

A stylized graphic of a soccer ball, composed of white outlines of hexagonal and pentagonal panels. Three panels are filled with a solid olive green color: one at the top left, one in the center right, and one at the bottom right.

**ALI AL HUSSEIN**  
**CANDIDATE FOR**  
**PRESIDENT OF FIFA**  
MAY 2015

**A FIFA**  
**WORTHY OF**  
**THE WORLD'S GAME**



# Introduction

***I see what FIFA is, and I believe in what it can be.***

**I have dared to imagine a future in which we are the very best that we can be. That vision is the fuel driving my candidacy and this Manifesto is the roadmap I have designed, with your input, and with the valuable input of my esteemed colleague, KNVB President, Mr. Michael Van Praag, to make it a reality.**

I envisage targeted development programmes stimulating unprecedented growth and improvement in football around the world.

I see improvements in global football feeding positive growth in top level competition.

I see growth in top level competition driving significant increases in commercial revenues.

And I see increased commercial success

as the engine room that will power more and better development programmes.

In essence, I envisage a virtuous circle which will take the beautiful game of football to new and unprecedented levels all over the world.

I see this virtuous circle supported and upheld by a FIFA that is a service organisation and a clear leader in good governance that takes responsibility for protecting football, its players and its fans.

I see a future in which my vision for football and for FIFA is our shared reality. I hope you will dare to dream with me.

My focus will be on a four-year term, and I promise to work with National Associations and the Confederations to reform FIFA, to deliver on the proposals in this Manifesto, and to collaboratively produce a 10-year plan to take FIFA – and football – successfully into the future.

I stand for the position of FIFA President as one of you: for the past sixteen years

I have been the President of a National Association. I know well the challenges faced every day to develop football in countries around the world. I also know FIFA well from the inside, having served as FIFA Vice President and as a member of both the FIFA Executive Committee and the AFC Executive Committee for the past four years.

Most importantly, I am a straight-forward person with straight-forward ideas and ethics — a person who loves our sport.

I believe in uncompromising integrity. In good leadership. In fair play. In a service-oriented approach. And in hard work.

**Thank you for your support.**

**Ali Al Hussein**

**FIFA Vice-President**

**Jordan Football Association President**

“  
I have dared to imagine a future in which  
we are the very best that we can be  
”

A FIFA Worthy of The World's Game



@aliforifa #worldsgame



facebook.com/aliforifa



timeforchange@worldsgame.com



worldsgame.com

“  
This is your FIFA  
”

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# Section 1

## VIRTUOUS CIRCLE OF DEVELOPMENT, FOOTBALL AND COMMERCIAL SUCCESS

*Creating and nurturing a virtuous circle of Development, Football and Commercial Success which will take the beautiful game of football to new and unprecedented levels all over the world.*



# Section 1 VIRTUOUS CIRCLE OF DEVELOPMENT, FOOTBALL AND COMMERCIAL SUCCESS

## A. DEVELOPMENT

**Developing football around the world is not only about producing more top-level players and teams. It is also about investing in grassroots and amateur football, for men and women, boys and girls, in order to spread the benefits of the game for the health and wellbeing of society.**

When we support grassroots football, and youth development, we help to bring communities together and keep young people active. We help to promote social inclusion and keep children off the streets. I believe that football has the power to make the world a better place and that FIFA and its National Associations should recognise and take pride in the social roles they play, whilst also striving to spread the benefits of the game far and wide.

Over many years, I have had the pleasure of talking with many of you, the Presidents of Football Associations around the world, about football development. You have told me that you want dignity not only for your own National Associations, but for all Football Associations worldwide.

Many of you want help in making your own National Associations self-sustaining. Others among you want to see more support for your neighbours so that the level of the game can rise locally, regionally and globally.

You have all told me that you want a FIFA Development Programme which is transparent, fair, generous and flexible - and which delivers tailored support where it is most needed.

I am committed to protecting and building upon current levels of solidarity assistance to all National Associations. We need to invest additional funding in accordance with clear and transparent strategic plans, which need to be developed in consultation with National Associations according to their identified needs.

My 10-point proposal for development, which I have created in response to the needs and priorities expressed by National Associations, is as follows:



*When we support grassroots football, and youth development, we help to bring communities together and keep young people active*

### 1. Substantial increase in support to National Associations that need it most

No National Association should feel that its ability to thrive is dependent upon the FIFA President's personal approval. National Associations should instead be well supported through a strategic, transparent and democratic programme which ensures that ALL their basic needs are met.

Since 1998, all Football Associations have received a fixed annual FAP sum of \$250,000. I commit to increase this amount to a minimum of \$1,000,000 per year, to be annually dispersed on January 1st every year, irrespective of FIFA election cycles. This amount is separate and distinct from the additional tailor-made development packages that will be available to Football Associations, based on their needs, and which I expect to also grow substantially based on better financial management and increased commercial success for FIFA. I will ensure that each Member Association has a National Stadium worthy of that title and I will guarantee that, within four years, every

single Football Association in the world has what it needs to play the game, including basic infrastructure and equipment.

### 2. Cyclical allocation of funds

At the end of each FIFA World Cup, all revenues should be assessed and a four-year timeline for delivery of Financial Assistance Programme payments and any other development monies should be discussed and agreed.

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 the FIFA President.

### 3. More investment in Women's and Youth FIFA World Cups

We need to acknowledge the importance both of Youth and Women's FIFA events and tournaments. When looking at the development of football and allocating appropriate development revenues, we need to give better support to Member Associations who invest in these areas and want to host these events.

By investing more in these tournaments,



*We need to acknowledge the importance both of Youth and Women's FIFA events and tournaments*

# Section 1

VIRTUOUS CIRCLE OF DEVELOPMENT,  
FOOTBALL AND COMMERCIAL SUCCESS

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. The financial burden for prospective hosts for these tournaments has to be alleviated.

#### 4. More investment in women's football

The women's game is the largest growth area in football globally and further investment should form a core part of the strategic plan. We must encourage and support women's football from the grassroots all the way up, with better investment in women's leagues and international events. We also need to focus on growing and developing the women's game in countries where it is currently under represented.

#### 5. Regional development offices

In order to properly support the development of football across the globe, FIFA regional development offices must be created. These regional offices should be staffed by FIFA-employed professionals, working closely with the appropriate Confederation, who can travel to National Associations to assess their development needs, assist with funding applications



“  
I will increase FAP payments  
to \$1,000,000 per year  
”

## 'A FIFA Development Programme which is transparent, fair, generous and flexible'

and support in the delivery of development projects. These professionals could also mediate discussions when there are disputes within National Associations – therefore helping them avoid unnecessary sanctions that would prevent their players taking part in tournaments.

#### 6. Improving the development application process

We must reduce the bureaucracy and challenges National Associations encounter when applying for development funds. National Associations should have the opportunity to package their requirements into single project



*A fund should be created to give experienced coaches the opportunity to spend time training teams – and other coaches – in countries that would benefit from this support*

applications that can be approved and delivered as a whole.

#### 7. Coaching development

A fund should be created to give experienced coaches the opportunity to spend time training teams – and other coaches – in countries that would benefit from this support. This would enable coaches and players in developing football nations to gain valuable new skills and experience.

This could form part of a wider set of scholarship programmes to create new links between National Associations to improve coaching, governance and talent identification across the world.

#### 8. Government relations support

National Associations often struggle to receive appropriate domestic governmental support, for example in the provision of land for pitches. Whilst always protecting the autonomy of sport, we must help support National Associations improve government relations and raise the profile of football with political stakeholders to further promote the game and help meet identified local needs.

#### 9. Better collaboration with NGOs

NGOs around the world do wonderful and life-changing work often using football as a force for good. FIFA should increase collaboration with NGOs on development projects where appropriate and take a lead in bringing different organisations together so that best practices can be shared between FIFA and the NGO community for the benefit of all.

In addition, FIFA's work in the field of social responsibility needs a major review and the untapped potential for FIFA to make a real difference for those in need of help must be realised.

#### 10. More investment in different forms of football

Football exists in many different forms and there are other growth areas for the game, such as Futsal, Indoor Soccer, Beach Soccer and Mini Soccer / 5-a-Side which need to be better promoted and supported. Global development assistance packages for these other forms of the game should be created and included in the strategic plan.

# Section 1

VIRTUOUS CIRCLE OF DEVELOPMENT,  
FOOTBALL AND COMMERCIAL SUCCESS

## B. FOOTBALL AND THE FIFA WORLD CUP

**When we get development right, fantastic football will follow in more and more countries.**

I do not believe that the President of FIFA should dictate the nature and shape of the game or the size of the FIFA World Cup. I do believe, however, that the President has the responsibility to uphold the integrity of FIFA itself.

I believe that 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 that he has a responsibility to ensure that any changes are made based on the best recommendations of experts and stakeholders, rather than on personal preference.

### 1. Football

I propose to explore ideas that will help to improve the game itself, ideas which would only be approved and progressed by means of a consultative process with all relevant football stakeholders:

#### » FIFA Football Committee

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.

#### » International match calendar optimisation

Improve FIFA's cooperation with Confederations and National Associations to optimise the international match calendar for FIFA World Cup qualifiers and friendly matches.

#### » Ranking system review

Initiate a comprehensive review of the FIFA ranking system to ensure that it no longer inadvertently rewards non-participation or penalises nations that

have a longer cycle (such as four years rather than two years) in between major regional tournaments.

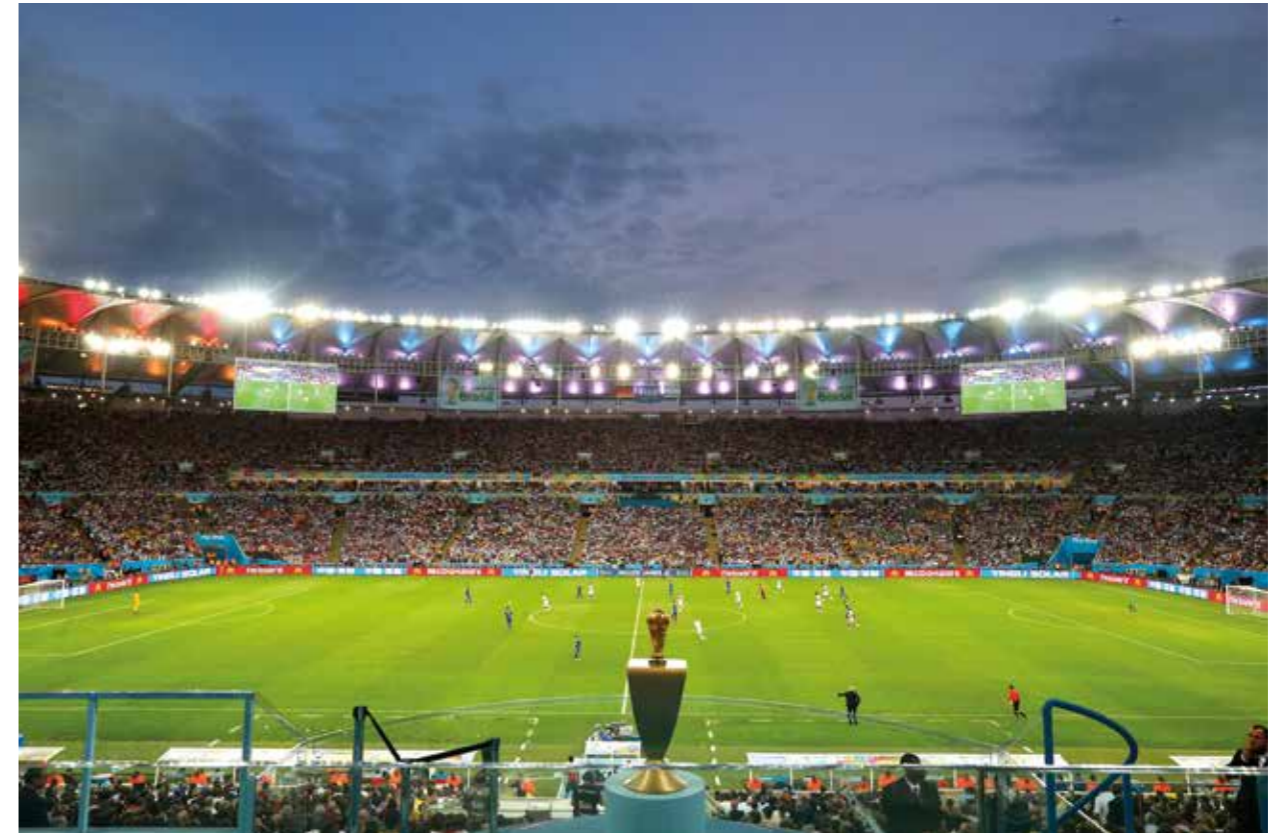
#### » Technology review

I am in favour of a full and open debate about the pros and cons of the application of technology in football – and I support the idea of a rigorous testing period for any proposed technological changes before they are adopted. I am in favour of preserving the best traditions of the game, but I am also progressive, and I am aware that there may ultimately be specific areas where technology would improve the game without disrupting its flow.

I will foster a culture of debate within FIFA and implement a professional, systematic and rigorous review of where improvements to the game can be made, working closely with IFAB and other stakeholders.

‘A full and open debate about the application of technology in football’

*When we get development right, fantastic football will follow in more and more countries.*



**The FIFA World Cup is the biggest public event on the planet. It is both incredible and awe-inspiring – and we have a duty of care to look after it**

“

”





# Section 1

VIRTUOUS CIRCLE OF DEVELOPMENT,  
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## 2. The FIFA World Cup

The FIFA World Cup is the biggest public event on the planet. It is both incredible and awe-inspiring – and we have a duty of care to look after it.

My Manifesto was written in consultation with stakeholders, and I have listened carefully to your needs. The demands pertaining to World Cup slots are clearly an urgent priority, and in light of that, I believe that I can now offer a concrete proposal for the immediate future, which represents a “win” for everybody:

» **Guarantee that no Confederation will face a reduction in World Cup Slots**

No Confederation will face a reduction in World Cup Slots. I guarantee that all current World Cup Slots will be protected, and that the **new slots will not be created at the expense of any existing slots.**

» **Commitment to expanding the World Cup as soon as possible from 32 to 36 teams**

I am committed to extending the number of countries participating in the World Cup from 32 to 36 teams

as soon as possible, with a view to further, development-led expansion to be considered thereafter. I am committed to exploring all options to enable this expansion urgently, ideally in time for the 2018 World Cup. The proposal which I am committed to and which I will put to the FIFA Executive Committee for approval, is as follows:

- Increase in AFC World Cup Slot Allocation from 4.5 slots to 5.5 slot
- Increase in CAF World Cup Slot Allocation from 5 slots to 6 slots
- Increase in CONCACAF World Cup Slot Allocation from 3.5 slots to 4.5 slots
- Increase in CONMEBOL World Cup Slot Allocation from 4.5 slots to 5 slots
- Increase in OFC World Cup Slot Allocation from 0.5 slots to 1 slot
- UEFA World Cup Slot Allocation of 13 slots (+1 additional slot for the host country in 2018)

» **Continental rotation system.**

I will collaborate with stakeholders from across the sport to establish a formal continental rotation system, while maintaining the requirement that the FIFA Congress should decide future World Cup Host Nations.



“No confederation will face a reduction in World Cup Slots”



“ I am committed to extending the number of countries participating in the World Cup ”

# Section 1

VIRTUOUS CIRCLE OF DEVELOPMENT,  
FOOTBALL AND COMMERCIAL SUCCESS

## C. COMMERCIAL SUCCESS

I believe that FIFA currently rides rather than drives the success of the beautiful game of football. FIFA benefits, almost despite itself, from significant revenues generated in particular by its flagship event, the FIFA World Cup - and it is no secret that FIFA currently holds significant financial reserves.

But significant financial reserves are not a measure of commercial success.

Make no mistake: the damage which is being exacted upon "Brand FIFA" has financial implications. Sponsors have begun to vote with their feet. If drastic action is not taken urgently to restore the image of our governing body, we can expect revenues to reduce and, in turn, monies available to National Associations to also go down.

There is currently a culture of conspicuous financial waste and complacency within FIFA. This costs the game – and National Associations all over the world – millions of dollars every year.

There is a great deal of room for improvement in FIFA's commercial performance, and National Associations around the world would benefit from a more commercially savvy and successful FIFA capable of generating more money to invest in them and in football.

I will implement a two-part approach to delivering the maximum possible commercial success for FIFA, firstly, by **protecting** current revenue streams and minimising waste, and secondly, by **growing** FIFA's revenues and maximising returns in all areas. This approach will collectively ensure significant improvements to FIFA's balance sheets and, in turn, significant increases in funds to feed back into the virtuous circle of Development, Sport and Commercial Success.

### 1. Protecting current revenue streams

» I will protect FIFA's current revenue streams by restoring the image of FIFA and re-establishing credibility amongst current and prospective sponsors and commercial partners.

» I will ensure transparent and judicious use of FIFA funds, including a system of checks and balances to reduce wasteful spending and ensure all FIFA monies are made to work as hard as possible – for example, where there are multiple similar projects around the world, such as the creation of artificial pitches, FIFA should develop a centralised system to negotiate bulk-buy discounts such that economies of scale are applied, costs are reduced and savings are invested back into development projects.

» I will ensure that all decisions with significant financial implications are made transparently and in line with agreed due process. In particular, all major commercial deals, including television rights, will be conducted via tendering and procurement, and fairly negotiated with clear selection criteria to achieve maximum possible returns for FIFA and its National Associations.

'A great deal of room for improvement in FIFA's commercial performance'

### 2. Increasing Revenues

» I will leverage the improvements I will deliver to FIFA's global brand, alongside development and growth in the sport, to attract more top sponsors and commercial partners. I will restore the sponsors who have severed ties with FIFA in recent times. Additionally, multiple other commercial partners who have not wanted to be associated with FIFA in recent times would be strong commercial prospects once FIFA's credibility is restored.

» I will work with FIFA's commercial department to explore new potential revenue streams such as creating, and monetising, a FIFA-owned online global broadcasting platform, FIFA TV. This would be a platform for our stakeholders, designed to develop new revenue streams whilst avoiding cannibalisation of TV rights.



*I will work with FIFA's commercial department to explore new potential revenue streams*

# Section 2

## SERVICE ORGANISATION

*Transforming FIFA into a service organisation that can support rather than disrupt the virtuous circle of our sport is the pledge that underpins this Manifesto, with clear commitments to you around the leadership and governance styles which I will bring to FIFA, as well as the ways in which I will ensure that FIFA embraces and shoulders its responsibilities to protect the game, its players and its fans.*



# Section 2 SERVICE ORGANISATION

## A. LEADERSHIP AND GOVERNANCE

**The world's game deserves a world-class governing body – an International Federation that is a service organisation and a model of ethics, transparency and good governance.**

I will table a proposal for a formal term limit of a maximum of two four year terms for FIFA Presidents to be written into the FIFA Statutes. This is in no way a reflection of an expectation for how individual Football Associations should be run, but will allow FIFA to benefit from fresh faces and fresh thinking on a regular basis. The stability of the organisation will be safe-guarded by the reduction in the historically sweeping powers of the President. The checks and balances within the organisation brought by good governance will guarantee stability for FIFA despite Presidents serving shorter terms than they historically have done.

If you give me the honour of electing me as your President, I propose to create a new "President's Board", to be comprised of the Presidents of each FIFA

Confederation. This new body will make decisions on important matters which will be put forward as recommendations for ratification by FIFA's Executive Committee.

Together, we will make FIFA worthy of the world's game by transforming it into a governing body that:

- » Publishes the Garcia Report in full, as soon as possible.
- » Clearly defines and respects the proper roles and responsibilities of the President, the Executive Committee, and the administration so that the extent and limit of authority is clear at all levels.
- » Approaches its responsibilities with energy and a total commitment to the values of sport
- » Treats all National Associations with respect, serves all without favouritism, and encourages their autonomy wherever possible

- » Encourages debate, welcomes differing views and embraces constructive criticism
- » Advocates a clear separation of powers between the President and the FIFA administration
- » Relies on expert input and professional working groups to help guide decisions
- » Conducts its business in a transparent and dignified manner according to strategic policies devised with the help of National Associations
- » Empowers the Executive Committee to have full transparent oversight of the organisation's accounts and financial situation, as well as providing a detailed budget for the Executive Committee to review and discuss
- » Publishes the minutes of FIFA Executive Committee meetings

- » Remembers that its raison d'être, its DNA, is to serve the development of football
- » Distributes its revenues more generously, fairly and consistently, for the good of football
- » Realises that its administration is there to serve the National Associations and not the other way round
- » Reflects in the composition of its top management the reality of football today and the world as it is: multicultural and multi-ethnic

“  
A FIFA that is a source of pride to all connected with the sport it serves  
”

- » Is led by a President who seeks to empower others while also shouldering full responsibility to protect the organisation and the game.

A FIFA worthy of the world's game will be a governing body that is widely respected and a source of pride to everyone connected with the sport it serves.

That is the FIFA that I envision. That is the FIFA that I propose building and this is the governance style that I will embrace in partnership with the National Associations across the world.



## Section 2 SERVICE ORGANISATION

### B. CORPORATE RESPONSIBILITY

**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.**

#### 1. Protecting players from exploitation

“Trafficking” of young players and the role played by unauthorized intermediaries” represent a huge problem for the affected individuals and their families, local communities and the overall game.

Young people who dream of becoming professional players frequently entrust their futures, their safety and their livelihoods to others; we have a responsibility to them and their families to protect them – and all players – from exploitation of any sort. This issue needs urgent attention. FIFA must take responsibility and show leadership on the control and protection of the movement of players. We must urgently develop a system of collaboration with organisations already operating in this sphere including national and regional governments, National Associations, law

enforcement agencies and NGOs. We must investigate the situation and urgently develop and act upon recommendations to tackle this issue, which should include:

- » Supporting and upholding the ban on third party ownership
- » Ensuring that stringent rules and guidelines are created and enforced across the board
- » Ensuring a faster and more streamlined legal process to underpin the system
- » Creating a “safety net” to protect players who are not successful and who need short-term financial assistance or other support to ensure their safety and wellbeing.

#### 2. Protecting players and fans from racism

FIFA must commit to taking the lead on 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.

This must be more than just advertising and rhetoric. This is about fulfilling the commitments FIFA has already made in this area, significantly increasing investment and resources and taking responsibility for creating viable solutions. I am committed to developing a programme that combats discrimination in all its forms, predicated on education programmes and leadership by example.

Where perpetrators are found guilty in football environments, real and long-term punishments must be administered, including stadium bans and fines, which must be large enough to act as a deterrent. Where persistent offences occur, stronger sanctions must be applied.

I will also ensure that fans who observe discriminating behaviour and language have the ability to report this to relevant authorities without fear of retribution and retaliation, and confident in the knowledge that appropriate action will be taken.

#### 3. Protecting the integrity of the game

FIFA must take a lead in combating match-fixing and match-manipulation, criminal activities which appear to be reaching

## ‘Protect the game, its players and its fans’

record levels and which undermine the integrity of the game. The FIFA security budget needs to be increased dramatically for the sake of the game, and we need to work more effectively with Interpol, governments, Confederations and other stakeholders to develop and enforce a robust strategy to combat these problems. The technology exists for greater and more sophisticated monitoring of movements in betting markets as correlated to developments on the field; it is time for commitment, technology and expertise to come together and work to eradicate match fixing and match manipulation at all levels of the game.

#### 4. Combating doping

FIFA must strengthen its relationship with WADA, the World Anti-Doping Agency, so the two organisations can work more closely together to address doping in football while ensuring effective testing methods and protocols that do not compromise the safety of our athletes.

We must also strive to support National Associations in developing relationships with and collaborating with national anti-doping authorities.

#### 5. Improving age-testing

Protecting the integrity of youth competitions means ensuring absolute compliance with relevant age-band restrictions. FIFA must take a lead on developing and delivering more efficient and effective age-testing protocols to help to eradicate this problem. The revised protocols should change the way testing is conducted so the results are known much earlier at tournaments, rather than after the conclusion of competition finals.

#### 6. Ensuring stadium security

Nobody should suffer injuries or lose their life in a stadium, yet the issue of stadium safety and security is unfortunately one which has led to tragedies in our sport on multiple occasions.

As the world governing body of football, FIFA must develop a global standard in stadium security for the protection of fans and the prevention of tragic incidents. This should draw on international best practice learnings with regards to venue design, policing, stewarding and crowd control, and should include a realistic and enforceable set of minimum requirements.

#### 7. Protecting Human Rights

Whilst always protecting the autonomy

of sport, it is important for FIFA to work in partnership with national governments, NGOs and all stakeholders, and as the world governing body of football, I believe that FIFA has a responsibility to ensure that its tournaments and events are prepared properly and safely – everywhere in the world.

I am an advocate for the introduction of a FIFA global standard for a whole range of football safety and security issues, including the prevention of tragic incidents occurring during stadium construction and ensuring labour rights and fair working conditions are observed. I will ensure that FIFA develops this global tournament standard to ensure the safe delivery of FIFA events, with workers’ rights and fair working conditions safeguarded.

Further, I will, if elected, ensure that an assessment on labour rights and other fundamental human rights is included in the future bidding procedures for World Cups. In the redrawn bidding criteria, bidding countries will be required to demonstrate how they will protect human rights in the staging and hosting of the event.

# Conclusion

My Programme outlines the key principles that will underpin my approach as President of FIFA, as well as detailing a number of specific commitments that I will fulfil as FIFA President. It is by no means exhaustive, but I hope it has given you a sense of my vision for the organisation and for the sport, and the steps I will take to deliver upon that vision.

I warmly invite your feedback, and I look forward to a positive election focused on the future of football.

I am proud to serve a great sport and a fantastic organisation and I would be honoured if you would support me as the next President of FIFA.

**Ali Al Hussein**



**FIFA Vice-President**  
**Jordan Football Association President**

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