

A profile view of Prince Ali Al Hussein on the left side of the frame, looking towards a large, blurred crowd of spectators in a football stadium. The crowd is filled with people, many wearing yellow, creating a bokeh effect. The foreground shows a green football pitch.

**MY VISION FOR
FIFA AND FOOTBALL**
ALI AL HUSSEIN
CANDIDATE FOR
PRESIDENT OF FIFA
JANUARY 2016

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“IT'S TIME TO SHIFT THE FOCUS BACK TO FOOTBALL”



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MY VISION FOR FIFA AND FOOTBALL

EVENTS SINCE THE LAST FIFA CONGRESS HAVE ERASED ANY DOUBT THAT CHANGE IS COMING TO FIFA. THE ELECTION OF THE NEXT FIFA PRESIDENT BY ITS 209 MEMBER ASSOCIATIONS WILL DETERMINE WHO WILL LEAD THAT CHANGE. IT IS A MOMENTOUS DECISION FOR THE FUTURE OF FOOTBALL'S GOVERNING BODY.

The outcomes from the external investigations that have caused so much turmoil at FIFA, and in the Confederations, will not end in the near future, regardless of the election of a new President. We cannot change the past or prevent the repercussions that will continue to result from it. FIFA's future - and its very existence - depends on its ability to emerge from this period of distraction and uncertainty, and get back to focusing on football.

The proposed reforms that will be considered at the Extraordinary Congress point in the right direction, but there are many unanswered questions about the details. FIFA has received many proposals for reform in recent years. What we have not seen is the leadership to implement them.

FIFA needs a leader with the credibility to successfully navigate the challenges ahead and restore the organisation's reputation. What FIFA needs most of all is a President who can be trusted to rebuild and steer the organisation towards stability and normality, while continuing to grow the game across the globe.

IF ELECTED FIFA PRESIDENT, I WILL IMMEDIATELY TAKE THE FOLLOWING IMPORTANT STEPS TO MOVE FIFA AWAY FROM CRISIS AND BACK TO FOOTBALL:

- I will work together with Member Associations and FIFA representatives, to create a FIFA that has nothing to hide. We will publish accurate minutes of all Executive Committee and Standing Committee meetings as well as make public the remuneration of senior FIFA personnel, including the President.
- First though, we will release the full findings of the Garcia Report. Transparency and honesty are integral to the future of FIFA.
- I will work in full partnership with FIFA's Member Associations to drive sustainable reforms to restore FIFA's credibility and reputation.
- I will work quickly to restore the confidence of our hardworking staff, assuring them of the significant value placed on their work by our Member Associations.
- I will seek an urgent dialogue with the authorities involved in the external investigations to see how FIFA can help resolve any pending issues and allow FIFA to look forward and focus on football.
- I will work with Member Associations to help them address any reputational issues in their territories, and establish solid and supportive relations with their governments.

Following that, I will engage openly with our major commercial partners, specifically existing sponsors and broadcasters, to ensure them that FIFA is on the right path so that they can feel confident in the new direction of the organisation.

The cloud over FIFA will not fully dissipate until the remaining issues have been addressed. In the meantime, FIFA must take practical and implementable steps to pull together as an organisation and begin the difficult process of restoring its reputation.

I know from experience that credible and successful leadership, especially in a global context, requires building bridges and fostering understanding between peoples and cultures. Strong leadership is not about imposing ideas or forcing change on others, it is about creating opportunities for others to bring about change. Sustainable change can come only from within and must be built on consensus.

Since declaring my intention to seek the FIFA presidency in February 2015, I have travelled to many countries across the world, large and small, developed and developing, to listen to the Presidents of Member Associations.

I have spoken with many good people within FIFA and its Member Associations who want to be affiliated with an organisation of which they can be proud of. They have reaffirmed my belief that FIFA can be reformed from within. Their concerns, their aspirations and their ideas for improving the way FIFA operates, have heavily influenced the commitments in this manifesto.



“WORKING TOGETHER, FIFA AND ITS MEMBER ASSOCIATIONS CAN RETAIN AND IMPROVE UPON ALL THAT IS RIGHT ABOUT FIFA, AND FIX WHAT IS WRONG.”



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“
**I STAND READY
TO SERVE WITH MY
UTMOST ENERGY,
COMMITMENT
AND PASSION.”**

Working together, we can build on FIFA's significant past achievements by increasing support for the development of football around the world; strengthening FIFA's financial foundation; increasing the global appeal of our premier event, the World Cup; reviewing FIFA's event portfolio; and doing a better job of protecting the game, the players and the fans.

Most importantly, we can work together to ensure that FIFA fulfils its mission *“to develop football everywhere and for all, to touch the world through its inspiring tournaments and to build a better future through the power of the game”*.

FIFA must become a true service organisation that respects, listens to, and supports its Member Associations in their efforts on behalf of the world's greatest sport. That will happen only if FIFA can put the problems of the past behind it and gets back to football.

I present myself as a Presidential candidate free of outside influence who, as a serving President of a Member Association, understands the difficulties of developing football in many areas of the world.

Finally, I fully understand and endorse that the Congress, with its Member Associations, is the ultimate governing body of FIFA. I stand ready to serve with my utmost energy, commitment and passion.

I HUMBLY SEEK YOUR SUPPORT,



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GETTING BACK TO FOOTBALL



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GAME PLAN 1

RESTORING FIFA'S CREDIBILITY AND REPUTATION



FIFA's mission statement is rightfully all about football. It does not say anything about accountability, transparency or ethical standards. Those basic principles of good governance are essential in any international organisation of FIFA's size and prominence. Unfortunately, FIFA has not lived up to those expectations. Until FIFA fixes that, it will lack the credibility to govern football in a manner deserving of its 209 Member Associations.

The world's game deserves a world-class governing body - an International Federation that is truly a service organisation. It is time to bring FIFA's governance structures and processes into the 21st century. Managing that change and restoring FIFA's reputation begins with restoring credible leadership.



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A. CREDIBLE, COLLABORATIVE LEADERSHIP

MY STYLE OF LEADERSHIP IS REFLECTED IN THE WAY I HAVE DEVELOPED THIS MANIFESTO – BY SEEKING ADVICE FROM FIFA'S MEMBER ASSOCIATIONS; LISTENING TO THE VIEWS OF ALL STAKEHOLDERS WITHIN THE WORLD OF FOOTBALL INCLUDING CLUBS, LEAGUES AND PLAYERS' REPRESENTATIVES; CONSULTING EXPERTS IN OTHER FIELDS; AND FILTERING IT ALL THROUGH MY OWN OPINIONS, KNOWLEDGE AND LIFE EXPERIENCES.

I believe in leadership that encourages creativity and rewards initiative. I want FIFA to evolve from being a protectionist to a progressive organisation; it can be an open and accessible hub for the positive evolution of our game.

I believe in bottom-up decision-making and top-down accountability. That means I will always listen to the views of Member Associations in formulating policy, and I will take full responsibility for FIFA's actions once decisions are made.

TOGETHER, WE WILL MAKE FIFA WORTHY OF THE WORLD'S GAME BY TRANSFORMING IT INTO A GOVERNING BODY THAT:

- Demonstrates transparency. FIFA can start by publishing the Garcia Report in full, immediately.
- Exists to serve the Member Associations, not the other way round.
- Treats all Member Associations with respect, serves all without favouritism, and defends their autonomy.

- Encourages debate, welcomes differing views and embraces constructive criticism.
- Conducts its business in an ethical and dignified manner according to strategic policies devised with the input of Member Associations.
- Remembers that its raison d'être, its DNA, is to serve the development of football.
- Distributes its revenues more generously, fairly and consistently, and with greater accountability, for the good of football.
- Increasingly reflects in the composition of its senior management the reality of football and the world as it is - multicultural and multi-ethnic.
- Is led by a President who seeks to empower others while also shouldering full responsibility to protect the organisation and the game.
- Approaches its responsibilities with energy and a total commitment to the values of sport.
- Increasingly engages technical expertise that already exists within Member Associations, continental federations and other stakeholder organisations.

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B. 21ST CENTURY GOVERNANCE

FIFA'S GOVERNANCE STRUCTURES AND PROCESSES HAVE NOT KEPT PACE WITH BEST PRACTICE IN OTHER LARGE INTERNATIONAL ORGANISATIONS. TO BE CREDIBLE IN THE MODERN WORLD, FIFA MUST ADOPT BASIC AND WIDELY ACCEPTED PRINCIPLES OF GOOD GOVERNANCE RELATED TO TRANSPARENCY, ACCOUNTABILITY AND ETHICAL STANDARDS.



“**FIFA NEEDS A LEADER WITH THE CREDIBILITY AND EXPERIENCE TO SUCCESSFULLY NAVIGATE THE CHALLENGES AHEAD AND RESTORE THE ORGANISATION'S REPUTATION**”

TRANSPARENCY

- Publish accurate minutes of FIFA Executive Committee meetings and other Standing Committees.
- Publish the compensation for FIFA's senior leadership, including the President.
- Empower the Executive Committee to have full oversight of the organisation's accounts and financial situation; provide a detailed budget for the Executive Committee to review and discuss; make public FIFA's accounts in an easy-to-understand format.
- End the practice of awarding commercial contracts without bids or via a secretive process.

ACCOUNTABILITY

- Clearly define and respect the proper roles and responsibilities of the President and the Executive Committee, and management and administration so that the extent and limit of authority is clear at all levels.
- Establish a limit of two, consecutive four-year terms for the FIFA President and Executive Committee members to open the way for regular renewal of leadership and new thinking.
- Provide more opportunities for other voices within football to be heard, especially representatives of players, coaches, clubs and professional leagues.
- Review FIFA's suite of Standing Committees for purpose and membership; expand and rename the FIFA Emergency Committee to include two technical experts as well as representatives from each Confederation.

ETHICAL STANDARDS

- Ensure responsibility for FIFA's commercial activity is in the hands of its professional staff, operating to policies established by the Executive Committee.
- Periodically, on a regular timetable, select a new external auditor through a competitive bid process.
- Establish and empower a credible Audit and Compliance Committee, with one-third independent membership.
- Include an assessment of how well senior managers handle compliance issues as part of the FIFA employee performance review process.



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GAME PLAN 2

SERVING FOOTBALL AND THE MEMBER ASSOCIATIONS



FIFA generated record revenues of more than US\$5.7 billion from 2011-2014. It could have been more. And, it could have done much more to support Member Associations by investing that money in a more rational, transparent and open manner.

Football needs credible leadership and good governance to prevent corruption, to stop the diversion of money that should go for development, and to inspire greater confidence among FIFA sponsors. By getting back to football, FIFA can focus on its mission of developing the game, touching the world through inspiring tournaments and building a better future through football.



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A. DEVELOPMENT – EVERYWHERE AND FOR ALL

DEVELOPING FOOTBALL AROUND THE WORLD IS NOT ONLY ABOUT PRODUCING MORE TOP-LEVEL PLAYERS AND TEAMS. IT IS ALSO ABOUT INVESTING IN GRASS-ROOTS AND AMATEUR FOOTBALL, FOR MEN AND WOMEN, GIRLS AND BOYS, TO SPREAD THE BENEFITS OF THE GAME FOR THE HEALTH AND WELLBEING OF SOCIETY.

FIFA can do much more to help Member Associations develop the game at the grass-roots and to ensure it is played with the right spirit and the right values. As the President of a Member Association, I know what it is like to have to build the game from the ground up, with limited resources, and I would embrace that challenge on a global scale.

I WILL INCREASE DEVELOPMENT ASSISTANCE TO FIFA MEMBER ASSOCIATIONS, GUIDED BY THE FOLLOWING COMMITMENTS:

- Increase the annual Football Assistance Programme (FAP) funding for each Member Association from US\$250,000 to a targeted goal of US\$1,000,000, to be dispersed on January 1st every year, irrespective of FIFA election cycles and with greater accountability to ensure funds are spent appropriately. FAP grants have not increased for many years and their previous value needs to be reinstated to help Member Associations build their self-sufficiency.
- FAP is separate and distinct from the additional bespoke development packages that will be available to Member Associations, based on their needs, and which I expect to also grow substantially based on stronger financial management and increased commercial success for FIFA.



- De-politicise development. Development assistance should not be drip-fed to Member Associations for whatever reason and certainly not to ensure their political loyalty. Funding should be agreed with set multi-year plans that ensure the completion of all FIFA-funded projects.
- Refresh and enhance the network of FIFA regional development offices, with FIFA-employed professional staff ideally from the region they serve. These regional offices will work closely with the relevant Confederation and Member Associations to assess development needs, assist with funding applications and support the delivery of development projects as well as to assist with accountability requirements.
- Establish a highly qualified and fully committed Development Working Group to provide expert advice and support for FIFA's development efforts.
- Simplify the development application process. Member Associations should have the opportunity to package their requirements into a single project application that can be approved and delivered as a whole, without unnecessary paperwork or bureaucratic hurdles.

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A. DEVELOPMENT EVERYWHERE AND FOR ALL CONTINUED

- Work to ensure that each Member Association has access to a dedicated National Football Stadium.
- Within four years, every Member Association will have improved basic infrastructure and equipment to play football.
- Allocate development funds on a four-year timeline to support strategic planning. After each FIFA World Cup, all revenues should be assessed and plans developed for sharing those revenues. The delivery of monies thereafter should take place in accordance with the agreed strategic plan, not on an ad hoc basis at the whim of FIFA's leadership.
- Increase investment in women's football. The women's game is the largest growth area in football globally, and FIFA can do more to support it from the grass-roots to elite levels. To do so, FIFA needs a separate development budget for women's football derived from new revenues. We also need to focus on developing the women's game in countries where it is currently under-represented.
- By lowering the financial burden for hosts of Women's and Youth FIFA World Cups, and ensuring the hosting criteria are realistic and fit-for-purpose, we will increase their appeal and accessibility to potential host nations and attract new, younger audiences to the game.
- Improve coaching development. FIFA can do much more to use the human capital of retired players and coaches to benefit remote and less privileged parts of the world. I will create a scholarship exchange programme, funded by FIFA, to bring former players and coaches to less developed countries, and to bring coaches from less developed countries to the leading football countries to develop their technical expertise.
- Provide stronger support for government relations. Member Associations often struggle to receive appropriate domestic governmental support — for example, in the provision of land for pitches. FIFA can do more to improve government relations and raise the profile of football with political stakeholders for the benefit of Member Associations.
- Increase collaboration with Non-Governmental Organisations (NGOs). Nearly four years ago, I established the Asian Football Development Project, a non-profit NGO, to support the development of football throughout Asia. Working with other NGOs and governments, the project has brought the benefits of football to many including victims of human trafficking in Cambodia; to Syrian refugees in my home country of Jordan and to children in the most remote areas of Bhutan. I will take this concept global through FIFA.
- Create a more coherent FIFA programme to support footballers with physical disabilities and special needs.
- Increase support, including investment in different forms of football, especially the continuing growth of Futsal and Beach Soccer, as well as identifying other small format versions of our game which assist global development.

B. GUARDIAN OF THE WORLD'S GAME



AS THE GUARDIAN OF THE WORLD'S MOST POPULAR SPORT, FIFA HAS AN OBLIGATION TO PROTECT THE GREAT TRADITIONS OF FOOTBALL WHILST ENSURING ITS FUTURE POPULARITY.

The FIFA President has a responsibility to encourage a full and open debate around any proposed improvements or changes to the game or to the FIFA World Cup, and to ensure that any changes are made based on the best recommendations of experts and stakeholders, rather than on personal preference.

IF ELECTED FIFA PRESIDENT, I WILL:

- Establish a dedicated FIFA Football Committee that will concentrate on the overall state of the game and work closely with the International Football Association Board to consider its evolution around the world.

- Improve FIFA's co-operation with Confederations and Member Associations to optimise the international match calendar for FIFA World Cup qualifiers and friendly matches.
- Initiate a comprehensive review of the FIFA ranking system to ensure that it rewards nations based on all factors, including longer cycles (such as four years rather than two years) between major regional tournaments.
- Encourage a full and open debate about the application of technology in football, as well as a rigorous testing period for any proposed technological changes before they are adopted. I will oppose changes that would disrupt the flow of the game. Any new systems should be accessible to all and should not be imposed on those who cannot afford it.
- Implement a professional, systematic and rigorous review of possible improvements to the game, working closely with IFAB and other stakeholders. I would formalise a FIFA advisory board for IFAB, consisting of former players, coaches and referees, to help review proposed changes.

- Engage with leagues and clubs on important decisions that affect them, including issues related to the international calendar, the transfer system and third-party ownership.



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C. THE FIFA WORLD CUP



THE FIFA WORLD CUP FINALS ARE THE PINNACLE OF FOOTBALL, REACHING AN ESTIMATED GLOBAL AUDIENCE OF 3.2 BILLION PEOPLE. FIFA SHOULD NEVER TAKE THE WORLD CUP'S POPULARITY FOR GRANTED OR FAIL TO PROTECT ITS INTEGRITY.

The development of football worldwide provides an opportunity to build on the global appeal of the FIFA World Cup Finals by expanding participation under certain conditions.

IF ELECTED, I WILL:

- Initiate a complete review of the World Cup bidding system, with participation by all stakeholders in the game, to ensure a fair and ethical host selection process.
- Guarantee that no Confederation will face a reduction in World Cup Finals qualifying slots. All current World Cup qualifying slots will be protected.

- I support an increase in the number of teams competing at the World Cup Finals and would commission a review into the expansion of qualifying slots for the World Cup Finals, with input from all stakeholders, for 2026 onwards.
- Collaborate with stakeholders from across the sport to study a formal continental rotation system whilst being open to suggestions that may be feasible in the future, such as joint hosting rights (even from countries belonging to two separate Confederations). FIFA should maintain the requirement that the FIFA Congress will decide future World Cup Finals hosts.

As the steward of the World Cup, FIFA also has an obligation to ensure that its premier event offers wider societal benefits and meets its social responsibility obligations.

I WILL:

- Insist that World Cup Finals hosts meet widely accepted international standards for worker safety and labour rights in the construction of World Cup venues; including an assessment of labour rights and other fundamental human rights as part of the World Cup bidding procedures.
- Encourage and work with World Cup Finals hosts to ensure a legacy use for World Cup stadiums.
- Review FIFA's offering of World Cups especially at youth level.
- Ensure that funding for the Women's World Cup Finals truly reflects the level of the game as well as the funding generated from the tournament.



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“THE FIFA WORLD CUP IS THE BIGGEST PUBLIC EVENT ON THE PLANET. IT IS BOTH INCREDIBLE AND AWE-INSPIRING – WE HAVE A DUTY OF CARE TO LOOK AFTER IT.”

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D. A STRONGER FINANCIAL FOUNDATION



RECENT EVENTS HAVE EXPOSED SOME FUNDAMENTAL WEAKNESSES IN FIFA'S FINANCIAL FOUNDATION. PAST CORRUPTION HAS DIVERTED MONEY THAT SHOULD HAVE GONE TO MEMBER ASSOCIATIONS AND SHAKEN THE CONFIDENCE OF SPONSORS. NO-BID CONTRACTS HAVE RESULTED IN SIGNIFICANT REVENUE LOSSES.

There is room for significant improvement in FIFA's commercial performance, and Member Associations around the world would benefit from a fresher approach to the commercialisation of FIFA's assets.

IF ELECTED, I WILL:

- Protect current revenue streams by reaching out to existing commercial partners to reassure them that FIFA is putting its problems behind it and getting back to football.
- Take advantage of economies of scale — for example, greater use of FIFA's purchasing power to negotiate discounts across a region for artificial pitches.
- Bring more transparency to financial activities and financial decisions.
- End no-bid and secretive contracts.
- Work with FIFA's commercial department to explore new revenue opportunities, such as collaborating with FIFA stakeholders to create a new online broadcasting platform.



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E. PROTECTING PLAYERS, FANS AND THE INTEGRITY OF THE GAME



AS THE GOVERNING BODY OF THE MOST POPULAR SPORT ON EARTH, FIFA HAS A VERY REAL RESPONSIBILITY TO DO EVERYTHING IN ITS POWER TO PROTECT THE GAME, ITS PLAYERS AND ITS FANS. UNDER MY PRESIDENCY, FIFA WILL TAKE A SERIES OF ACTIONS TO ENSURE THAT FOOTBALL ADHERES TO THE VALUES OF FAIR PLAY AND NON-DISCRIMINATION:

Protect players from exploitation.

- The 'trafficking' of young players is an issue that needs urgent attention. FIFA should work with Member Associations, national and regional governments, law enforcement agencies, and NGOs to:
 - Support and uphold the ban on third-party ownership.
 - Enact and enforce rules to prevent exploitation.
 - Ensure a faster and more streamlined legal process to underpin the system.
 - Consider the creation of a 'safety net' to assist players who need short-term financial assistance or other support to ensure their safety and wellbeing.

Protect players and fans from racism.

- Slogans and advertisements are not enough. FIFA can do better by taking the lead and working with governments, NGOs, stakeholders and school

systems to develop a long-term strategy to eradicate discrimination in any way, shape or form in football, from grassroots to the elite level, and amongst fans as well as players.

- Ensure that fines and other punishments for racist behaviour are sufficiently severe to act as a real deterrent.
- Protection from retribution or retaliation for fans reporting racist activity.

Protect the integrity of the game.

- Significantly increase FIFA's integrity budget.
- Work more effectively with Interpol, governments, Confederations and other stakeholders to develop and enforce a robust strategy to combat the problems challenging the integrity of the sport; for example match-fixing.
- Use technology for more effective detection of suspicious betting patterns.

Strengthen anti-doping.

- Strengthen collaboration with the World Anti-Doping Agency (WADA).
- Encourage and support Member Associations to work more closely with national anti-doping agencies.

Improve age-testing to ensure compliance with relevant age-band restrictions.

- Develop more efficient and effective age-testing protocols.
- Ensure that testing results are known much earlier at tournaments.

Improve stadium security.

- Develop a global standard for stadium security, drawing on international best practices related to venue design, policing, and crowd control.

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