

General overview of FIFA's activities, measures and initiatives in the areas of good governance, the respect for human rights, FIFA World Cup™ bidding process and the strategic framework FIFA 2.0: Vision for the future:

In the course of the last years FIFA has proactively engaged and implemented a number of governance reforms according to its statutory procedures. Such reforms are in line with international governance standards and policy documents such as the Declaration of Berlin and the International Charter of Physical Education, Physical Activity and Sport, including areas such as strengthening transparent, democratic decision-making structures, adoption of binding good governance rules, as well as reliable and sound management of financial affairs.

Infographics on the FIFA Governance Reforms: These reforms were passed by the Extraordinary FIFA Congress in February 2016 and paved the way for significant improvements to the governance of global football:

- According to the new FIFA Statutes, there is a clear separation of the strategic function (FIFA Council) from the management/executive function (general secretariat). The Council defines FIFA's mission, strategic direction, policies and values, in particular with regard to the organisation and development of football worldwide (cf. art. 34 of the [FIFA Statutes](#) and arts. 8-17 of the [FIFA Governance Regulations](#)).
- Requirement for confederations and member associations to include good governance principles in their Statutes (cf. arts. 14 and 15 of the FIFA Statutes).
- Term limits – no more than three terms of office of four years, i.e. 12 years – have been introduced for the FIFA President and the FIFA Council members (cf. art. 33 pars 2 and 3 of the FIFA Statutes). In addition, there are term limits (max. three terms of four years) for all members of the FIFA judicial bodies (cf. art. 52 pars. 5, 6 of the FIFA Statutes).
- Election of Council members by the member associations on the occasion of their confederation congresses in accordance with FIFA's own electoral regulations (cf. art. 27 par. 5 of the FIFA Statutes, art. 67 of the FIFA Governance Regulations).
- Comprehensive eligibility and integrity checks: all members of the Council (including the President), the standing committees, the independent committees as well as the Secretary General shall be required to fulfil eligibility checks in accordance with Annexe 1 of the FIFA Governance Regulations conducted by the independent FIFA Review Committee (and by the investigatory chamber of the Ethics Committee for the FIFA Governance and Review Committee) (cf. art 30 par.6, art. 39 par. 5., art. 52 par. 8 of the FIFA Statutes and art. 38 par.3 of the FIFA Governance Regulations).
- Disclosure of individual compensation on an annual basis of the FIFA President, all FIFA Council members, the Secretary General and relevant chairpersons of independent standing committees and judicial bodies (cf. art. 51 par. 10 of the FIFA Statutes and art. 6 and art. 37 par. 11 of the FIFA Governance Regulations).
- Enhanced control of money flows (cf. art. 17, art. 37 and art. 39 of the FIFA Governance Regulations).

- Annual disclosure of related-party transactions for all Council members: On an annual basis Council members are required to disclose all transactions carried out or agreed upon between themselves, a close member of their family or a company or other entity significantly influenced by them on the one hand, and FIFA or a FIFA subsidiary on the other (cf. Annexe 2 – Related-Party Declaration of the FIFA Governance Regulations).
- Judicial bodies and creation of independent committees with individual members that conduct their activities and perform their duties entirely independently in accordance with the Statutes and regulations of FIFA (cf. arts. 50 – 55 of the FIFA Statutes).
- International experts as independent members of key FIFA committees (cf. [composition of the FIFA Review Committee](#) including Miguel Poiares Maduro, former Attorney General at the European Court of Justice).
- Greater recognition and promotion of women in football with a minimum of one female representative elected as a Council member per confederation; promotion of women as an explicit statutory objective of FIFA to create a more diverse decision-making environment and culture (cf. art. 2f), art. 33 par. 5 of the FIFA Statutes).
- New Football Stakeholder Committee to ensure greater transparency and inclusion through broader stakeholder representation (including players, clubs and leagues) (cf. art. 44 of the FIFA Statutes and art. 31 of the FIFA Governance Regulations).

Fact Sheet: FIFA's work on Human Rights: The enclosed document underlines FIFA's commitment to the respect of human rights and gives an overview of FIFA's current initiatives in relation to human rights.

Revision of FIFA World Cup bidding process:

Bidding process for 2026 FIFA World Cup: As part of continuous improvement of its processes, FIFA decided in early 2012 to review its FIFA World Cup™ bidding process with respect to human rights and anti-corruption. In this process, a number of key measures were integrated into the agreements based on international guidance and frameworks of the United Nations and informal consultation with external experts. FIFA has been seeking guidance from the United Nations Guiding Principles on Business and Human Rights (UNGP) and in the development of the respective sections of bidding and hosting documents. To that end, FIFA received technical assistance from the Office of the High Commissioner for Human Rights (OHCHR) in early 2015 as well as further input from international human rights expert and Harvard Kennedy School Professor John Ruggie.

Regarding the bidding process for the 2026 FIFA World Cup, the FIFA Council agreed on a four-phase process: a new strategy and consultation phase (May 2016 – May 2017), enhanced phases for bid preparation (June 2017 – December 2018), bid evaluation (January 2019 – February 2020) culminating in a decision in May 2020). The consultation phase will focus on four areas:

- The inclusion of human rights requirements, sustainable event management, environmental protection in the bidding

- Principle of exclusion of bidders that do not meet technical requirements
- Review of the current stance on joint bids
- Number of teams

For more info cf. press release [FIFA Council agrees on four-phase bidding process for 2026 FIFA World Cup](#).

FIFA 2.0: The Vision for the Future: In October 2016 FIFA President Infantino published a roadmap for how to most effectively grow the game, enhance the football experience for fans and players and build a stronger institution. For the first time in FIFA's history a comprehensive and strategic roadmap that sets the vision, priorities and values of FIFA has been made available:

FIFA will:

- Invest USD 4 billion over the next decade in football development through FIFA's 211 member associations under the FIFA Forward Programme and additional funding initiatives.
- Increase total participation in football – players, coaches, referees and fans – from 45 to 60 percent of the global population.
- Set the goal of doubling, to 60 million, the number of female football players worldwide by 2026 through the development and execution of a strategy to bring women's football to the mainstream.
- Change the current model to take more direct control of critical business operations, including FIFA World Cup™ ticketing and organising activities, and establish working groups to evaluate the process of bringing the operations in house, to better ensure optimal financial returns and customer satisfaction, as well as the highest standards of transparency and good governance.

Actions that will be taken to achieve FIFA's three key objectives include (for full list cf. [press release on FIFA 2.0: The Vision for the Future](#)):

Some examples:

Grow the game:

- A commitment of up to USD 315 million for member associations to incentivise investment in the development of the women's game, including funds for the successful organisation of girls' leagues, women's professional leagues, and the creation of a development strategy for the women's game. This is in addition to the resources committed through the new and fully developed Women's Football Division.

Enhance the experience:

- Implementing a new, more efficient operating model for the organisation's highest-profile event, the FIFA World Cup™, moving from a Local Organising Committee (LOC) managed by different in-country staff for each FIFA World Cup™, to a centralised management operating structure. A working group has been established to liaise with all stakeholders and the group's recommendations will be applied as of the 2022 FIFA World Cup™.

Build a stronger institution:

- Preserving the inherent dignity and equal rights of each and every individual affected by FIFA's activities that results from the breadth and impact of FIFA's global operations. Proactively responding to this obligation, FIFA will convene a gathering of all relevant stakeholders in 2017 to discuss the important matters of human rights and gender equality and the role that FIFA will play in the preservation of these basic rights.

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