100-year history. The image and reputation of the organisation have been severely tarnished and it is imperative that we take positive steps to address this now.

As FIFA President my main objective will be to turn matters around and, in particular, to put FOOTBALL back at the centre stage of all that FIFA does. FIFA must once again become an organisation that we can all be proud of: a credible, trusted and transparent global governing body developing football in all corners of the world.

In order to achieve this, my Presidential action plan is based on **THREE KEY PILLARS**, as set out in this document. **The first pillar** (Reforms and Good Governance) **is for the benefit of FIFA** itself as an organisation and as the world governing body of football, **the second pillar** (Democracy and Participation) **is for the benefit of all of FIFA's Member Associations** as well as all other **football stakeholders**, and **the third pillar** (Football Development) **is for the benefit of all those who love, engage themselves and believe in football, the Worldwide Football Community:**

## I. THE FIRST PILLAR REFORMS AND GOOD GOVERNANCE:

**Fundamental reforms** must be at the heart of FIFA to ensure that it regains the trust of both the football world and the wider public. These reforms need to be **structural but also cultural** in nature. In this respect, FIFA must demonstrate that it has the strength and determination to reform itself into **a modern, well-governed, institution** which is a worthy leader for the world's number one sport.

## II. THE SECOND PILLAR DEMOCRACY AND PARTICIPATION:

FIFA was built on **democratic principles**, however, what we need to do is transform the institution into a far more **effective WORKING democracy**. This means **more practical and meaningful involvement** of Member Associations in policy development, especially to ensure that the needs of all geographic regions are taken fully into account. For FIFA to serve the best interests of its members, structures must be put in place to guarantee **that your voice as a Member Association is always listened to and heard.**

## III. THE THIRD PILLAR FOOTBALL DEVELOPMENT:

Once the first two pillars are in place, we can then concentrate on **ensuring FIFA's principal mission, which is Football Development.** This must be FIFA's main priority at all times: from helping to create an innovative grassroots programme in partnership with schools to building football pitches, from organising the FIFA World Cup for girls and boys, men and women, to providing tools for improved coach and referee education, **Football must always be at the heart of all FIFA, Confederation, and Member Association activities.**



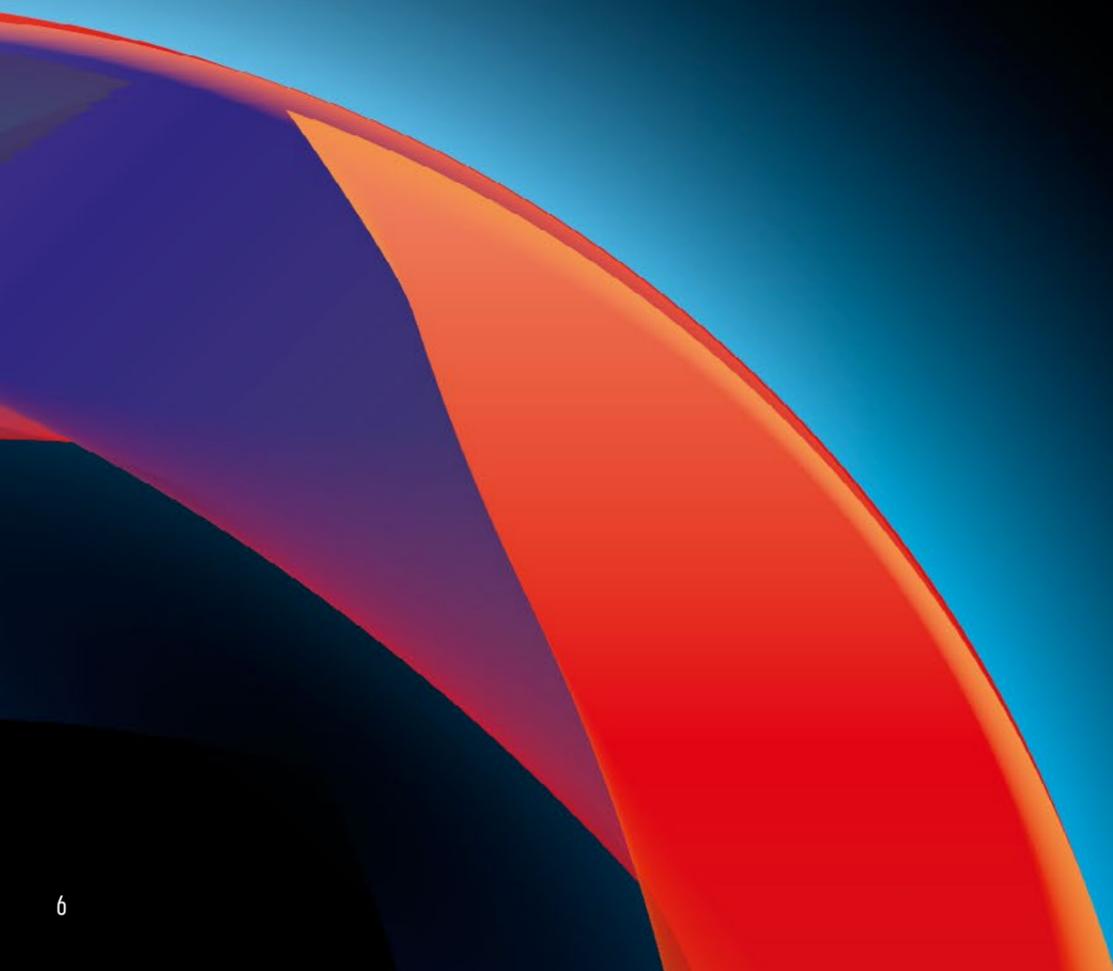
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# THREE KEY PILLARS

**REFORMS**

**DEMOCRACY  
AND  
PARTICIPATION**

**FOOTBALL  
DEVELOPMENT**



# THE FIRST PILLAR: REFORMS AND GOOD GOVERNANCE AT FIFA - A MODERN, CREDIBLE, TRUSTWORTHY AND TRANSPARENT WORLD GOVERNING BODY



Serious good governance and compliance reforms are needed to address the problems of the past (whether real or perceived) and to ensure that they cannot reoccur. These reforms have to be both STRUCTURAL and CULTURAL in nature.

As a member of the 2016 FIFA Reform Committee, I have been closely involved with the team that has prepared the necessary statutory amendments to bring these changes into effect.

And, as FIFA President, I shall focus all my energy and efforts on ensuring that these reforms are actually implemented and put into place as soon as possible. I know what is at stake having the necessary experience from managing UEFA's day-to-day activities in accordance with the highest standards of good governance and compliance over the years. Furthermore, under my stewardship, UEFA's revenues have grown from €5 billion in the four-year cycle of 2006-2010 to over €12 billion in the 2014-2018 cycle. I am convinced that FIFA needs somebody with precisely this kind of managerial record and experience and who knows exactly what needs to be done from day one. And that is:

## ENCOURAGING CULTURAL CHANGE AND LEADING BY EXAMPLE:

- The leaders of FIFA, and the FIFA President in particular, must always lead by example.
- The leaders of FIFA, and the FIFA President in particular, are simply people who have been granted the privilege and responsibility to act as the main leaders of the world's most popular sport for a limited period of time.
- The leaders of FIFA, and the FIFA President in particular, can never become detached from their main mission, which is to care about **FOOTBALL DEVELOPMENT**.
- The leaders of FIFA, and the FIFA President in particular, have the duty to act responsibly and with humility and respect.

- The leaders of FIFA, and the FIFA President in particular, have to create a positive atmosphere within FIFA, which will, in turn, both improve and enhance the image of the organisation.

- Above all, the leaders of FIFA, and the FIFA President in particular, have a duty - now more than ever - to promote, encourage and reward ETHICAL values and practices and to ensure that such a culture takes root in the entire Football Community, from top to bottom.

• **I will do all this!**

## CLEARLY SEPARATING POWERS AND FUNCTIONS:

This principle must be anchored in the institution by clearly defining and demarcating the competencies of each FIFA organ. In this connection, it is particularly important, in order to avoid the problems of the past, to ensure that there are no improper political influences when it comes to the execution of business decisions or the distribution of football development grants. And this is why accountability and transparency in financial management are so fundamental to FIFA going forward. Furthermore, as in any well-functioning democratic structure, the legislative, executive and judicial roles must be clearly defined and demarcated so that the relevant bodies enjoy full independence in their respective decision-making spheres. Against this background, a clear separation of 'sports-political' and executive functions within FIFA will be established.



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## CREATING THE FIFA COUNCIL:

The role and position of the FIFA Executive Committee shall be reformed to ensure that it focuses on strategic and supervisory activities, policy development, overseeing the FIFA Administration and Standing Committees, giving direction and setting objectives for the professional management of the organisation. This body should not have any executive or direct managerial responsibilities other than appointing the Secretary General and supervising the work of the Administration in a general way. In line with its reformed role and position, this body shall be renamed the 'FIFA Council'. At the same time, its composition will be increased to make it more inclusive and to ensure that it better and more fairly reflects and represents the Member Associations across the world..



## THE NEW FIFA COUNCIL

AFC	7	INCLUDING 1 VICE-PRESIDENT
CAF	7	INCLUDING 1 VICE-PRESIDENT
CONCACAF	5	INCLUDING 1 VICE-PRESIDENT
CONMEBOL	5	INCLUDING 1 VICE-PRESIDENT
OFC	3	INCLUDING 1 VICE-PRESIDENT
UEFA	9	INCLUDING 3 VICE-PRESIDENTS

AT LEAST 1 FEMALE MEMBER PER CONFEDERATION

## ADDITIONAL SPOTS PER CONFEDERATION IN THE FIFA COUNCIL



## REVISING THE ELECTION PROCESS FOR FIFA COUNCIL MEMBERS:

FIFA Council members shall be elected at the respective Confederation Congresses under the supervision of FIFA and in accordance with the relevant FIFA electoral regulations. In that way, uniform standards for FIFA office bearers can be achieved, ensuring at the same time that the best-qualified persons are elected to serve on a FIFA Council that is representative of the whole world. All potential candidates for the Council, and, for that matter, all FIFA Committee members as well, will be subject to appropriate eligibility and integrity checks, conducted centrally and by fully independent FIFA bodies.

## INTRODUCING TERM LIMITS:

A term limit of a maximum of 12 years (3 x 4 years) should be introduced for the FIFA President and Council members. This will ensure a regular influx of new ideas into the institution, and also create more opportunities for Member Associations to be represented. It will also help to address some widely voiced public criticism of the organisation. At the same time, recognising the specificity and autonomy of the Member Associations, it will be up to each Member Association to decide their policy at national level, based on their own needs, culture, customs and circumstances.

## REVISING THE COMMITTEE STRUCTURE:

The structure of the Standing Committees should be revised and streamlined in order to improve the efficiency of the organisation and promote further engagement of the Member Associations. All Member Associations have to be effectively and meaningfully

involved in the decision-making processes within FIFA, as I set out in more detail under the second pillar 'Democracy and Participation'.

## INCLUDING INDEPENDENT MEMBERS:

Independent and respected voices must be included on relevant Committees not only as a safeguard but also to give these bodies more authority, credibility and legitimacy. This is part of a new 'checks and balances' system which is a vital element of FIFA going forward, in the same way as the necessary 'separation of powers' and complete transparency with regard to financial flows. The Finance, Development and Governance Committees will all benefit from independent input and their institutional stature will be enhanced. The Audit and Compliance Committee and the judicial bodies (the Disciplinary Committee, the Ethics Committee and the Appeal Committee) will be fully independent. These are all key 'building blocks' in FIFA going forward.

## ESTABLISHING A STRONGER FIFA ADMINISTRATION:

The FIFA Administration shall be led by the Secretary General (a Chief Executive Officer), whose responsibility will be to manage the day-to-day operations of FIFA and who will report directly to the FIFA Council. The Secretary General/CEO will be tasked with implementing the policies and strategies as decided by the FIFA Council, to which he or she will be fully accountable.

## CREATING THE FOOTBALL STAKEHOLDERS' COMMITTEE:

FIFA has to become more open to the modern organisation of football. The input of relevant football stakeholders has to be taken into account in all matters related to professional football. For that purpose, a Football Stakeholders' Committee with appropriate club, league and player representation shall be created to ensure that their views and feedback are always fully considered, especially when debating and deciding important questions such as issues related to the status and transfer of players or the international match calendar. It is vital for FIFA to become more inclusive and for all stakeholders to contribute to the development of football in close partnership with FIFA..



## CREATING A CHIEF COMPLIANCE OFFICER ROLE:

As a further measure to enhance governance standards in FIFA and, in particular, to promote the principle of financial transparency in all of FIFA's activities, the new Chief Compliance Officer shall oversee a state-of-the-art compliance programme providing an additional layer of security for the organisation. This official will have a direct reporting line to the Secretary General/CEO and to the Chairman of the fully independent Audit and Compliance Committee.

## ENSURING TRANSPARENCY OF MONEY FLOWS:

It is essential that the proper institutional framework is put into place to ensure that there is strict control over all money flows involving FIFA, both money generated ('money in') and money distributed or spent ('money out'). Moreover, these controls must be independently verified and monitored. Nothing is more important for the future credibility of FIFA, vis-à-vis its own Member Associations and stakeholders, as well as the wider general public.

To ensure that the principle of financial transparency is respected, a clear division of responsibilities shall be established:

- **The FIFA Administration** shall be responsible for the execution of all commercial transactions generating income for FIFA. In discharging this task, the Administration always remains fully accountable to the FIFA Council.

- **The Development Committee**, including independent members, shall be responsible for the allocation of development funds and their distribution to the Member Associations and Confederations in compliance with relevant and clear criteria as determined by the FIFA Council.

- **The Finance Committee**, also including independent members with specialist expertise, shall be responsible for budget proposals and for approving annual financial accounts, before these matters are passed forward under the normal approval process carried out by the FIFA Council and the FIFA Congress.

- **The Audit and Compliance Committee**, shall continue to be fully composed of independent members and to oversee all processes involving incoming and outgoing money flows.

## IMPLEMENTING A FULLY TRANSPARENT BIDDING PROCEDURE FOR THE FIFA WORLD CUP:

A fully transparent bidding process for the FIFA World Cup shall be implemented. This should include detailed bid regulations and bid requirements, which will be issued well in advance and which must be strictly adhered to. A Code of Conduct for bidding Member Associations will ensure a level playing-field and help to avoid conflicts of interest and any suspicion of corruption. The technical report will determine, in a fully objective way, which bidders may qualify for the next stage of the process before the FIFA Council decides which bids are presented to the FIFA Congress for a final decision on who will host the FIFA World Cup.

## IMPLEMENTING A FULLY TRANSPARENT TENDERING PROCESS FOR COMMERCIAL AND OPERATIONAL CONTRACTS:

For all commercial and operational contracts, a fully transparent and comprehensive tendering process shall be put in place to guarantee accountability and also to ensure that FIFA's best interests are protected in all of its contractual relationships.

## INCREASING FIFA'S COMMERCIAL REVENUES:

As world football's governing body and football being the number one sport on the planet, FIFA has a very strong potential to further grow its revenues by optimising its marketing strategies and competition structures as well as by cooperating better with Confederations and Member Associations for an improved commercialisation of its rights. Existing successful and well-performing models of centralisation of rights can be used as models.

## DISCLOSING PAYMENTS TO FIFA OFFICIALS:

As a further means of transparency and accountability, the remuneration and benefits of the FIFA President, FIFA Council members, Committee members and the Secretary General/CEO of the FIFA Administration shall be disclosed publically and on an annual basis. This is as much a 'cultural' change as an 'organisational' change and is another key element in helping to build a modern and open FIFA going forward.

## RECRUITING AND APPOINTING THE BEST PEOPLE:

As important as all these structural changes are for the future of FIFA, equally important will be the choice of people to fill the key positions. This will be done based on the competence, integrity and proven track record of the candidates, bearing in mind that their ultimate task will be to serve the best interests of football, and nothing else. At the same time, the recruitment policy will take account of the need to ensure the widest possible geographical spread with representation from all continents. Representation from all over the world in key positions in FIFA will be an enriching cultural and professional factor which will guarantee, going forward, that FIFA always stays connected with all its Member Associations all around the world.



## II. THE SECOND PILLAR: DEMOCRACY AND PARTICIPATION



### MEMBER ASSOCIATIONS AT THE HEART OF FIFA - FIFA AT THE SERVICE OF ITS MEMBER ASSOCIATIONS

The second pillar of my manifesto is **Democracy and Participation**. FIFA must remain a democracy at the service of its Member Associations. But this has to be a fully working, **participative**, democracy with Member Associations intimately involved in FIFA's decision making processes. **ALL** Member Associations should feel comfortable in FIFA bodies and be free to express their opinions in a spirit of open dialogue and mutual respect. FIFA belongs to, and must represent, the collective will of its Member Associations which constitute the membership of the organisation. My intention, therefore, is to create structures that will ensure that **ALL** Member Associations, big or small, from North, South, East or West, are **FULLY** involved:

All 209 Member Associations shall be treated equally, irrespective of size. In addition, the fundamental principle of 1 Member Association = 1 Vote should be enhanced to become 1 Member Association = 2 Voices:

#### 1 VOICE TO VOTE

every year on formal matters  
at the annual FIFA Congress

#### 1 MEMBER ASSOCIATION = 2 VOICES

#### 1 VOICE TO SPEAK OUT

and participate as a FIFA Member Association  
throughout the year during the various occasions  
that will be created for dialogue, debate and  
brainstorming between all Members and FIFA

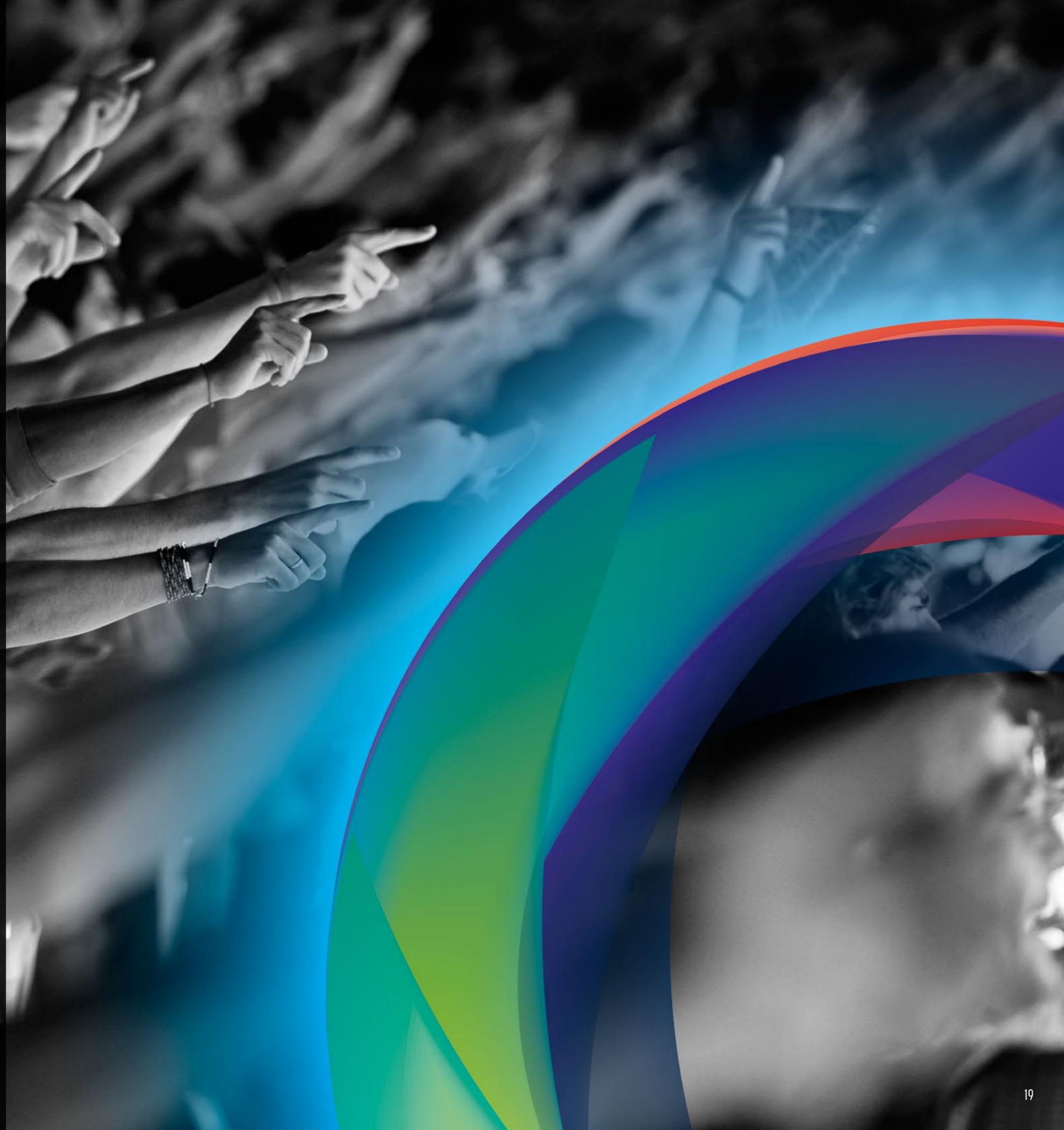


## HOLDING STRATEGY MEETINGS WITH MEMBER ASSOCIATIONS' TOP EXECUTIVES:

The role of the Member Associations' top executives should no longer be limited to simply approving annual accounts, budgets or statutory amendments at the annual FIFA Congress. By introducing strategy meetings, at which ALL Presidents and General Secretaries of Member Associations will participate and be consulted, the Member Associations will be involved far more fully in defining the priorities on all football-related matters for FIFA and its Member Associations. These meetings will take place at least once a year, in an informal setting conducive to dialogue and the exchange of ideas. To make this meaningful and practical, the outcomes of these discussions will be fed back to the FIFA Council and lead to concrete, real actions as a reflection and direct consequence of the Member Association's input.

## BRINGING MORE DIVERSITY INTO FIFA:

In addition to expanding the FIFA Council to better represent and reflect the wide spectrum of Member Associations that constitute FIFA, the FIFA Administration should also become more diverse and representative. Diversity will benefit the organisation and serve the interests of its members more effectively. Consequently this shall be a key factor in the recruitment policy. *Top management positions in the FIFA Administration will be filled by competent and qualified people from all around the globe* and from the different Confederations. The diversity of the FIFA Member Associations and of society in general should also be reflected in the FIFA Administration as part of the governance reform process. This shall also involve a focus on *gender equality*, demonstrating the real commitment of FIFA to advancing and promoting the role of women in football. A multi-cultural and diverse environment will help FIFA become a modern organisation ready to face the challenges of the future in an ever changing world.



# THE THIRD PILLAR: FOOTBALL DEVELOPMENT



## FOOTBALL DEVELOPMENT FOR A BRIGHTER FUTURE - FIFA HELPING TO DEVELOP FOOTBALL ALL OVER THE WORLD

With the first two pillars solidly in place - and this will be done in a record time - FIFA will have the necessary structures to focus on its prime mission, namely, developing football throughout the world. While a lot of good things have been done here in the past **much more can and must be done**. Solidarity is essential in football and FIFA's development strategy needs to be built around this key principle, which will ultimately serve the best interests of **everyone** in the game. In addition, FIFA has a duty to further promote the social role of football and the positive values associated with it. Football players, the central characters in our game, have a crucial role to play here. I want to see FIFA acting **creatively** and with **imagination** to show the world just how much football has to offer. FOOTBALL can bring so much to society.

### Let's do it together!

## SOLIDARITY FUNDING OF DEVELOPMENT PROGRAMMES:

Before detailing the content of the development programmes, it is important to examine how they will be financed. Based on my own professional experience and after analysing the currently available figures from FIFA's financial statements, I see room for **major improvements** in the following areas:

- While FIFA's income has grown enormously in recent decades, from \$235 million from the 1994 World Cup to \$4.8 billion in 2014, the funds allocated to Member Associations have clearly not kept pace with this growth
- Significant growth potential still exists with regard to FIFA's commercial contracts
- There is obvious scope to reduce the operational costs of FIFA
- A proper risk analysis must be conducted regarding the need for keeping the current reserves at such a high level (\$1.5 billion)

As a benchmark, and after all necessary adjustments, I believe that FIFA should easily be able to ear-mark at least 50% of its income for direct distribution to its Member Associations for football development projects. This translates into a **very significant increase** in the Financial Assistance Programme (FAP) and other development and solidarity programmes available for Member Associations and Confederations. Concretely, this means as a minimum:

**\$5  
MILLION**

OVER 4  
YEARS

PER MEMBER  
ASSOCIATION FOR  
INVESTMENT IN  
**FOOTBALL** DEVELOPMENT  
PROJECTS

**\$40  
MILLION**

OVER 4  
YEARS

PER CONFEDERATION  
FOR INVESTMENT  
IN **FOOTBALL**  
DEVELOPMENT  
PROJECTS

\$1  
MILLION

OVER 4  
YEARS

FOR TRAVEL COSTS  
FOR THE MEMBER  
ASSOCIATIONS  
WHO NEED IT

\$4  
MILLION

OVER 4  
YEARS

FOR EACH OF THE REGIONAL  
ASSOCIATIONS EARMARKED TO  
ORGANISE YOUTH TOURNAMENTS  
FOR BOYS AND GIRLS

AFC:  
WAFF  
CAFA  
SAFF  
EAFF  
AFF

CONCACAF:  
CFU  
UNCAF

CAF:  
CECAFA  
COSAFA  
UNAF  
UNIFFAC  
WAFU zone A  
WAFU zone B

## EXPANDING TAILOR-MADE DEVELOPMENT PROGRAMMES:

FIFA's current development programmes have helped Member Associations and Confederations all around the world. However, these programmes should now be expanded with concrete, tailor-made solutions designed to meet the specific needs of each and every Member Association, not least because the Member Associations themselves know best what their needs are. For some, the top priority may be infrastructure, for others, it may be education programmes. The FAP and FIFA Goal funding need to be regrouped under the FIFA Development heading, giving Member Associations more flexibility in the choice of their investment and development priorities. FIFA should, in turn, work together with the Member Associations to ensure that the right projects are put in place to optimise the benefits for the local footballing community:

### • Special assistance in infrastructure projects:

Supporting the development of key infrastructure projects, such as Member Association headquarters and their administrative buildings, national stadiums, technical centres, youth academies, or simply the construction of football pitches.

### • Special assistance for football material:

In order to play football, balls and kits are required. Because FIFA should not forget the fundamentals, one of FIFA's priorities shall be to distribute thousands of balls and kits to those who need them the most.

### • Cooperation at all levels:

Streamlining and coordination of all initiatives at FIFA, Confederation and Member Association level, to avoid duplication of activities and better serve the interests of Member Associations. Linked to this, FIFA shall also facilitate cooperation between Member Associations through a knowledge

sharing platform covering key topics relevant to both the professional and the grassroots sectors of the game.

### • Travel costs fund:

A specific travel costs fund shall be established. Member Associations with specific travel needs will be able to apply for a funding up to \$ 250'000 per year. This will give a major boost to Football Development in certain regions as it will ensure that no Member Association is prejudiced by its remote location or the high cost of travel. This must be part of FIFA's commitment to **solidarity** in football. National teams, at all levels, must be able to play and fully **participate** in all events. As well as providing direct support to those in need, FIFA will negotiate special rates with airlines and will find pragmatic solutions to ensure that **ALL Members Associations** are served in the best possible way.

### • Exchange and Internship program:

There is a huge repository of knowledge spread throughout the millions of passionate people involved in football throughout the world. FIFA will harness and capitalise on this wealth of knowledge by creating an Exchange and Internship programme providing opportunities for staff in all Member Associations to gain experience and industry knowledge by spending time in other Member Associations or Confederations. Much like student exchange programmes in the academic world, this new initiative will also help to build bridges and promote cultural understanding between our footballing communities. The programme will not be limited to administrative personnel but will extend to technical staff, such as those involved in youth development, grassroots, women's football, futsal or refereeing.

Note 1: If the target of 50% of distribution of FIFA's income is reached, these amounts will further increase significantly  
Note 2: All amounts will be distributed in strict accordance with the significant governance reforms outlined in my manifesto to ensure full transparency and the highest standards of accountability and openness.

• **Grassroots development and participation:**

Support will be provided to every Member Association wishing to create a concrete operational plan to increase participation of boys and girls at younger age levels.

• **Club licensing as a development tool:**

Based on the highly successful experience in many countries, FIFA's club licensing initiatives shall be further developed in all territories in conjunction with the Confederations as a way to seriously improve and professionalise club football.

• **Tackling threats to the game:**

FIFA will help coordinate efforts between Member Associations and will also shape effective policy responses to deal with all threats to football, such as problems associated with racism, violence, match-fixing and other forms of corruption. *I want to see FOOTBALL set a positive example to society as a whole, as well as creating the best conditions for the sport to thrive and develop.*

• **Women's football:**

Continued and intensified efforts will be made to promote the women's game. The growth potential is enormous and FIFA shall be a leading force in making sure that football seizes this opportunity.

• **Accountability:**

In addition to the control mechanisms foreseen in the reform process, close cooperation between FIFA, the Confederations and the Member Associations on all development projects will ensure that allocated funds are always put to their proper use and intended

purpose. Best practice guidelines will be provided, not only for development projects but also for tendering processes for commercial contracts. This will be part of FIFA's **knowledge sharing mission** to help further improve and professionalise the standards of football administration throughout the world, ultimately ensuring that football itself sees all the benefits.

**MODERNITY**

In order to modernise FIFA and take further strides in football development, several steps need to be taken:

• **Reconnecting with the players - the LEGENDS Team:**

FIFA needs to reconnect with the key actors of the game: the players. It must ensure that their voices are heard on all football-related matters and must also give players the opportunity to fully participate in the development, promotion and social responsibility aspects of the game. Players who wish to give something back to the world of football should be positively encouraged to do so and FIFA should provide a platform for them. I will open FIFA's doors to the players by creating the **Legends Team**, designed and built to create build a network which will fulfil this purpose.

# THE LEGENDS TEAM

- ORGANISES LEGENDS MATCHES AGAINST LOCAL LINE-UPS THROUGHOUT ALL CONTINENTS TO PROMOTE FOOTBALL, SOCIAL PROJECTS AND CHARITABLE AIMS
- CONSTITUTES A NETWORK OF INTERNATIONAL AND LOCAL AMBASSADORS FOR FOOTBALL SOCIAL RESPONSIBILITY AND CHARITY PROJECTS



- CREATES DEDICATED ROLES FOR PLAYERS IN DEVELOPMENT AND GRASSROOTS ACTIVITIES

- PLAYS A KEY ROLE IN FUND RAISING ACTIVITIES

- SETS UP THINK-TANK SESSIONS TO DISCUSS ALL FOOTBALL MATTERS IN DEPTH

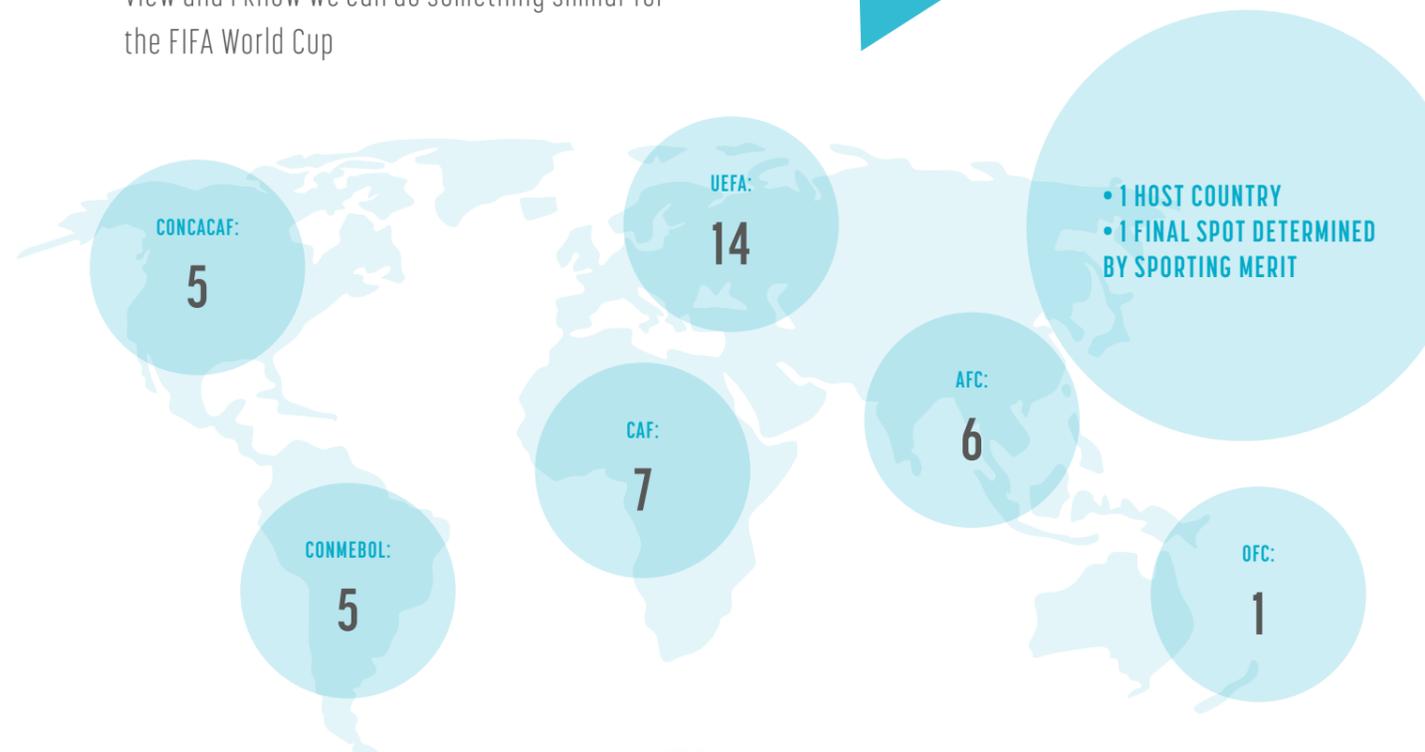
- **WORLD CUP EXPANDED TO 40 TEAMS:**

The World Cup is a unique event, which captivates the entire world for a month every 4 years. It is also the single-most powerful tool for promoting football all over the world. By giving 8 additional countries the opportunity to participate, we would be giving 8 more countries the possibility to enjoy the World Cup fever in a more passionate way, also achieving greater worldwide representation in the process. Naturally, this must be properly debated with all the stakeholders involved. But I am more than ready to have this discussion in a constructive way with everyone who cares about football.

At UEFA, I have been intimately involved in the expansion of the EURO from 16 to 24 teams. This has already been a huge success, from a sporting, promotional and commercial point of view and I know we can do something similar for the FIFA World Cup

- 8 GROUPS OF 5 TEAMS

- ONLY 3 ADDITIONAL PLAYING DAYS NEEDED SO NO IMPACT ON THE INTERNATIONAL MATCH CALENDAR BUT A HUGE IMPACT IN TERMS OF PROMOTING FOOTBALL WORLDWIDE



# • WHY A WORLD CUP WITH 40 TEAMS?

## SPORTING:

MORE TEAMS QUALIFYING  
MEANS MORE EXCITEMENT DURING THE  
QUALIFYING PHASE

## PROMOTIONAL:

8 ADDITIONAL TEAMS MEANS BOOSTING  
THE POPULARITY OF FOOTBALL IN 8  
MORE COUNTRIES AND MANY REGIONS  
IN THE WORLD

## COMMERCIAL

MORE TEAMS MEANS MORE MATCHES  
AND MORE REVENUES

**40 OUT OF 209  
TEAMS = ONLY 19%**

OF FIFA'S MEMBER ASSOCIATIONS  
PARTICIPATING COMPARED TO BETWEEN  
30 AND 100% IN CONFEDERATION FINAL  
TOURNAMENTS

- **ROTATING OF THE WORLD CUP:**

Each Confederation shall have to wait at least two editions before being able to host the World Cup again. This will ensure a more equitable rotation, while giving every Confederation the opportunity to organise this unique event. Furthermore, FIFA should investigate the possibility of organising the World Cup not only in one or two countries but in a whole region, so enabling several countries to enjoy the honour and benefits of hosting the World Cup

- **USING TECHNOLOGY:**

FIFA shall start an open debate with all stakeholders on the further use of technology in the game. Proposals should be fully tested and the potential impact on the flow of the game should be studied in detail. Finally, this has to be an objective assessment based on the best interests of football.

- **IMPROVING RELATIONSHIP WITH CLUBS:**

The partnership between FIFA and the clubs is essential for the future of the organisation. Using my past experience, I will build and create a relationship based on mutual respect and understanding which will help foster a positive environment for the development of football and which can also engender new and innovative ideas benefiting all stakeholders in the game.

- **CREATING A FAIR AND TRANSPARENT TRANSFER SYSTEM:**

FIFA needs to take a more hands-on approach to the transfer system in order to limit abuse and tackle the exploitation of the system by external parties. Fair and

transparent regulations, accepted by all stakeholders and with clear accountability and effective enforcement, will limit the potential for any abuse and help prevent money flowing out of the game.

- **REVAMPING THE FIFA RANKINGS:**

The official FIFA national team rankings shall be reviewed and modernised to ensure the public can follow them more easily so that they better reflect the results of teams in the major competitions.

- **USING THE SOCIAL ROLE OF FOOTBALL:**

Last but not least, FIFA as the world governing body, has the responsibility to use the power of FOOTBALL to help improve society as a whole and shall therefore focus and promote initiatives in the following areas:

- **FOOTBALL AS A VECTOR OF INTEGRATION AND INCLUSION IN SOCIETY**

- **PROMOTION OF HEALTHY LIFESTYLES WITH THE HELP OF FOOTBALL**

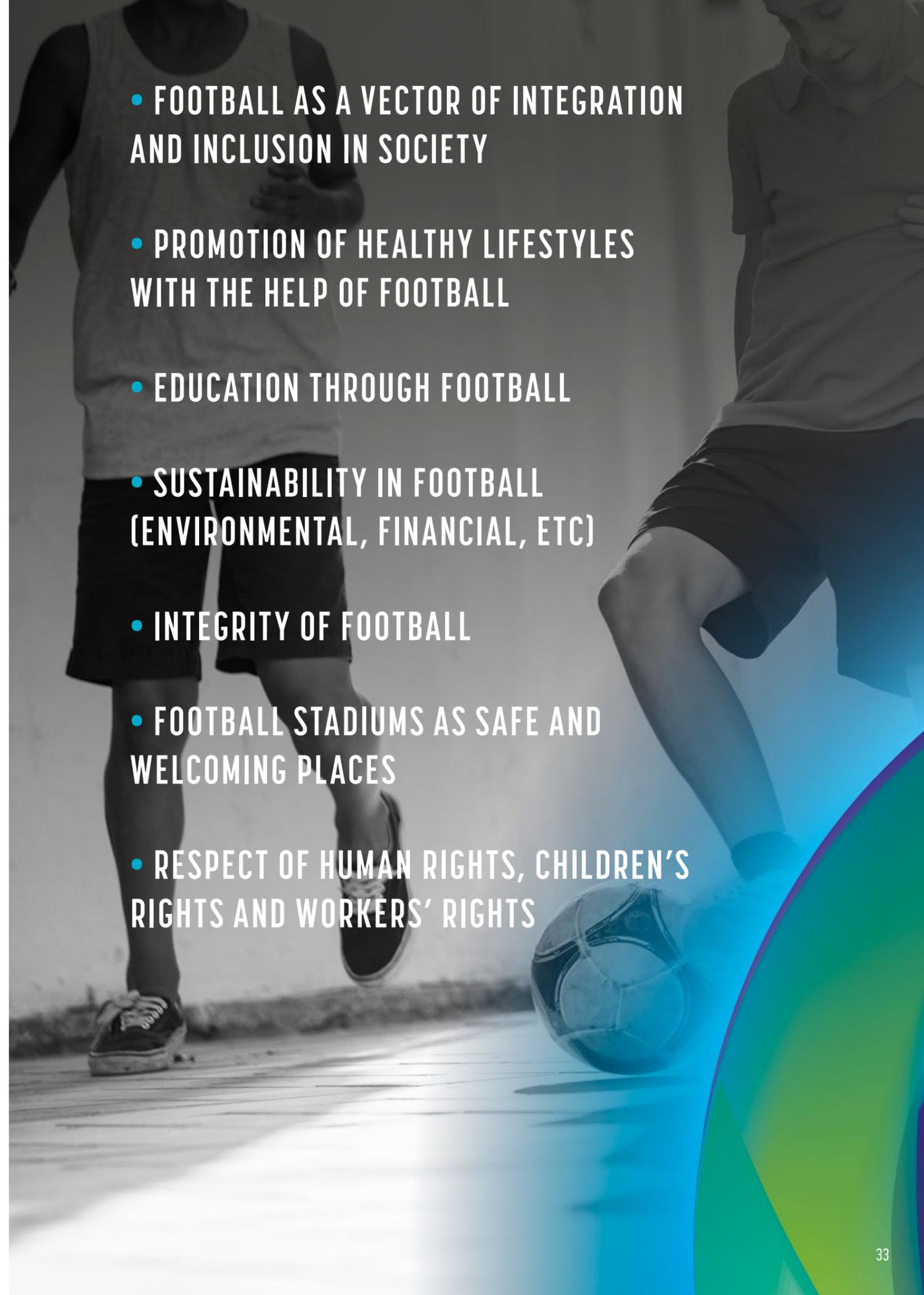
- **EDUCATION THROUGH FOOTBALL**

- **SUSTAINABILITY IN FOOTBALL (ENVIRONMENTAL, FINANCIAL, ETC)**

- **INTEGRITY OF FOOTBALL**

- **FOOTBALL STADIUMS AS SAFE AND WELCOMING PLACES**

- **RESPECT OF HUMAN RIGHTS, CHILDREN'S RIGHTS AND WORKERS' RIGHTS**



# MY PLEDGE

## FOOTBALL IS MY PASSION.

I have spent the last 15 years at UEFA, 7 as General Secretary, and during this time I have put football first in everything I have done. I have always fought for our game. Whether improving competitions, growing revenues, stamping out discrimination or making UEFA governance procedures more equitable for every Member Association, big or small – FOOTBALL has always been my priority. I have also had the unique opportunity to establish a vast network of contacts all over the football world, based on mutual respect, trust and friendship.

This is what will shape my approach if I am elected FIFA President on 26 February 2016. I will draw upon all of my experience in football administration and place every ounce of knowledge and skill that I have into renewing FIFA... truly for the good of our beautiful game.

For too long, sadly, the well documented negatives that have swirled around FIFA have outweighed the positives. It is now time to turn this around and I believe that as a man of integrity and a man of action, I am the right person to do this – I am someone who can be trusted to deliver and who knows perfectly well where to start and what to do as of day 1.

My ambitions to take FIFA forward are underpinned by three key pillars – Reforms and Good Governance, Democracy and Participation, and finally Football Development. I pledge to you, the Member Associations, the bedrock of our sport, the following:

- I will bring genuine **Reforms and Good Governance** to FIFA's structures leading by example at the head of the organisation.
- I will deliver true **Democracy and Participation** to the heart of the organisation by further engaging all Member Associations and Confederations in FIFA's governance, ensuring your voice is heard at all times.
- I will make **Football Development** a top priority, empowering every Member Association to increase its investment in our wonderful game.



Taking Football

FORWARD

These priorities have been shaped by listening to and learning from colleagues and friends across the world. This Manifesto reflects my professional experience and my conversations during my travels over 20 years and it forms the basis of what I want to bring to FIFA. It is the essence of what I stand for and the proposals will guide my every working day if I have the honour of being elected as your President.

I know what is at stake in this election. FIFA is at stake here. FOOTBALL is at stake here. And FOOTBALL matters. It means so much to so many people all over the world and makes such a difference to so many lives. It is for all of them, for all of you, for all of us that we have to stand up now and take the right decision to take FIFA forward.

Everywhere you look there is football – from the Maracanã to the backstreets of Soweto. From Wembley Stadium to downtown Tokyo. In stadiums, on TV, online, on smartphones, in newspapers, in parks and on streets. This is the beautiful game and it is now time for us to reinforce this prestigious label by bringing back credibility and trust to the governance of the sport, enabling FOOTBALL to maintain its rightful place – the centre stage.

We are at the dawn of a new era and we must seize this opportunity to reach the next generation of football fans and players. They want new leadership and they deserve the best from their world governing body, with respect for the past but also with a clear and determined vision for the future.

Together we can deliver change, we can deliver better governance, we can deliver renewed commercial success, we can deliver greater distribution of funds for Football Development, we can deliver improved competitions and we can rebuild faith in FIFA. This is what our great game deserves and I will work tirelessly with each and every one of you to deliver success on each one of these fronts. Together we can take FIFA forward!

Yours in football





## BACKGROUND

I have held the position of UEFA General Secretary since October 2009 having joined the organisation in 2000. Since my appointment, I have led a team of over 400 staff which has helped further strengthen both national team and club football in Europe and UEFA's role as a respected and credible international governing body.

At the helm of UEFA's administration and together with the President and Executive Committee, I have intensified UEFA's work to provide a democratic and sustainable environment for European football. This has been enabled through initiatives such as Financial Fair Play, improved commercial support and an increased role in the decision-making process for Member Associations of all sizes, and the development of UEFA's competitions at every level of the game - including the exponential growth of the UEFA Champions League and the expansion of the UEFA European Football Championships.

I am also very proud of the way that I have led the fight against social ills and threats to the integrity of football in Europe, including all forms of racism and discrimination, violence and hooliganism, and match-fixing. Throughout these years, I have had the privilege to build a reliable network of contacts in the football communities of all continents.

My mission now is to transfer my skills to FIFA for the good of the global game, continuing the work I have helped start in my role on the FIFA Reform Committee. My fervent love for the game, the deep respect I have for the exceptional work you undertake on a daily basis in your respective National Association and my vast experience in football administration are the main reasons why I am the right person to take FIFA forward to a brighter future. A secure future, a FOOTBALL future, a future filled with hope and passion.

## PERSONAL INFORMATION AND EDUCATION

- Born: 23 March 1970 in Brig, Switzerland
- Education: Studied law at the University of Fribourg, Switzerland
- Languages: Fluent in English, French, German, Spanish and Italian

## PROFESSIONAL ACTIVITIES

- Joined UEFA in August 2000
- Appointed Director of UEFA's Legal Affairs and Club Licensing Division in January 2004 - led UEFA's work in fostering close contacts with the European Union, the Council of Europe and governmental authorities
- Promoted to Deputy General Secretary before becoming General Secretary in 2009
- Appointed to 2016 FIFA Reform Committee in August 2015
- Worked as Secretary General of the International Centre for Sports Studies (CIES) at the University of Neuchâtel prior to joining UEFA, having previously been an adviser to a variety of football bodies, including the national associations and/or leagues in Italy, Spain and Switzerland



# 11 PRINCIPLES TO TAKE FIFA FORWARD AND UNITE THE FOOTBALL COMMUNITY



## I. THE FIRST PILLAR: REFORMS AND GOOD GOVERNANCE AT FIFA – A MODERN, CREDIBLE, TRUSTWORTHY AND TRANSPARENT FIFA

### 1. STRATEGY:

Create a new FIFA Council ensuring increased representation, to replace the FIFA Executive Committee as a strategic and supervisory body

### 2. SEPARATION OF POWERS AND FUNCTIONS:

Establish clearly defined and balanced power structures between the sports-political and day-to-day executive roles within FIFA - between the FIFA Council and the FIFA Administration

### 3. GOOD GOVERNANCE:

Introduce term limits and all other necessary good governance reforms

### 4. TRANSPARENCY:

Implement strict and independent control over money flows involving FIFA, including public disclosure of payments to elected FIFA members and top management, as well as a clear and transparent bidding procedure for the FIFA World Cup

### 5. INDEPENDENCE:

Include independent and respected voices on relevant bodies as safeguards, while also ensuring an appropriate system of checks and balances



## II. THE SECOND PILLAR: MEMBER ASSOCIATIONS AT THE HEART OF FIFA – FIFA AT THE SERVICE OF ITS MEMBER ASSOCIATIONS

### 6. EQUALITY:

Ensure equal treatment of all 209 Member Associations, big and small, all working to develop football in their countries. FIFA needs to remain a democracy with one key rule:

**1 Member Association = 2 Voices: 1 Voice to Vote and 1 Voice to Speak Out**

### 7. PARTICIPATION:

Consult all Member Associations Presidents extensively in specific strategy meetings to define the priorities of FIFA and its Member Associations

### 8. DIVERSITY:

Reflect the diversity of the FIFA Member Associations in the FIFA Council and the FIFA Administration



### III. THE THIRD PILLAR: FOOTBALL DEVELOPMENT FOR A BRIGHTER FUTURE - FIFA HELPING TO DEVELOP FOOTBALL ALL OVER THE WORLD

#### 9. SOLIDARITY:

Not only maintain, but in fact expand and increase the development programmes with concrete, tailor-made projects fitting the specific needs of each Member Association, while ensuring the highest levels of control and compliance

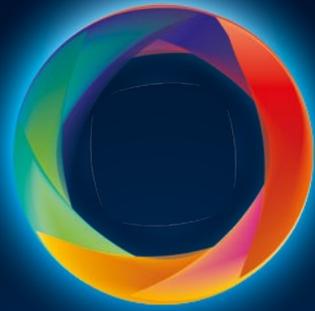
#### 10. MODERNITY:

Make the voices of the players heard on all football matters and start an open debate with all stakeholders on the further use of technology in the game

#### 11. REPRESENTATION:

Increase the number of teams at the World Cup to 40 for greater worldwide representation, as well as more generally increase participation in football at all levels

GIANNI INFANTINO



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**F O R W A R D**