

ACTIVITY REPORT

2007



APRIL 2006 – MARCH 2007

57TH FIFA CONGRESS

ZÜRICH 2007



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The global football family
united by a mutual passion.



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FIFA can address its diverse obligations safe in the knowledge that it has grown in strength over the past four years.

Dear members of the international football family,

In front of you, you are holding the FIFA Activity Report that has been prepared especially for the 2007 Congress and with which I, on behalf of our organisation, once more have the privilege to recount what we have achieved, not just during the past year but in the course of the entire 2003-2006 World Cup period.

When I am asked about my memories or highlights of this four-year period, I fondly recall our centennial celebrations in 2004, the planning and construction of the new Home of FIFA and, like all other football fans, the 2006 FIFA World Cup™ in Germany. The World Cup hosts – and by that, I mean the organising committee, the German government who provided such valuable support, the countless volunteers and, in fact, the German nation as a whole – pulled off a masterstroke, organising our biggest event impeccably, safely, genially and with a smile that never left their lips. It truly was “a time to make friends”.

Perhaps more importantly still, the sheer joy generated by the World Cup allowed the host nation to rediscover itself. This spirit manifested itself not only in the stadiums but more evidently on the “fan miles” where more than 18 million visitors helped create an unbridled party atmosphere. It is difficult to imagine future football events without these gatherings and their impact was further underlined when “fan mile” was named Germany’s term of the year for 2006. Our sport exerts a unifying influence on people all over the world every day and this extends far beyond the pitch itself and the stands that often surround

it. Football is a powerful force in society at large, whose profile and potency must be used in domains such as healthcare and social integration, so that obstacles can be overcome and progress made. The award to South Africa of the right to host the 2010 FIFA World Cup™ finals must be viewed in the same context. In reaching this decision, FIFA chose to put its top event to work in the name of development across all of Africa.

FIFA can address its diverse obligations safe in the knowledge that it has grown in strength over the past four years – firstly, from a financial perspective and secondly, and even more significantly, in regulatory and organisational terms. Thanks to a revised set of Statutes, a brand new Code of Ethics and exacting accounting and compliance regulations, FIFA now has solid and stable foundations in place.

Let FIFA continue to be a family whose members are there for each other, united by a philosophy that is built upon solidarity and mutual support, just as we were throughout the first 100 years of our existence. Furthermore, by promoting the game, let us touch the world and help to build a better future for everyone.

Joseph S. Blatter
FIFA President

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→ FIFA President Joseph Blatter led the proceedings at the 56th Congress in Munich in 2006, where German Chancellor Angela Merkel praised the world governing body's achievements, and the nostalgic presence of 150 world champions made for an emotional climax.

Pre-World Cup Congress Reform and strong values

The FIFA Congress met at the International Congress Centre in Munich on 7-8 June 2006 with all 207 FIFA member associations in attendance.

BY EXPRESSING ITS DETERMINATION to push ahead with the reforms that are necessary in the world of football, the FIFA Congress empathically declared its support for the path chosen by President Joseph S. Blatter. Betting and manipulation scandals, corruption and illegal gains will be targeted by the new independent Ethics Committee, the creation of which was ratified in Munich, thereby allowing the committee to take its place as FIFA's third judicial body alongside the Disciplinary Committee and the Appeal Committee.

The desire for change was underlined in a vote on the work accomplished by the FIFA Task Force "For the Good of the Game" as well as on the body's conclusions. The FIFA Executive Committee was given the mandate to take the necessary steps with regard to the size of leagues, improved control and supervision of players' agents and a worldwide club licensing system.

The World Anti-Doping Agency (WADA) was also given the right to lodge appeals with the Court of Arbitration for Sport (CAS) in Lausanne against doping-related decisions that have been deemed final after all procedures at all football bodies have been exhausted. FIFA's regulations are also now in line with the World Anti-Doping Code after an agreement was reached on sanctioning principles and individual case management.

With its "Develop the game, touch the world, build a better future" vision, FIFA intends to anchor its key values of authenticity, integrity, performance and unity all around the world. With this in mind, the Congress also ratified a stronger social responsibility policy, with additional funding to be provided for that purpose. ●

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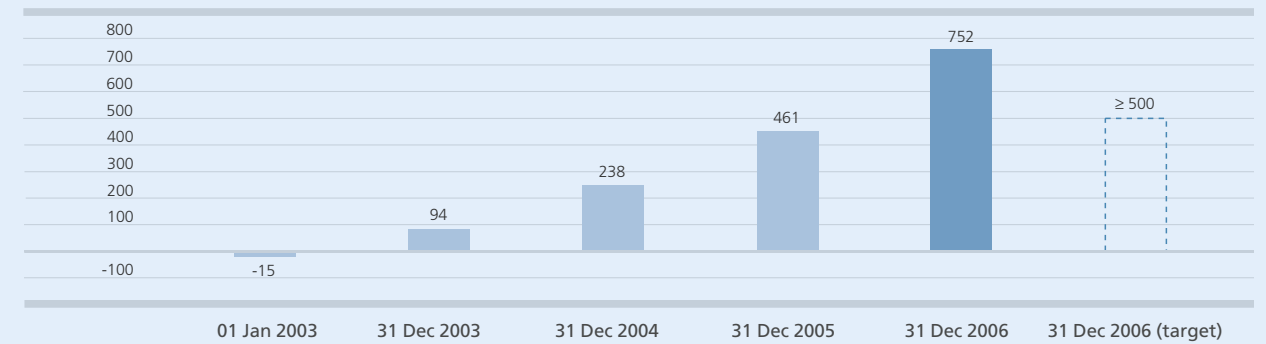
FIFA Finances World champion result

FIFA closed the 2003-2006 World Cup cycle with a surplus of CHF 816 million, the best result in its 103-year history.

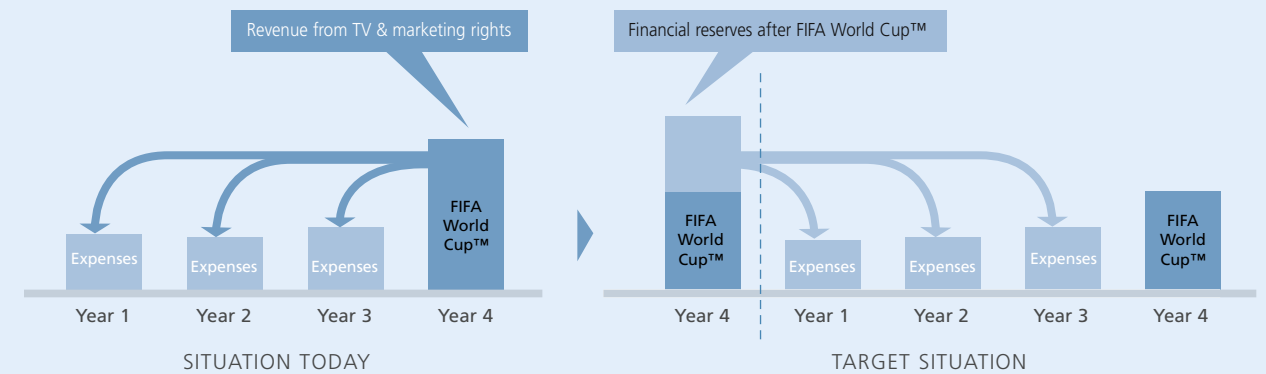
PARAGRAPH 2 OF ARTICLE 67 of the FIFA Statutes states that, “the revenue and expenditure of FIFA shall be managed so that they balance out over the financial period”. Furthermore, “FIFA’s major duties in the future shall be guaranteed through the creation of reserves“. With income of CHF 3,238 million and expenses of CHF 2,422 million according to IFRS, FIFA fully performed this statutory duty over the last four years. FIFA not only recorded a total surplus of CHF 816 million but by the end of 2006, the governing body had also increased its equity to CHF 752 million. FIFA had

initially set itself a target of CHF 500 million in equity. In the end, that was surpassed by more than 50% – yet more proof of how well FIFA is able to manage its means. As in previous periods, it was the World Cup year of 2006 that contributed the most to FIFA’s positive result. In 2006, FIFA recorded income of 912 million and expenses of CHF 609 million, leaving a surplus of CHF 303 million. It should also be noted that the expenses were at all times below the budgeted costs, and that in comparison to 2005, the expenses in 2006 were even lower.

EQUITY DEVELOPMENT 2003-2006 (CHF MILLION)



NEED FOR RESERVES



Four years ago, FIFA was confronted with challenges that might well have sent other organisations over the edge. Instead, securitisation provided FIFA with a centralised means of not only controlling the effects of the bankruptcy of its TV and marketing partners, but also, at the same time, of laying the foundations for a new beginning. By pre-financing a portion of future marketing revenue on the capital market, FIFA was able to enhance its liquidity, thus making sure that it was always in a position to fulfil its commitments to the member associations. As the transaction was based on very conservative projected figures, only part of the anticipated revenue was securitised and FIFA used the funds received in advance with restraint. The securitisation transaction also contributed to the positive overall result. With the equity now at its disposal, a figure that will continue to increase over the next four years, FIFA has vital reserves, even though these are not yet quite sufficient. FIFA has taken a step in the

right direction towards building further reserves in order to be able to finance the first three years of the subsequent period without having to use the income from that period’s World Cup tournament (see graphic). Having sufficient equity is vital for FIFA because the governing body virtually finances its many activities from the FIFA World Cup™ alone, and in the modern climate, it has become impossible to insure an event of the magnitude of the World Cup.

Most of FIFA’s activities take place in the “dollar area”. For that reason, FIFA has, as previously announced, pushed ahead with the conversion of its balance sheet and income statement from Swiss francs into US dollars, a switch that was completed on 1 January 2007. Full details and explanations can be found in the 2006 FIFA Financial Report, which will be presented to the FIFA Congress in Zurich in late May for approval. ●

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FIFA and the associations Preserving autonomy and conversing with the authorities

More than ever before, FIFA is using dialogue and is playing the role of mediator to defend the autonomy of the associations when they find themselves in difficulties.

Three suspensions

Recent months have witnessed landmark suspensions being imposed on the football associations of Greece and Iran. In both cases, this strict action was required after the months FIFA had spent in dialogue – with the political authorities in particular in order to explain the importance of respecting the associations' autonomy – had ultimately failed to yield the desired results. When the Hellenic Football Federation (HFF) was finally suspended on 3 July 2006, the Greek government very quickly grasped the extent of the problem and passed an amendment to the nation's sports law that allowed the HFF to meet the international requirements set out by FIFA and UEFA. As a result, the suspension was lifted on 12 July. In the case of the IR Iran Football Federation (IRIFF), Iranian government authorities failed to act upon a number of warnings and did not take the firm stance adopted by FIFA and the AFC seriously. As a result, the IRIFF was suspended on 22 November. Here too, the Iranian authorities soon appreciated the gravity of the situation and immediately entered into constructive discussions that led to the installation of a transitional board within the IRIFF that had the task of revising the organisation's statutes then staging elections to underline the autonomy of Iranian football. FIFA consequently lifted its suspension of the IRIFF on 19 December. →

DESPITE A FEW RELATIVELY HIGH-PROFILE cases involving the associations, the positive trend observed between the 2005 FIFA Congress in Marrakech and last year's event in Munich has continued. In actual fact, the preference for dialogue means that association suspensions have become increasingly rare since the 2006 Congress in Germany.

FIFA is also seeking to build relationships with national sports ministries in areas in which the criminal implications of certain football-related activities make such cooperation necessary.

In more general terms, while FIFA favours positive dialogue, it does not shy away from taking strong action when it is required. However, the decision to suspend an association is taken only when such steps have not improved the situation and after all other options have been exhausted.

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→ Assistance during the process of affiliation as the 208th member: FIFA President Blatter and General Secretary Linsi with the President of the Football Association of Montenegro, Dejan Savicevic (second from right), and General Secretary Momir Djurdjevac (far left).

Many exchanges have found crisis-averting solutions.

The suspension of the Kenya Football Federation (KFF) was triggered by problems with its internal structures that had been aggravated by political interference, which was having an impact on events on the pitch. For several seasons, clubs finishing the Kenyan league season in relegation positions had been using their political and tribal connections to avoid the drop to a lower division. The clubs' appeals had prompted interference in the running of the KFF. Statistics show that in the past eight seasons the rules governing relegation and promotion had been adhered to on only three occasions.

The positives

Thanks to several meetings with government and association representatives, culminating in personal discussions between FIFA President Blatter and Poland's head of state Lech Kaczynski in Warsaw on 5 March, normality was gradually restored to the Polish Football Association after months of wrangling, thus averting the association's suspension. The sports ministry finally agreed to hand the administration of the association back to the elected leadership. At the same time, an independent committee, comprising representatives of the President and Prime Minister of Poland as well as one each from FIFA and UEFA, was set up to organise new elections in the association.



In another similar case, the Senegal football association (FSF) was having a rocky relationship not only with the Senegalese ministry of sport but also with more than half of the clubs in the Senegalese top flight that had reservations about the organisation of the domestic league. Facing an impasse, a working party composed of representatives from FIFA, CAF (as the confederation responsible for the region), the ministry of sport and the FSF was set up to reinitiate exchanges.

In Portugal, a vote to amend the legislation governing sport enabled the Portuguese football association (FPF) to comply with article 18 of the FIFA Statutes, which states that domestic leagues must be subordinate to the relevant association. Previously, Portuguese law had classified the league as an independent organisation, a situation that had created a variety of problems. Finally, a FIFA delegation made a successful trip to Peru where local laws had not extended professional clubs the right to vote at the Peruvian football association's general assembly. ●

HISTORIC AGREEMENT FOR BOSNIA-HERZEGOVINA

The work FIFA has undertaken in close collaboration with UEFA to reach a historic agreement in the delicate case of the Football Federation of Bosnia and Herzegovina (FFBH) perfectly illustrates the key role that football can play at international level. During a working party meeting in Zurich on 24 October 2006, attended by FIFA and UEFA officials as well as a delegation comprising representatives from all the bodies of Bosnian football, it was agreed in writing that the FFBH statutes would be amended to assist decision-making processes and at the same time ensure that all three branches of the Bosnian football family had a voice.

These statutory amendments laid down a procedure that would avoid any future deadlock. For example, it stopped the parties vetoing disciplinary decisions on ethnic grounds by pulling out of meetings. Furthermore, the FFBH has been rotating its presidency between the parties on an 18-monthly basis for several years now.

"Football is a game for everyone. It does not differentiate on the grounds of ethnic origin, gender or religion. In Bosnia-Herzegovina as in other countries, the game is a unifying force. This historic agreement entirely embodies our slogan 'Develop the game – touch the world – build a better future'," said Joseph S. Blatter, who chaired the decisive working party meeting.

FIFA and UEFA have also pledged their support for many of the FFBH's projects including efforts to increase the professionalism of the latter's administration, integrate representatives of all three branches of the Bosnian football family into the FFBH organisation and raise the standard of its competitions.

In addition, FIFA is also supporting separate *Goal* projects for all three of the groups that make up the FFBH family.

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The confederations' foremost duties are to promote and spread the game of football throughout their respective regions and organise competitions.

FIFA and the confederations Close collaboration and tight links with the confederations

The extremely close working relationship FIFA enjoys with the confederations is underlined by the excellent cooperation they share in all fields, a factor that is indispensable if the right balance is to be maintained in the running of football.

FIFA HAS REGULARLY called for support from the respective confederation when an association in its region has been experiencing problems. Cooperation on development programmes has also been very good, which is perhaps only natural considering that the confederations' foremost duties are to promote and spread the game of football throughout their respective regions and organise competitions.

As part of FIFA's contribution to the 50th anniversary celebrations of the Confederation of African Football (CAF), President Blatter was invited to the Ethiopian capital, Addis Ababa, on 29 January to take part in an African Union summit attended by the continent's heads of state so that he could speak in connection with the latter organisation's decision to declare 2007 the International Year of African Football.

Elsewhere, the Oceania Football Confederation (OFC) organised its 40th anniversary celebrations in Tahiti in November 2006. Formerly the OFC's dominant power on the pitch, Australia moved to the Asian Football Confederation (AFC) on 1 January 2006 and the country's teams have since taken part in top Asian continental competitions, thus underlining the good rapport between the confederations when it comes to serving the game of football. Last year was also special for the Confederation of South American Football (CONMEBOL), which celebrated the 90th anniversary of its inception in 1916. ●

→ The FIFA Executive Committee before its first meeting in the new Home of FIFA in Zurich in September 2006:

(front row from left):
Ángel María Villar Llona,
Mong Joon Chung,
Lennart Johansson,
Julio Grondona,
Joseph S. Blatter,
Urs Linsi,
David Will,
Issa Hayatou and
Jack Warner.

(back row from left):
Chuck Blazer,
Worawi Makudi,
Reynald Temarii (observer),
Amadou Diakité,
Michel D'Hooghe,
Senes Erzik,
Viacheslav Koloskov,
Nicolás Leoz,
Ricardo Terra Teixeira,
Slim Chiboub,
Junji Ogura,
'Ahongalu Fusimalohi,
Michel Platini,
Gerhard Mayer-Vorfelder and
Amos Adamu.

Mohamed bin Hammam and
Isaac David Sasso Sasso are
missing from the picture.

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The FIFA administration A year on the move

At the end of 2006, FIFA employed around 270 people, many of whom worked at the 2006 FIFA World Cup™ in Germany or at other events organised by the governing body.

AT THE TOP OF THE TREE, FIFA President Joseph S. Blatter, the executive officer of world football's governing body, and General Secretary Urs Linsi, who is in charge of the operational side of FIFA's affairs, were once again ably supported by their own departments. For them, and indeed all of FIFA's employees, 2006 was a year that will undoubtedly go down in FIFA's history because in May – shortly before events in Germany got underway – FIFA moved to new headquarters in Zurich, thereby bringing together all of FIFA's divisions and departments for the first time in many years.

The move posed a variety of logistical challenges, particularly as there could be no let-up in FIFA's day-to-day business. The HR & Services Division – FIFA's biggest with over 70 employees – played a key role in the move.

The operation to transfer equipment and documents to FIFA's new HQ in Zurich was a major undertaking, complicated by the fact that the governing body was at the same time also temporarily relocating its base to Berlin to make sure that decisions and logistical matters relating to the 2006 FIFA World Cup Germany™ could be addressed as quickly as possible. Tons of files, footballs, computers, advertising boards and various other pieces of equipment were moved to the German capital.

FIFA employees had actually set about their work in Germany long before the World Cup opening match between the hosts and Costa Rica, with the 56th FIFA Congress in Munich first up on the agenda. Members of FIFA's staff were on hand to welcome representatives of FIFA's associations and to ensure that everything progressed as smoothly as possible at FIFA's "annual meeting", an event that has now taken on gigantic proportions.

Most of FIFA's employees saw action in a variety of roles at the World Cup, the highlight of the year for all members of the FIFA administration. The Competitions Division worked tirelessly to ensure that the quality of the tournament lived up to internal and external expectations.



people have been employed in the FIFA administration since 31 December 2006.

The Communications Division, meanwhile, made sure that the flow of information between the governing body and the thousands of TV journalists and more than 4,000 press reporters met the needs of the modern media world. A daily media conference in Berlin proved to be vital in that respect.

Aside from the World Cup, the FIFA administration also helped to prepare and organise a variety of tournaments. The top youngsters in women's football met up at the U-20 World Championship in Russia, the Beach Soccer World Cup in Brazil was yet again a resounding success, and the Club World Cup in Japan brought the curtain down on what was an eventful year for FIFA. All of these competitions required infrastructure, not only in technical terms, but also for administrative matters such as disciplinary issues and cooperation with local organising committees and representatives of the participating teams. FIFA Travel organised transport and accommodation for all of the teams and their officials, whereas the Marketing and TV Division ensured that the rights of FIFA's Partners were protected in the stadiums and their immediate surroundings.

Once again, the accounts relating to each and every competition were processed back in Zurich by the Finance & Controlling Division, which also devises medium- and long-term financial strategies to ensure that FIFA can proceed with its manifold humanitarian projects. In 2006, the Development Division proudly announced that the 200th Goal project had been opened.



employees work in the largest division,
Human Resources and Services.

Apart from high-profile disciplinary matters such as the Zinedine Zidane and Marco Materazzi incident during the World Cup final in Berlin, FIFA's Legal Division also had to deal with an increasing number of cases related to the Regulations for the Status and Transfer of Players. These cases are usually disputes between clubs and coaches, between clubs and players, between two clubs or even between one of these parties and players' agents.

One thing is for sure – the FIFA administration will be faced with a whole host of new challenges in the months that lie ahead. As well as upcoming tournaments and of course the 57th FIFA Congress on "home soil" in Zurich, FIFA will be starting to turn more and more of its attention towards Africa and the new *Win in Africa with Africa* initiative. After all, FIFA intends to ensure that the 2010 FIFA World Cup South Africa™ is merely the crowning glory at the end of a series of footballing highlights and initiatives across the entire African continent. ●

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Home of FIFA A true example of 21st century architecture

The Home of FIFA became the new headquarters of world football's governing body in early May 2006 and by the beginning of the World Cup, FIFA's employees, who number around 270, had successfully moved to their new place of work at FIFA-Strasse 20, where they have all settled in very well.



FROM WHICHEVER SIDE VISITORS, guests or employees approach it, the new Home of FIFA cannot fail to impress. The spacious, luminous design by Swiss architect Tilla Theus takes one's breath away with its graceful elegance and lightness and high-quality, carefully honed materials. The shrouding of the building in aluminium netting positioned at an oblique angle gives an impression of movement on all sides, such as is found in football.

The true heart of the building is found on the third underground level. The spacious meeting room, where the Executive Committee and the standing committees convene, is illuminated by a vast crystal chandelier in the shape of a stadium. The foundation stone of the Home of FIFA, a concrete block containing a giant ball filled with a bag of earth from every FIFA member association →

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and other mementos for future generations, is located in the middle of the floor, which is inlaid with lapis lazuli. Next door is the meditation room, where people of all faiths have an opportunity to pray and reflect.

The auditorium, which is fitted with state-of-the-art audiovisual facilities, can accommodate over 200 people. Numerous other meeting rooms equipped with equally modern technical facilities enable FIFA to efficiently conduct internal discussions and meetings with experts or working groups that are a necessary part of its activities.

The work on the grounds was completed at the end of 2006. This spacious area containing plants from all six footballing continents provides harmonious surroundings. On the side next to the forest, an international size football pitch with state-of-the-art artificial turf has been laid. At the end of the pitch nearest to the main entrance, this feat of architecture, which has aroused great interest among professionals and the public alike, is rounded off with a sports centre.

Only one thing is missing: the inauguration of the Home of FIFA in the presence of representatives from associations, local and national government and numerous guests, which will take place on 29 May 2007 on the eve of the 57th FIFA Congress. ●



→ Views of the interior of the new Home of FIFA: 1 the rear of the entrance hall overlooking the courtyard, 2 a corridor bathed in light, 3 one of the glass lifts, 4 reception, 5 the meditation room, 6 the auditorium and 7 lounge corner 8 the main meeting room.

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The autonomy of sport is now, more than ever, both a necessity and a right.

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Task Force "For the Good of the Game" Sport must maintain its autonomy

Sport in general, and football in particular, is now benefiting from its universal, popular success in media and financial terms, but this popularity has also stirred up envy; the sporting family must fight attempts to take control, in particular by political and economic interests. The autonomy of sport is now, more than ever, both a necessity and a right.

There is a distinct boundary between sport and politics that must not be crossed.

INTERFERENCE HAS AFFECTED ALL SPORTS, whether majority or minority, on all continents, irrespective of how developed countries are. This desire to interfere is omnipresent; it does not just apply to developing countries. A perfect example is the European Union's desire to regulate sport solely via economic means.

The International Olympic Committee (IOC) took the lead by organising the first seminar on the autonomy of sport in Lausanne on 21-22 September 2006. Given FIFA's leading role in the autonomy of sport, FIFA President Joseph S. Blatter was a keynote speaker in debates on the autonomy of the Olympic and sports movement, an essential requirement for the preservation of sport's

intrinsic values. This autonomy is also indispensable in protecting a key notion that FIFA has made its own – we must serve football rather than be served by football.

This autonomy is important in a practical way as timescales in sport are not the same as in other activities. Therefore, the time it takes to train a champion, structure a club, secure third place in the top flight, organise an association or launch a national development programme for young players may be five, eight or even ten years. In sport, this timescale, together with the effort and determination involved, is not the same as the timescale in politics where mandates are shorter, thus imposing a need for quicker results. →

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Furthermore, autonomy preserves sporting values. The integrity of competitions should not be affected by political influences, and results on the pitch must not be distorted by external interference. There is no such thing as a left-wing or right-wing sport. Autonomy is a must if we are to safeguard the "football for all" motto.

Autonomy also offers protection against sporting organisations being controlled by political or financial powers. It is not a case of wanting sport to be isolated so that we can defend its privileges, but it is imperative that we protect the sport, based as it is on the rights of association and self-governance; football should be governed by its community. We have to guarantee continuity in the sports movement even when faced with dramatic political changes in society. This self-governance should also apply to the sport's legal procedures. FIFA's position is not to prohibit appeals to ordinary courts in commercial disputes, for example, but if the matter in

question is an employment dispute, FIFA has established dispute resolution chambers at national level (comprising 50% player and 50% employer representatives) to offer players and clubs a speedy, free method of justice to complement the pace of sports competitions and respect the pyramid organisation of the sport. These considerations on the autonomy of the sport have led to the notion of the "specificity" of sport, a historic claim by FIFA and the IOC. Sport simply cannot be dealt with on a financial basis alone. What interest would there be in sport if there were no doubt about the result of an event? It is for these reasons that FIFA and the IOC have long sought for the European Union to recognise the autonomy of sport, in particular on the basis of the Declaration of Nice passed in December 2000.

However, as well as being autonomous, sport must also be outward-looking. Dialogue is required more than ever to allow sport to develop in matters such as teaching football

in schools and the organisation of competitions. Cooperation with governments is also indispensable because FIFA does not have the power to act against criminal tendencies. Such cooperation must be based on mutual respect for the skills of each party. Finally, autonomy imposes obligations, such as transparency and ensuring the appropriate nature of our structures and decision-making procedures.

Given all of this, FIFA, more than ever, has a crucial role to play in maintaining the universality of football. ●

The notion of the "specificity" of sport is a historic claim by FIFA and the IOC.

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Historic handshake in Barcelona:
Samuel Eto'o, Joseph S. Blatter,
Lilian Thuram and Philippe Piat.

FIFA/FIFPro agreement A vital step towards global solutions

FIFA and the International Federation of Professional Footballers (FIFPro) took a vital step towards modernising the structures of football and reinforcing employment relationships by signing a memorandum of understanding in Barcelona in November 2006.

THE MEMORANDUM WILL, in particular, reinforce cooperation and dialogue on the major topics in football between world football's governing body and the sole global organisation representing professional footballers.

FIFA President Joseph S. Blatter emphasised the importance of the memorandum by underlining that "economic and commercial forces, players' agents, and in some cases governments are trying to intervene in football and its governance. As a result, football has to defend its position and especially its most important protagonists, the players. The signing of the memorandum of understanding with FIFPro is a milestone in our quest not only for a European or regional approach but also for worldwide solutions." The President of the governing body also stated that "only global solutions can offer a response to the challenges and threats that the growing universality of football brings to bear on its intrinsic values".

The FIFPro President, Philippe Piat, whose organisation represents some 67,000 registered players in 44 countries, echoed those sentiments. Mr Piat also spoke of a "historic agreement" because "the players are finally recognised as fully fledged constituents of the professional game, but also because it specifically establishes minimum contractual requirements that apply worldwide as well as tribunals with parity of representation, thus increasing the voice of national players' organisations". Finally, Mr Piat emphasised the fact that the memorandum with FIFA "ensures greater legal security within the game, something that is essential if we are to safeguard the game's longevity".

Blatter and Piat attended the signing ceremony at the Camp Nou, home to FC Barcelona. Also in attendance were Lilian Thuram and Samuel Eto'o, representing the footballers' union, Angel María Villar Llona, FIFA Vice-President and President of the Spanish football association, and Joan Laporta, President of FC Barcelona. ●

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Calendar and competitions

National team gatherings and the international calendar

The Working Group for Competitions of the FIFA Task Force "For the Good of the Game", chaired by Joan Laporta, President of FC Barcelona, has been working on several current topics such as insurance for international players, the coordinated international match calendar, refereeing and relations between clubs and national teams.

→ The coordinated international match calendar continues to be improved.

→ Not one of the 256 urine samples tested during the 2006 FIFA World Cup™ proved positive.



WITH REGARD to the coordinated international match calendar, the format of national team preliminary competitions has been reviewed together with the number of matches in domestic competitions (championships and cups).

The Working Group for Competitions has also considered ways in which to improve the international calendar by defining formats for the preliminary competitions for the 2010 World Cup with a view to balancing the amount of travel with the associations' need to organise matches.

In terms of the relationship between member associations and clubs, a code of conduct has been proposed for clubs releasing players selected by their countries to take part in international matches. Furthermore, FIFA has set up a working group chaired by Gerhard Mayer-Vorfelder in order to study various options surrounding the insurance of players released for international duty.

The selection of dates in the calendar for back-to-back international matches has also been considered. In particular, it has been proposed that such matches should be played on Saturday and Tuesday rather than Saturday and Wednesday as is currently the case.

Refereeing

As for refereeing, the working group has emphasised the need to give referees the means to develop at all levels, whether in terms of physical or technical preparation, by encouraging the professionalisation of refereeing.

The Working Group for Competitions, comprising representatives of the confederations, member associations, leagues, clubs and players, will now draw up concrete proposals on the various points in order to present them for analysis and a vote at the FIFA Congress in May 2007.

Tackling doping

With regard to the fight against doping, it should be noted that FIFA conducted around 25,000 tests around the world last season, compared with 22,000 in 2005. Only 0.4% of these tests were positive, mainly due to "recreational" drugs such as marijuana and cocaine. Just 0.07% of tests revealed the use of anabolic steroids.

The 2006 FIFA World Cup Germany™ was a complete success in terms of doping as there were no positive test results in the 256 urine analyses conducted. ●

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Finance and investment

Increased transparency in cash flows

The economic expansion of football is attracting new interest. The transparency of cash flows in and around football must be improved immediately.

THE WORKING GROUP FOR FINANCIAL MATTERS of the FIFA Task Force "For the Good of the Game" is drawing up and proposing solutions with regard to corruption, multiple ownership of clubs by one person or organisation, betting in football, money laundering and new developments concerning the transfer market and players' agents.

Furthermore, insofar as income from the sale of rights is unequally distributed, in particular in club football, we have to seek solutions to ensure that football remains united rather than divided into two camps: the football of the rich and the football of the rest.



Football must remain united rather than divided into two camps: the football of the rich and the football of the rest.

Some 70% of FIFA's income is returned to the grassroots. Income from the sale of rights for World Cup broadcasting and marketing is invested in the whole of football. FIFA would like to see this approach applied generally and the governing body also encourages financial transparency to promote the principles of good business management by clubs. Finally, FIFA's strategy of expenditure in accordance with the principles of performance and solidarity has been a clear success, as it has contributed towards reducing the gap between the well-established football associations and the "smaller" footballing nations. ●

Three major sectors of activity have been defined by the working group:

PLAYER TRANSFERS

Setting up a "coordinated transfer system" to be computerised by the 2008-2009 season at the latest. Furthermore, a review of the regulations on the activities of players' agents against the background of greater transparency that should come into effect from the 2007-2008 season.

betting organisations will be set up, and disciplinary codes will be amended by introducing the prohibition of betting by the parties involved into the associations' regulations.

CLUB LICENCES AND OWNERSHIP OF CLUBS

FIFA's objective is to set up a worldwide licensing system for clubs over the next few seasons in cooperation with the confederations. In this way, club ownership will be clear and transparency will be established. While working towards this goal, FIFA will set up international procedures to collect information on the ownership, control and influence of clubs.

INFLUENCE OF BETTING ON FOOTBALL

Football betting and games represent frequent temptations for corruption. In its role as a universal organisation responsible for the management and control of world football, FIFA is conscious of this danger and undertakes to organise football matches in a structured manner to eliminate corruption as far as possible. For this reason, a global information network (early warning system) involving the confederations, member associations and



→ A coordinated, computer-based transfer system is due to be in place by the 2008-2009 season.

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Security and Stadiums Doing homework

Safer, modern stadiums together with detailed plans and preventive measures – football has to clamp down on the newest outbreaks of violence at all levels.



RACIALLY MOTIVATED rioting, attacks on rival fans and on police officers – in recent months, outbreaks of violence have dominated the headlines and led to match postponements in several countries. The disturbing and tragic low point was reached in Catania in early 2007 when Italian policeman Filippo Raciti was murdered by young hooligans after a *Serie A1* match.

Such events inevitably lead to a debate on safety and security in football. Who is responsible? Where? When? In broad terms, the answer is simple – safety and security in stadiums is the responsibility of the game itself, whereas outside stadiums it comes down to the local authorities. FIFA, its member associations and the clubs cannot act like a police force. Football cannot be held responsible for

public safety and security, but at the same time, the game must cooperate with public authorities.

The above principle needs football to meet its obligations, however. A good level of comfort in stadiums with the necessary seating, suitable refreshments and sufficient sanitary installations is only part of it. Today, football requires not only stewards to help spectators, but also efficient entry controls and surveillance cameras to identify, and when necessary, remove people determined to disturb the peace or incite violence before they can cause any significant damage.

In one respect, it is high time that the authorities and sport came together to find a solution. Some stadiums still have

fences, even though barriers of any kind are not only an anachronism but also potential death traps, as tragically highlighted by the Hillsborough disaster in 1989. If people are treated like wild animals or prisoners, they will act as such. A fan who rushes past stewards onto the field of play may be an annoyance, and in very rare occurrences he may also be a potential threat, but a fan crushed to death against a fence would be a tragedy.

FIFA has included recent findings and experiences in the field of stadium construction in the latest edition of its dedicated stadium book, giving a group of experts from all around the world the opportunity to go into more specific detail. The governing body has also drafted a worldwide security plan with a view towards the

preliminary competition of the 2010 FIFA World Cup™. This makes it obligatory, among other things, for associations to appoint their own security officer to act as a link between FIFA, the relevant confederation and local authorities in any matters pertaining to safety and stadiums. In addition, any stadium hosting a match in the World Cup preliminary competition now has to meet a number of minimum standards that have been defined by a group of FIFA experts. FIFA has been conducting inspections since November 2006 while also taking the opportunity to hold a local seminar on the new safety plan to help associations implement FIFA's provisions and instructions. ●

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Club football

The club – the foundation stone of football

The club is the foundation stone of football. In today's world, clubs promote social integration, reinforce local identities and form an essential part of the football pyramid.

ALL OF FIFA'S ACTIVITIES, and those of the Task Force "For the Good of the Game" in particular, take the clubs' interests into consideration. Clubs must be treated as partners, both in their role as the suppliers of players and in the search for the right approach and mechanisms to allow their concerns to be addressed.

As part of the global reform of statutes over the last two years, FIFA has encouraged its member associations to improve the clubs' participation in decision-making procedures.

The third Club World Cup demonstrated just how organised and competitive clubs all over the world are, and there can be no doubt that the event has developed since the very first Intercontinental Cup back in 1960. The idea behind the Club World Cup is to do for clubs what the World Cup has done for national teams. The tournament is an excellent forum for clubs around the

world to exchange technical information, while it also helps with the redistribution of finance, as shown by the fact that the club finishing in sixth place in the tournament earns a million dollars.

As part of its development programmes, FIFA has a long-term plan with each of its associations. These plans increasingly focus on the overhaul of national leagues and championships as well as support programmes.

Finally, during the World Cup in Germany, FIFA created an insurance fund of 15 million US dollars to compensate clubs whose international players were injured during the tournament. This is an example of FIFA's desire to find solutions to modern-day problems. ●

The idea behind the Club World Cup is to do for clubs what the World Cup has done for national teams.



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Laws of the Game

Criteria for goal-line technology

At its 121st Annual General Meeting in Manchester (England) in early March, the International Football Association Board (IFAB) laid down criteria for all future experiments involving goal-line technology.



ONCE AGAIN, the guardians of football's laws discussed which technology should be permitted to help make decisions. The IFAB ultimately decided that any system seeking approval must meet the following four requirements:

- The technology applies only to the goal-line, and is only used to determine whether a goal has been scored;
- The system must be 100% accurate;
- Confirmation of whether or not the whole ball has crossed the line must be instantaneous between the system and the referee;
- The signal is only communicated to the match officials.

Any system seeking approval must meet four requirements.

The IFAB also received a presentation from adidas/Cairos and the FA Premier League on two different systems. Other items discussed by the IFAB:

- It was decided that the next IFAB sub-committee meeting would decide on a common procedure for dealing with injured players.
- As FIFA had raised the issue of players intentionally using their elbows and had presented guidance to referees ahead of the 2006 FIFA World Cup™, it was agreed that FIFA's guidelines should be uniformly applied.
- Artificial pitches must be green in colour. This will now be integrated into the FIFA Quality Concept.
- A protocol for referees' communication systems was established, specifying that the system must only link the match officials, and that communication between the match officials be neither broadcast nor recorded.
- The IFAB also stressed that any pitch-side monitors must not be visible from the technical areas.

The IFAB also approved amendments to the wording of the Laws of the Game in the following areas:

- There shall be no advertising of any kind on the ground in the technical area.
- Any undergarments shall be of the same main colour as the player's kit.
- Players' equipment shall not carry any political, religious or personal statements or symbols.
- A reserve assistant referee may be appointed under competition rules, but he will only be involved if one of the assistant referees is unable to continue.
- A player may not celebrate a goal by covering his head or face with a mask or similar item.

Finally, the following issues were discussed under "Any Other Business":

- FIFA's proposal of two additional assistant referees was referred to the IFAB sub-committee for further deliberation.
- The question of whether players are permitted to wear a hijab is already covered by Law 4, "The Players' Equipment".

The IFAB is composed of representatives from the football associations of England, Scotland, Wales and Northern Ireland as well as FIFA. The four British associations have one vote apiece, while FIFA, representing its 203 other members, has four votes, with any proposal requiring a three-quarter majority (i.e. six of the eight votes) in order to be passed. ●

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Legal matters

Ethics in the spotlight

Legal concerns in and around the game lost none of their importance in the year of this report. On the contrary, the law became an increasingly dominant factor in football in 2006, to which FIFA has responded by making far-reaching changes.

ONE MILESTONE is the decision taken by the 56th FIFA Congress in Munich in June 2006 to create a new independent ethics committee tasked with overcoming current challenges in football such as illegal betting, match-fixing, bribery and other illicit practices. Delegates voted by 180 to 15 to embed this committee in the FIFA Statutes as the third judicial body. Meanwhile, the previous Committee for Ethics and Fair Play was renamed the Committee for Fair Play and Social Responsibility and given a revised remit and terms of reference.

The Ethics Committee will exercise its duties according to the new Code of Ethics that was ratified by the FIFA Executive Committee in September 2006, which defines the disciplinary sanctions that can be imposed on officials, players, and match and players' agents in the event of a violation. Lord Sebastian Coe (England) was named Ethics Committee chairman.

Congress delegates took another major step when they approved an amendment to article 60 of the FIFA Statutes granting the World Anti-Doping Agency (WADA) the right to appeal against the final decisions of associations in doping matters.

As indicated in previous activity reports, FIFA and WADA representatives had examined FIFA's doping-related sanctions and their compatibility with the World Anti-Doping Code in several rounds of negotiations and eventually agreed on a mutually acceptable solution. First-time offenders will, in principle, now be handed a two-year suspension coupled with the threat of a lifetime ban in the event of a repeat offence. In return, WADA have recognised FIFA's right to retain its practice of individual case management.

The Ethics Committee will exercise its duties according to the new Code of Ethics ratified by the FIFA Executive Committee in September 2006.

Not only should football be played according to the same rules all over the world, but rule infringements should also be penalised in the same way around the globe. To satisfy this requirement, the FIFA Executive Committee ratified a number of changes in September 2006. The FIFA Disciplinary Code now includes provisions that must be adopted by the member associations, and a standard disciplinary code has been recommended to associations in an additional effort to ensure the desired global harmonisation of sanctions.

FIFA has also recognised how important and necessary it is to fight racism efficiently and has therefore tightened the relevant provisions of its Disciplinary Code. Match bans, points deductions and disqualifications can now be imposed for racist behaviour. To guarantee the stringent application of effective sanctions, associations have been obliged to incorporate the aforementioned provisions in their rulebooks. Any association that fails to comply with this requirement runs the risk of a two-year suspension from international competition. ●

In December 2006, a New York court passed an unfavourable decision for FIFA, forbidding the governing body from fulfilling a contract signed with the credit card company, VISA. The court declared that the contract FIFA had previously negotiated with MasterCard was valid. According to the court, FIFA had breached the first right to acquire of its initial, long-standing contractual partner.

FIFA then lodged an appeal against the first court's decision. At the time of going to press, the appeal procedure was still pending. At the same time, FIFA is considering other ways of resolving the matter.

THE MASTERCARD CASE



← The FIFA Ethics Committee with chairman Lord Sebastian Coe.

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→ Disputes arise on account of absences caused by injury and the costs they incur (as in the Oulmers case).

Players' status Charleroi and other cases

The G14 grouping of 18 leading European clubs has taken direct and indirect action on various levels against the FIFA rule obliging clubs to release players for international duty.

AT THE CENTRE of the legal battle between Belgian club Charleroi SC and FIFA is a claim for compensation brought because one of the club's players, Moroccan international Abdelmajid Oulmers, returned injured from national team duty in November 2004 and subsequently spent an extended period on the sidelines. Yet with the support of the G14, the Belgian club is not only demanding compensation, but also challenging the FIFA rule on the release of players for international matches.

The case has now been referred to the European Court of Justice for an initial ruling on the legality of the player release rule. As a result, the complaint the G14 lodged against the FIFA release rule with the Swiss Competition Commission in Berne early in 2004 has been put on

hold. The Commission has suspended its preliminary investigations and any decision to resume them will be taken once the decision of the European Court of Justice is known.

For its part, the FIFA Players' Status Department was required to deal with even more cases in 2006 than in the previous year. The work this department conducts in collaboration with the FIFA Players' Status Committee and the Dispute Resolution Chamber enjoys a high level of acceptance. The cases dealt with and the growing number thereof demonstrate that the work performed by FIFA in this area is held in very high esteem and that the parties involved are happy to make use of these quick and inexpensive opportunities for settling disputes. ●

Responding to the action initiated by Charleroi, the European Court of Justice will rule on the legality of the FIFA player release rule.

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Jurisdictional and disciplinary practices A landmark decision

The Swiss Federal Court passed a judgment on 5 January, upholding FIFA's jurisdictional and disciplinary practices and at the same time rejecting a claim from a Spanish club, which had appealed against a decision reached by world football's governing body. FIFA regards this judgment as a landmark decision and one with global implications. It also endorses and reaffirms the federation's independence and authority.

IN LATE OCTOBER 2005, the FIFA Disciplinary Committee imposed a fine of CHF 25,000 on the Spanish club following a transfer dispute surrounding a player, in addition to other sanctions such as the deduction of points and compulsory relegation to a lower division if it failed to pay a Brazilian club the outstanding amount of EUR 373,226 for a player by a specified deadline. Prior to this, the club had ignored a decision passed by the FIFA Players' Status Committee and then appealed against the disciplinary decision to the Court of Arbitration for Sport in Lausanne, an appeal which it had also lost.

The Spanish club maintained that, by threatening to deduct points or impose relegation, FIFA was virtually enforcing a financial claim. According to the club, this was a violation of so-called "public policy", as FIFA was presuming to pass sanctions that were solely the realm of the state.

The judge rejected this claim. In reaching its judgment, the Swiss Federal Court took into account that according to Swiss Association Law, to which FIFA – as an organisation defined by Swiss Civil Law – is subject, any violation of members' duties may incur sanctions such as punishments for clubs or associations. The court also stated that if a private association (such as, in this case, FIFA) draws up rules and regulations to which its members are subject (such as, in this case, the Spanish club, as a member of the Spanish football association, RFEF) to achieve its objectives, it is permissible for a governing body to provide for sanctions that safeguard the members' duties.

FIFA President Joseph Blatter welcomed the decision passed by Switzerland's top judges. "I am very pleased that the Swiss Federal Court rejected the claim that the Spanish club lodged. Using its statutes and regulations, FIFA and its various bodies ensure that every member of the football family is given access to fair, balanced and, above all, fast-moving jurisdiction as well as the opportunity to appeal to the Court of Arbitration for Sport, in the best interests of sport." ●



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A special initiative Win in Africa with Africa

FIFA believes that the 2010 World Cup in South Africa will only be a success if the entire African continent benefits from it.

FIFA would like to offer a positive image of Africa, a continent striving for development.



→ Alliance for Africa: on 9 July 2006, FIFA President Joseph S. Blatter and EU Commissioner for Development and Humanitarian Aid Louis Michel (far right) announced a joint assistance programme for Africa, the Caribbean and the Pacific. Also present were Alpha Oumar Konaré, chairman of the African Union Commission (far left), South African President Thabo Mbeki (second from left), and José Manuel Barroso, President of the European Commission (second from right).

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FIFA intends to use football as a development tool through the **Win in Africa with Africa** initiative. FIFA also wants to draw the world's attention to Africa over the next three years in order to offer a positive image of a continent striving for development. *Win in Africa with Africa* was proposed to the Marrakech Congress and subsequently adopted by the Munich Congress with a budget of 70 million US dollars to finance various initiatives.

There are eight such initiatives, and several have already been implemented:

- ① Providing every African country with a new generation artificial pitch that meets international standards. Twenty-five contracts have already been signed and FIFA President Joseph S. Blatter officially opened a pitch in Khartoum in February.
- ② Developing a support programme for domestic top-flight divisions in order to help African championships make structural improvements.
- ③ Training African administrators. The first African course for sports administrators and event organisers took place in Dakar at the end of November 2006. The programme will continue with South African universities, in particular by means of a remote learning programme for English-speaking Africa.
- ④ Developing sports medicine.
- ⑤ Participating in the 50th anniversary celebrations of the Confederation of African Football (CAF).
- ⑥ Holding the U-17 and U-20 World Cups in Africa in 2009.
- ⑦ Setting up an assistance system for countries bordering South Africa that may host national teams that qualify for the 2010 World Cup final competition.
- ⑧ Training African television directors and journalists to facilitate their involvement in the World Cup.

These initiatives illustrate FIFA's determination to make football a tool that Africa can use for development and social improvement. With this in mind, a FIFA/European Union (EU) agreement was signed in Berlin on 9 July 2006 ahead of the World Cup final. This agreement unites the EU and FIFA on financing and developing the social and educational aspects of football.

FIFA, perhaps the most powerful and richest international federation in the International Olympic Committee (IOC), is thus assuming its role as a global representative for many countries, especially given the fact that there are few development tools as universal as football. Football is often the only common denominator acting to help people. ●

EU/FIFA ALLIANCE FOR AFRICA, THE CARIBBEAN AND THE PACIFIC

At Berlin's Olympic Stadium on 9 July, FIFA President Joseph S. Blatter and EU Commissioner for Development and Humanitarian Aid Louis Michel announced a joint alliance for Africa, the Caribbean and the Pacific. The signing ceremony was also attended by South African president Thabo Mbeki, African Union Commission chairman Alpha Oumar Konaré and European Commission President José Manuel Barroso. This new alliance will focus on encouraging inter-cultural dialogue, strengthening the fight against racism and developing health and education systems. Assistance will be provided to 79 countries from the three regions, with the power of football being used to promote development and education.



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The essence of football remains constant – the uncertain outcome, the joy of victory and the disappointment of defeat. The game will always be a source of intense emotions.



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2006 FIFA World Cup Germany™



FIFA U-20 Women's World Championship Russia 2006



FIFA Beach Soccer World Cup Brazil 2006



FIFA Club World Cup Japan 2006



FIFA Competitions Fans flock to football

Stadiums packed to capacity and fan miles pulsing with life in Germany; a beach bonanza in Rio de Janeiro; new stars lighting up the world of women's football; another Brazilian triumph at the Club World Cup – football thrilled us all in 2006.

FOOTBALL'S POPULARITY knows no bounds. Italy turned in some very impressive performances to claim their fourth World Cup crown to follow on from their triumphs in 1934, 1938 and 1982, whereas hosts Germany fired the imagination of the entire country. Even though it may not have been, as had been hoped, the best ever World Cup in terms of the football on show, the fan miles were a new phenomenon and it is now hard to imagine future World Cups and other events in football and other sports without them. Tens of thousands of people congregated in city centres and parks to watch the matches on giant screens. The 2006 FIFA World Cup™ truly did reach a whole new dimension.

Rio de Janeiro was also the scene of home joy in the second Beach Soccer World Cup as Brazil put the record straight somewhat by winning the event for the first time.

In Russia, Korea DPR made history by claiming their very first world title when their women's U-20 national team overcame China PR in the final of the FIFA U-20 Women's World Championship.

It was Brazil who dominated the headlines again in December when SC Internacional followed in the footsteps of two Brazilian teams before them by winning the FIFA Club World Cup. In the final, Barcelona suffered the same fate as the 2005 runners-up, Liverpool, who lost to São Paulo. ●

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A time to make friends™ Germany – a summer fairytale

The resounding success of the 2006 FIFA World Cup Germany™ was based on the virtually flawless cooperation between the local organising committee (LOC) and the FIFA administration.

FRANZ BECKENBAUER was without question the public face of the 2006 FIFA World Cup Organising Committee Germany. The former football star was hospitality personified. He was not the only one to show such passion though, as every single employee, from the management right down to the thousands of volunteers, went about their work.

Beckenbauer had a strong team behind him, led by three executive vice-presidents in the shape of Horst R. Schmidt, Wolfgang Niersbach and Theo Zwanziger, who is also the co-president of the German football association. The cooperation between the LOC and the FIFA administration was virtually perfect, as indeed it had to be for such a Herculean task to be accomplished.

The stadiums were almost without exception packed to capacity with fans who celebrated together before and after the matches. Police and security forces were ever-present but discreet, always in the role of friend and helper. These and other precautions taken by the German government ensured that there were no major incidents at this World Cup.

Even the weather smiled on the world of football, with summer and the sun beating down from start to finish. The reward for the organisers' hard work came in the form of the positive feedback that the tournament has received. Speaking on behalf of millions of football fans, FIFA President Joseph S. Blatter said: "This was the best World Cup ever." •

This was the best
World Cup ever.

FIFA President Joseph S. Blatter



→ The opening ceremony of the 2006 FIFA World Cup™ in Munich.

The fan mile in Berlin.

FIFA President Joseph S. Blatter, German President Horst Köhler and Franz Beckenbauer officially open the World Cup.

The Germany team bids farewell to the tournament at the Fan Fest in Berlin.

An atmospheric sunset at the FIFA World Cup™ Stadium in Munich.



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Worthy world champions Star number four for Italy

Italy claimed FIFA World Cup™ glory for the fourth time in their history, as coach Marcello Lippi enjoyed the crowning moment of his career. Discipline, creativity and exemplary teamwork paved the path to success.



IT GOES WITHOUT SAYING that the world champions boasted sublime talent in the shape of players such as captain Fabio Cannavaro (who won virtually every 50-50), goalkeeper Gianluigi Buffon (who seemed to have a magnetism that drew balls towards him), elegant Andrea Pirlo (who shaped the team's play from defensive midfield), powerful defender Marco Materazzi and efficient striker Vincenzo Iaquinta. In the end though, the team triumphed because the players stuck together, determined to put the scandal that had rocked Italian football in the build-up to the World Cup behind them.

Lippi, a coach who had already won virtually all there is to win in club football, showed flexibility in his coaching as well as no little courage, particularly during extra time in the semi-final against Germany. His decision to field four strikers certainly paid off, as late goals from Fabio Grosso and Alessandro del Piero took the *squadra azzurra* into the final. Despite conceding the opening goal to France, the Italians stayed true to their game plan, and in the decisive penalty shoot-out, they enjoyed the slice of luck that a team needs to win such a lottery. ●

← Italy rejoices as captain Fabio Cannavaro lifts the World Cup.

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Highlights Goals and glory

Even though tactics held the upper hand, particularly towards the end of the tournament, the 2006 FIFA World Cup™ had many spectacular goals and just as many unforgettable moments.



INSTINCT told Maxi Rodriguez to let fly with a volley – and the ball bulleted into the Mexico net. His extra-time goal secured a 2-1 victory for Argentina in the round of 16 and the strike was so breathtaking that it will live long in the memory.

The 2006 FIFA World Cup™ had it all: stunning goals, historic strikes (such as first-ever goals in a final competition for Angola, Togo, Côte d'Ivoire and Ghana), countless examples of fair play, emotional moments and colourful scenes. In simple terms, it was fantastic sport and entertainment rolled into one.

The tournament was not without its surprises though. Trinidad and Tobago battled their way to a draw with much-fancied Sweden, Ghana overcame the Czech Republic in a pulsating contest, and defending champions Brazil paid the ultimate price for losing concentration at a French set piece. Germany goalkeeper Jens Lehmann frustrated Argentina during a penalty shoot-out in the quarter-finals, and his heroics were emulated by Portugal's Ricardo just 24 hours later. In the final, Zinedine Zidane converted a penalty with the impudence and ease that one had come to expect of such a talented player. ●



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Huge summer party for fans everywhere Fan Fest in Germany

From Munich to Berlin, from Dortmund to Leipzig: the 2006 FIFA World Cup Germany™ was a tournament that gave birth to a new phenomenon, with millions of fans visiting Fan Fests.

THE ENTIRE CITY of Berlin seemed to turn into one huge living room whenever Germany played in the World Cup, as up to a million people congregated at the city's Fan Fest. It was not just the hosts' matches that drew the crowds either, as the thrill of watching matches in numbers prevailed for four whole weeks in Germany. The Olympic Park in Munich, where matches were also broadcast live on giant screens, was often so full that the gates had to be closed. In Dortmund, the organisers rolled out the red carpet to lead fans from the main station to the city's World Cup stadium. Hundreds of stands offered food and goods galore, turning a visit to a city into an experience in itself.

This communal experience unexpectedly developed a dynamism all of its own. When the German players showed their faces in Berlin on the day after the match for third place to thank the fans for their support, hundreds of thousands turned up to witness the moment, even though there was no live football action to behold. The atmosphere at the many events was never anything but peaceful. People sang together, celebrated together ... and wept together. It was simply one huge football party. ●

This communal experience unexpectedly developed a dynamism all of its own.

Official Partners of the 2006 FIFA World Cup Germany™



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Ideal conditions and many winners Thrilled by impressive “minnows”

People will remember many things about the 2006 FIFA World Cup Germany™, not least the scenes of boundless joy that the world’s biggest single-sport event created, and the thrilling debut performances of some so-called “minnows”.



DISAPPOINTMENT was etched on the face of midfield dynamo Stephen Appiah. His Ghana team had just lost to Brazil in the round of 16, even though the Africans had matched the Brazilians for long periods of the match. In the end, the tournament debutants and outsiders fell victim to classic World Cup counter-attacking play as they slipped to a 3-0 defeat. Fans and players could not hold back the tears.

That moment was in stark contrast to the joy shown by Italy when they lifted the trophy, the German celebrations after a last-minute victory over Poland in the group stage that was made even sweeter by the timing of the goal, and the relief shown by the French after defeating Brazil 1-0. There is no escaping the fact, however, that the tournament was dominated by defensive teams, particularly in the latter stages. Several teams deployed two defensive midfielders in front of the defence, and their primary objective was to avoid making mistakes.

Such tactics did little to dampen the enthusiasm of the fans though. Football is a game that fascinates the masses, simply because it is so unpredictable, and because there is always room for dramatic twists and turns. The FIFA

World Cup™ is such an attractive event as it gives fans the opportunity to “discover” new players. How could anyone begrudge Trinidad and Tobago their sensational draw against Sweden thanks to an unforgettable performance from Shaka Hislop, who was technically the team’s second-choice goalkeeper? Was anybody less than thrilled by the attacking play of Côte d’Ivoire, whose tactics were not enough to secure a place in the knockout stages, but good enough to win countless admirers? Did anybody truly expect Australia, under the guidance of star coach Guus Hiddink, to perform as well as they did? It is the unknown, the new and the unexpected that helps to make a World Cup so thrilling.

The referees were also winners at the 2006 World Cup. Although they were not error-free, overall the referees made a positive impression. Their performances certainly vindicated FIFA’s intensive preparations. Having said that, world football’s governing body will still strive to push forward with the professionalisation of refereeing. We have clearly chosen the right path – now we have to stay on it.

Finally, the World Cup in Germany proved how important modern stadiums are if an event is to be successful. The fans revelled not only in the fascinating action on the pitch, but also in the beauty of the settings, which were always comfortable and secure. ●

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Representing the whole continent An African-flavoured emblem

On 7 July 2006, fourteen years to the day since FIFA readmitted South Africa as a member of the international football family, the 2010 FIFA World Cup™ emblem was unveiled in Berlin.

The emblem, whilst evoking national pride through colour, symbolises the entire continent.

TWO DAYS PRIOR TO THE FINAL of the 2006 FIFA World Cup™, more than 2,000 guests of honour and media representatives gathered at the Tempodrom in the German capital to see the Official Emblem of the 2010 FIFA World Cup™ unveiled at a festive and spectacular show. With the 90-minute event featuring African dance and music acts threaded together by a traditional African storyteller, the world's focus started to move from Germany to South Africa.

FIFA and the South African local organising committee want the 2010 event to represent the whole of Africa, not just its southernmost country. Indeed, the emblem, whilst evoking national pride through colour, symbolises the entire continent. Rock paintings are considered to be representative of Africa, which is why they have inspired the main feature of the emblem.

The unveiling show, transmitted live by the South African Broadcasting Corporation to their home country, also served as a launch-pad for the four-year “Win in Africa with Africa” initiative, through which FIFA intends to ensure that the entire African continent benefits. This includes staging the FIFA U-17 World Cup and the FIFA U-20 World Cup in Africa in 2009.

Besides South African President Thabo Mbeki and FIFA President Joseph S. Blatter, numerous other well-known public figures attended the event. UN Secretary-General Kofi Annan, Chairman of the African Union Commission Alpha Oumar Konare, CAF President Issa Hayatou and 2006 FIFA World Cup Organising Committee Germany President Franz Beckenbauer, to name but a few, were all at the “Africa's calling” event to mark the official start of the journey to the 2010 FIFA World Cup™ in South Africa. ●

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2010 FIFA World Cup™ Africa is calling – the journey to South Africa has begun

From 11 June to 11 July 2010, history will be written by the first FIFA World Cup™ on African soil. In Berlin on 7 July 2006, South African President Thabo Mbeki personally started the ball rolling on the journey to South Africa with the launch of the Official Emblem and the “Win in Africa with Africa” initiative.



→ Getting behind the 2010 FIFA World Cup South Africa™ (left to right): Irvin Khoza (LOC President), Alpha Oumar Konaré (Chairman of the African Union Commission), Thabo Mbeki (South African President), Kofi Annan (former United Nations Secretary-General), Joseph S. Blatter (FIFA President), Issa Hayatou (CAF President) and Danny Jordaan (CEO of the South African LOC).

FIFA is committed to ensuring that the 2010 FIFA World Cup™ leaves a positive, lasting legacy for the host country and the continent as a whole.



FOOTBALL AND THE WORLD in general have received and continue to receive many good things from Africa. It is therefore more than fitting that in 2010, after 80 years of passion and emotion, the FIFA World Cup™ will arrive on the African continent for the very first time.

On 15 May 2004, FIFA President Joseph S. Blatter announced in the presence of South African icon Nelson Mandela that South Africa would host the 19th edition of football's flagship tournament. The decision taken by the FIFA Executive Committee also laid the foundations for a strong commitment and trust in Africa, and particularly in South Africa's capability to stage the biggest football show on earth.

FIFA is committed to ensuring that the global exposure associated with the 2010 FIFA World Cup™ leaves a positive, lasting legacy for the host country and the continent as a whole. The road to the 2010 FIFA World Cup™ will be marked by the “Win in Africa with Africa” initiative, which was launched at Berlin's Tempodrom on 7 July 2006. Among those in attendance were UN Secretary-General Kofi Annan, Chairman of the African Union Commission Alpha Konare, FIFA President Joseph S. Blatter, CAF President Issa Hayatou and of course the President of the Republic of South Africa, Thabo Mbeki, who declared that “the 2010 FIFA World Cup will constitute a tribute to the effort, not only of South Africa, but of all Africa. Football has provided an inspiration to overcome our problems. Africa is ready, Africa's calling, come to South Africa in 2010 and be part of the dream.”

Kick-off workshop dispels doubts

The kick-off workshop held in Cape Town on 24 and 25 October 2006 showed the excitement and importance of this FIFA World Cup™ to South Africa and its 44 million inhabitants who are eager to make the event an extraordinary and unforgettable lasting experience for all.

President Thabo Mbeki, accompanied by the Deputy President as well as six government ministers, underlined that the FIFA World Cup™ was at the top of the agenda. The message was driven home on 25 October when Finance Minister Trevor Manuel announced the budget for World Cup-related work such as that for the stadiums and other infrastructure, pledging that 15.1 billion rand (USD 2.15 billion) had been set aside to build or upgrade the ten World Cup stadiums and develop new transport infrastructure.

With Africa's colourful culture, passion and love for the game, the 2010 FIFA World Cup™ will be something the world has never seen before. There is work to do and FIFA is carefully monitoring all progress and activities. Lingering doubts regarding the ability of South Africa to host the World Cup were countered by the FIFA President in various interviews in late 2006. When asked what “plan B” would be in case South Africa appeared not to be ready, his reply was simple and to the point: “Plan B is South Africa, and plan C is South Africa as well – the FIFA World Cup will be staged in the Rainbow Nation.” •



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Preparations for 2010

Destination South Africa

Preparations for the 2010 FIFA World Cup™ are already well underway, with the preliminary draw set to take place in Durban on 23 November 2007.

CONTRACTS with all nine World Cup host cities were signed, sealed and delivered as early as March 2006, some four years and three months ahead of the big kick-off. The turf for the new Mbombela Stadium in Nelspruit was cut on 12 December 2006 in the presence of Thabang Makwetla (premier of Mpumalanga province), Councillor Justice Nsibandé (mayor of Nelspruit) and Danny Jordaan (CEO of the local organising committee).

Excavation work is now progressing apace, and the stadium is due to be completed in October 2009. “Ministers and deputy ministers are personally overseeing a number of stadiums to ensure that everything will be ready for 2010,” said LOC chairman Irvin Khoza before noting once again that the South African government has already pledged 15 billion rand for the stadiums and for work to improve the country’s infrastructure. The government has also declared the 2010 FIFA World Cup™ to be a “protected event” and has already passed two laws that will help to provide widespread organisational support. “We have done all of our calculations and we will meet all of FIFA’s requirements,” stressed South African President Thabo Mbeki.

Come December 2008, work on the stadiums in Johannesburg (Ellis Park), Pretoria (Loftus Versfeld), Port Elizabeth (Nelson Mandela Metropolitan Council), Bloemfontein (Mangaung) and Rustenburg (Royal Bafokeng) will have been completed in time for the FIFA Confederations Cup between 14 and 27 June 2009. Preference is being given to South African construction companies in yet another effort to ensure that the country gets as much benefit as possible from its hosting of the 2010 FIFA World Cup™.

The venue and date for the 2010 FIFA World Cup™ preliminary draw has already been set (Durban’s International Convention Centre on 23 November 2007), and the allocation of the 32 final competition places remains unaltered from the 2006 event. However, for the first time in World Cup history, Africa will have six places in the finals because South Africa qualify automatically as hosts.

Having already done so for the 2002 and 2006 World Cups, FIFA also opened a South African office in January 2006 to ensure that day-to-day business is dealt with as efficiently as possible. Horst R. Schmidt, a vice-president of the 2006 local organising committee, has been acting as a consultant to FIFA and the South African LOC since October 2006. World football’s governing body and the local organising committees for the 1998 and 2002 World Cups also benefited from his expert advice on organisational and security matters.

Local business on board

On 6 July 2006, FIFA sealed another vital contract in the host nation by assigning the television rights for the 2007-2014 period to the South African Broadcasting Corporation (SABC) in a package that includes the two FIFA World Cup™ competitions and the two FIFA Confederations Cups during this period.

In mid-2006, First National Bank (national supporter) and MTN (first African global FIFA World Cup™ sponsor) showed the way forward by becoming the first two local companies to pledge their support for the event, thereby helping to underline the strength of local backing for the World Cup. ●

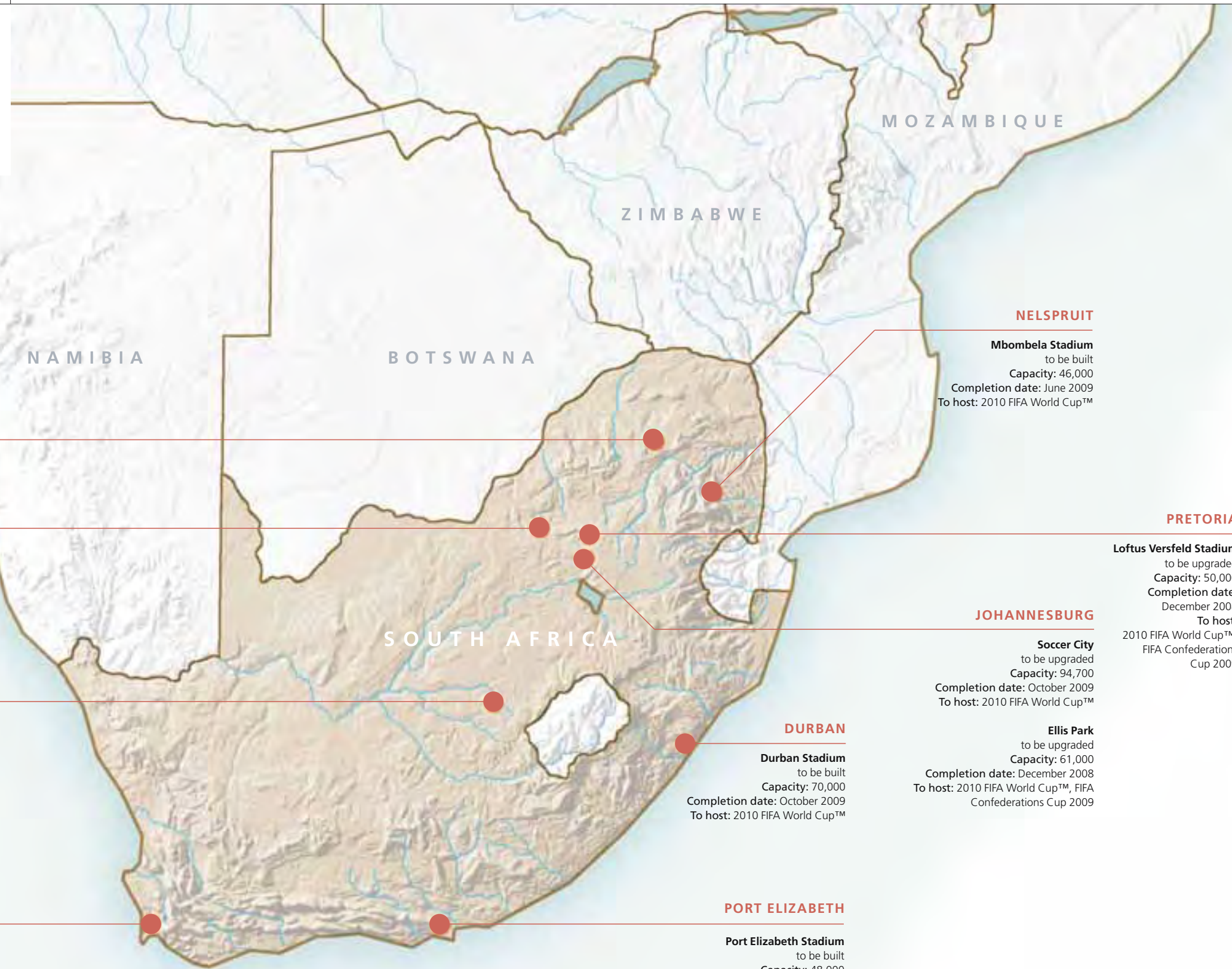


→ South Africa unites unspoilt nature with hi-tech structures like the International Convention Centre in Durban – the venue for the Preliminary Draw for the 2010 FIFA World Cup™. The new headquarters of the South African Football Association (SAFA) – the keys are officially handed over to SAFA President Molefi Oliphant, LOC CEO Danny Jordaan and LOC President Irvin Khoza (pictured from left to right) – is the hub for 2010 FIFA World Cup™ preparations.



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World Cup stadiums in South Africa



POLOKWANE

Peter-Mokaba Stadium
to be built
Capacity: 46,000
Completion date: June 2009
To host: 2010 FIFA World Cup™

RUSTENBURG

Royal Bafokeng Stadium
to be upgraded
Capacity: 42,000
Completion date: December 2008
To host: 2010 FIFA World Cup™, FIFA Confederations Cup Cup 2009

BLOEMFONTEIN

Free State Stadium
to be upgraded
Capacity: 45,000
Completion date: December 2008
To host: 2010 FIFA World Cup™, FIFA Confederations Cup Cup 2009

CAPE TOWN

Greenpoint Stadium
to be built
Capacity: 70,000
Completion date: October 2009
To host: 2010 FIFA World Cup™

NELSPRUIT

Mbombela Stadium
to be built
Capacity: 46,000
Completion date: June 2009
To host: 2010 FIFA World Cup™

PRETORIA

Loftus Versfeld Stadium
to be upgraded
Capacity: 50,000
Completion date: December 2008
To host: 2010 FIFA World Cup™, FIFA Confederations Cup 2009

JOHANNESBURG

Soccer City
to be upgraded
Capacity: 94,700
Completion date: October 2009
To host: 2010 FIFA World Cup™

DURBAN

Durban Stadium
to be built
Capacity: 70,000
Completion date: October 2009
To host: 2010 FIFA World Cup™

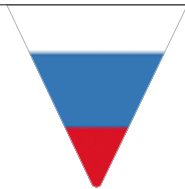
Ellis Park
to be upgraded
Capacity: 61,000
Completion date: December 2008
To host: 2010 FIFA World Cup™, FIFA Confederations Cup 2009

PORT ELIZABETH

Port Elizabeth Stadium
to be built
Capacity: 48,000
Completion date: December 2008
To host: 2010 FIFA World Cup™, FIFA Confederations Cup 2009



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RUSSIA

U-20 Women's World Championship DPR Korea's finest hour

In sporting terms, the FIFA U-20 Women's World Championship Russia 2006 was rated very satisfactory. Korea DPR pocketed the title with a 5-0 victory over China PR, who produced the best player of the tournament in the shape of Xiaoxu Ma. The size of the crowds, however, was rather disappointing.



FIVE STADIUMS in the cities of Moscow and St Petersburg played host to the FIFA U-20 Women's World Championship in Russia. The semi-final and final were staged at the modern Lokomotiv Stadium, where over 8,000 fans watched the action in veritable monsoon-like conditions. Many of the group matches and the quarter-finals, on the other hand, were attended by no more than a few hundred spectators.

The sporting highlights were undoubtedly provided by the team from Korea DPR. Right from their first match, against co-favourites Germany, coach Kwang Sok Choe's players showed their mettle, cruising to a 2-0 victory with a disciplined display. No one could fail to notice how evenly balanced the Asian team was, compared to other sides with huge variations in individual performances. Runners-up China, who were clearly exhausted in the final, made the most of the fact that the tournament's top player was boosting their ranks. Sadly, striker Xiaoxu Ma was a little under the weather for the final and spent the first half on the bench. Korea DPR managed to keep

up the devastating pace they had set throughout the tournament even during their last match, with midfielder Song Hui Kim netting three goals in an emphatic 5-0 win.

Brazil came third after overcoming the USA on penalties in the third-place play-off. The North Americans' all-round showing actually deserved better than their final ranking. Nigeria were without doubt one of the main attractions at the World Championship whereas Russia failed to live up to expectations.

In 2008, FIFA will be organising a U-17 Women's World Cup in New Zealand for the very first time in the hope of levelling out standards in the women's game, as the current divide between the top teams and the up-and-coming ones is too great. For the same reason, the next FIFA U-20 Women's World Cup in 2008 is due to be staged in Chile. If the trend set in Russia continues, we can all look forward to an exciting and action-packed tournament. ●



BRAZIL

FIFA Beach Soccer World Cup 2006 Brazilian carnival on the Copacabana

The second FIFA Beach Soccer World Cup, staged once again on the famous Copacabana Beach of Rio de Janeiro (2-12 November), combined a festive atmosphere with a fantastic display of high-quality football.



THE SPECTACULAR EVENT culminated with the victory of hosts Brazil, who thrilled the 10,000 fans that packed the stadium and made amends for their disappointing performance during the inaugural competition in 2005. The Brazilians, masterfully coached by Alexandre Soares, managed to overcome the tough Uruguayan team 4-1 in the final, in the first encounter between the two South American sides in a final of a FIFA competition since the *Celeste* victory at the Maracana stadium in the 1950 FIFA World Cup™.

The play-off for third place was a repeat of the previous year's final, with France, coached by Eric Cantona, once again beating Portugal by 6-4, despite Madjer's fabulous performance. For the second year in a row, he collected the trophies for the top goalscorer and the best player of the tournament. For the first time, qualifiers were staged in all six confederations, with 16 teams advancing to the final competition. Debutants such as Cameroon, Nigeria and the Solomon Islands all managed to earn their first victories, while two other newcomers, Canada and Bahrain, beat Spain and Italy to achieve the greatest surprises of the first round and reach the quarter-finals, showing the growing interest and progress of this sport among the member associations of FIFA. ●

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JAPAN

FIFA Club World Cup Japan 2006

The tournament comes of age

The 2006 FIFA Club World Cup seems to have been a turning point for the competition, bringing it much-deserved recognition. The third staging of the tournament, and the second consecutive one in Japan under the revised format initiated last year, has certainly made its mark.

THE SIX TEAMS participating in the FIFA Club World Cup put on a show that was enjoyed immensely both by spectators and television audiences. The match attendances were spectacular (in excess of 300,000 in total, a 15% increase on 2005). Television coverage was very extensive, not only in Japan where NTV broadcast all the matches live, but also abroad as images were beamed to 219 countries (10% more than in 2005). These are very encouraging statistics for the future of the competition, which not only showcases club football at the highest level but also promotes solidarity, as it brings together clubs from the six confederations of the footballing world.

On the pitch, the Brazilians added another title to their long list of honours. After Corinthians' triumph in 2000 and São Paulo's in 2005, this time it was Internacional who returned home with the prestigious trophy. Disposing of Egyptian side Al Ahly in the semi-final, the team from

Porto Alegre defeated Spanish giants Barcelona in the final. The Catalan club had displayed the depth of its talent in the semi-final against Club América from Mexico. African football can be proud of its representative, as Al Ahly, the first team to qualify for the tournament twice, delighted the spectators. The Egyptians ultimately came third in the competition after defeating Club América, the latter going home with one victory under their belt against South Korean side Jeonbuk Hyundai Motors FC. The South Koreans earned a win over New Zealand amateurs Auckland City, who certainly gained valuable experience from the tournament.

Finally, tribute must be paid to the tournament's excellent organisation, jointly carried out by the Japanese Football Association and Dentsu. The 2007 tournament will again take place in the Land of the Rising Sun. ●



JUNE 2007

FIFA U-20
World Cup
Canada

AUGUST 2007

FIFA U-17
World Cup
Korea Republic

SEPTEMBER 2007

FIFA Women's
World Cup
China PR

NOVEMBER 2007

FIFA Beach Soccer
World Cup
Brazil

DECEMBER 2007

FIFA Club
World Cup
Japan

Additional FIFA events

Packed programme

Whether it is with final competitions in 2007 or with preparations for events in 2008, FIFA and various local organising committees have a lot of work on their plates

MAJOR EVENTS are already on the horizon, as this May's Congress in Zurich will be followed by the final competitions of no fewer than five FIFA events. FIFA will also be pushing ahead with its preparations for five more events in 2008. First up in 2007 will be the FIFA U-20 World Cup in Canada. Football's largest youth event can lay claim to a new record before a ball has even been kicked, because with 500,000 tickets having already been sold, the U-20 World Cup will be the biggest single-sport event in Canadian history.

FIFA is expecting similar success stories at the Beach Soccer World Cup and the Club World Cup, two events that will be returning to the same venues as in both of the last two years (Rio's Copacabana beach and Japan respectively), as well as at the U-17 World Cup in Korea Republic. The latter event, which was first held in China PR in 1985, will feature 24 teams for the very first time.

Asia, and China PR in particular, are currently basking in the women's football spotlight. On 22 April, Wuhan welcomed delegations from the 16 finalist teams for the final draw for the fifth FIFA Women's World Cup, which is due to get underway in September. On the eve of the draw, fans received a tantalising taste of what lies in store for them with a match between the FIFA Women's World Stars and the China PR national team.

The stars of the women's game will be returning to the Middle Kingdom in 2008 for the Women's Olympic Football Tournament, when for the first time ever, 12 teams will be going for gold. The match schedule has already been approved by the FIFA Organising Committee, and the competition will get underway in Tianjin on 6 August 2008 with the final taking place at the Beijing Workers' Stadium on 21 August. The men's U-23 event will start in Shanghai on 7 August and draw to a close at Beijing's National Stadium on 23 August. There will be a total of 58 matches in five host cities – Beijing (National Stadium, Workers' Stadium), Qinhuangdao, Shanghai, Shenyang and Tianjin.

Women's football will be boosted even further in 2008 by the U-20 World Cup in Chile and the U-17 World Cup in New Zealand. FIFA and the two local organising committees have already made moves to encourage the Chilean and New Zealand governments and various interest groups in the two host nations to support these events, stressing how they can help to promote women's football and sport in general. ●

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FIFA World Ranking revision Evolution not revolution

A thorough revision of the system, together with the results of the 2006 FIFA World Cup Germany™, helped to shape the new, keenly awaited FIFA/Coca-Cola World Ranking.

THERE WERE SIGNIFICANT CHANGES throughout the ranking, but in the end, it was a case of “the more things change, the more they stay the same” as Brazil held on in first place. World champions Italy made considerable progress and were only denied top spot by a stuttering start to their EURO 2008 qualifying campaign.

The simplified calculation procedure has been welcomed all over the world, even though the revision created as many “losers” as “winners”. The revised formula is based on the following criteria:

- **Matches:** only “A” international matches
- **Result:** win = 3 points; draw = 1 point
- **Importance of match:** status of competition
- **Strength of opponent:** position in world ranking is decisive
- **Regional strength:** on basis of World Cup results
- **Period assessed:** last four years
- **Number of matches per year:** minimum of five to be taken into consideration

FIFA World Ranking		
	May 2006	July 2006
1	Brazil	Brazil
2	Czech Republic	Italy
3	Netherlands	Argentina
4	Mexico	France
5	USA	England
6	Spain	Netherlands
7	Portugal	Spain
8	France	Portugal
9	Argentina	Germany
10	England	Czech Republic

FIFA/Coca-Cola World Ranking From Afghanistan to Zimbabwe

From Aarhus to Zurich and from Afghanistan to Zimbabwe, 2006 was a year packed full of football action at international level.

IT WAS CLEAR from the very start that the year’s highlight would be the 64 games of the FIFA World Cup™ in Germany, which attracted immense interest around the globe and, in doing so, overshadowed the major events at continental level such as the 2006 African Cup of Nations at the start of the year and the opening rounds of EURO 2008 qualifiers towards the end. The total of 804 international matches involving 186 nations was a handsome figure, and there were more matches in 2006 than in any previous World Cup year. If the recent trend continues, the year 2008, when qualifiers for the 2010 FIFA World Cup™ in South Africa will be in full swing, could potentially better the record 1,065 matches that were played in 2003.

In the ranking itself, there was no change at the top with Brazil continuing to lead the way throughout 2006 despite their “early” exit from the World Cup. Nevertheless, world champions Italy were hot on their heels and claimed top spot for the first time in a long while in February 2007. Germany also returned to the upper echelons, and with the Comoros and Timor-Leste having also made their debuts, the ranking at the end of 2006 was the first to feature all of FIFA’s member associations.

The long-standing annual average of 2.7 goals per game was not quite reached in 2006 with the year’s 804 matches producing an average of 2.6 goals apiece.

FIFA Women’s World Ranking Setting new records

When the FIFA Women’s World Ranking was introduced in 2003, the 367 matches that took place that year seemed to be an almost unattainable record ...

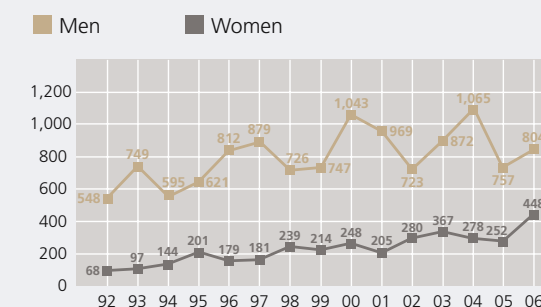
LAST YEAR once again confirmed that World Cup qualifiers are the driving force in international women’s football, making many teams play who would otherwise take to the pitch seldom if at all. The total of 448 matches – a 20% increase on the previous record – and the fact that 134 teams played at least one fixture during the year were the two most notable statistics that emerged from last year’s list of women’s internationals. It was also the first time that more than 100 women’s national teams had contested matches in a calendar year.

Apart from the ongoing battle between World Cup holders Germany and reigning Olympic champions the USA, the match statistics for 2006 threw up some interesting facts. Brazil, for example, returned to the international stage a whole 27 months after losing the final of the Olympic Football Tournament, sailing through the South American qualifying tournament for the World Cup – until the final when Argentina sprung a huge surprise with victory over the favourites.

Each year, the women’s national teams that contest the most internationals are invariably among the best in the world. China PR played more times than any other side in 2006, with their 29 games taking them from China to North America, Australia, Europe and the Middle East. The USA contested 22 internationals and were the only leading team to remain unbeaten throughout 2006. Nevertheless, despite only playing 13 times, Germany retained their place at the top of the FIFA Women’s World Ranking.

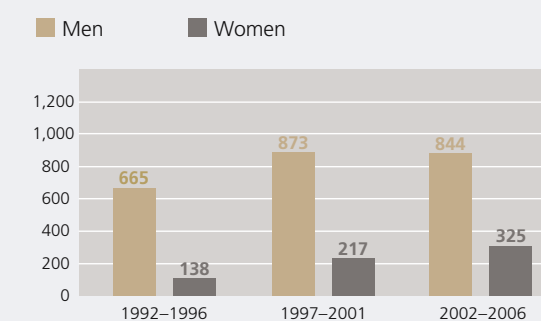
Overview

“A” INTERNATIONAL MATCHES 1992-2006 Annual totals



There were more men’s matches in 2006 than in any previous World Cup year, and the women also set a new record, beating the previous figure by more than 20%.

“A” INTERNATIONAL MATCHES 1992-2006 Annual average over five-year period



This five-year graphic clearly shows the continued growth in the women’s game, whereas the men already seem to have reached their peak.

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FIFA World Players of the Year King Fabio and Queen Marta

Fabio Cannavaro and Marta were voted the FIFA World Players for 2006. The Italian and the Brazilian both triumphed for the first time.



→ Fabio Cannavaro was the first defender in the history of the FIFA World Player awards to be voted best player. Brazil's Marta was voted FIFA Women's World Player 2006 by 147 national team coaches and 149 team captains.

MARTA WAS UNABLE to hold back the tears as the realisation of her achievement dawned on her on 18 December 2006 as she stood in front of an audience of 700 – including 150 media reporters – in the world-famous Zurich Opera House and millions more television viewers watching in 144 countries all around the world. At the tender age of 20, the Brazilian was voted FIFA Women's World Player for 2006 by 147 national coaches and 149 national team captains, leading the polls with 87 more points than US rival Kristine Lilly and 170 more than German contender Renate Lingor.

While Marta's cheeks were soaked with tears, Fabio Cannavaro radiated like a child who had just been handed a fabulous present. The 33-year-old Italian was showered with gifts in 2006, or rather he earned an array of distinctions, on the strength of a string of brilliant performances. In July, he won the 2006 FIFA World Cup

Germany™; in November, journalists voted him European Footballer of the Year and then he became the first defender to win the top prize in the 15-year history of the FIFA World Player award. Cannavaro won the vote, in which a record number of 165 national coaches and 165 national team captains took part, finishing well ahead of Frenchman Zinedine Zidane – FIFA World Player of the Year in 1998, 2000 and 2003 – and Brazil's Ronaldinho, winner in 2004 and 2005.

Honour for Facchetti

The distinguished guests in the Zurich Opera House, including FIFA Honorary President João Havelange, Franz Beckenbauer and Lothar Matthäus (the first FIFA World Player in 1991), also commended the players and teams who were honoured for outstanding performances at the World Cup in Germany (see Awards inset). →



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→ On behalf of her late husband Giacinto, Giovanna Facchetti accepts an award from FIFA President Joseph S. Blatter (top left). Zinedine Zidane with his wife, Véronique, at Zurich Opera House (bottom left). Fabio Cannavaro and Marta with opera singer Michael Volle.

Awards in 2006

FIFA World Player

Men

1. Fabio Cannavaro (Italy)
2. Zinedine Zidane (France)
3. Ronaldinho (Brazil)

Women

1. Marta (Brazil)
2. Kristine Lilly (USA)
3. Renate Lingor (Germany)

FIFA Presidential Award

- † Giacinto Facchetti (Italy)

FIFA Fair Play Award

- FIFA World Cup™ fans

Team of the Year (FIFA/Coca-Cola World Ranking)

- Brazil

Best Mover of the Year (FIFA/Coca-Cola World Ranking)

- Italy

Interactive FIFA World Player

- Andries Smit (Netherlands)

2006 FIFA World Cup Germany™

Best players

- | | |
|--------------------|--------------------------|
| adidas Golden Ball | Zinedine Zidane (France) |
| adidas Silver Ball | Fabio Cannavaro (Italy) |
| adidas Bronze Ball | Andrea Pirlo (Italy) |

Top goalscorers

- | | |
|--------------------|---------------------------|
| adidas Golden Shoe | Miroslav Klose (Germany) |
| adidas Silver Shoe | Hernán Crespo (Argentina) |
| adidas Bronze Shoe | Ronaldo (Brazil) |

Yashin Award for best goalkeeper

- Gianluigi Buffon (Italy)

FIFA Fair Play Award

- Brazil and Spain

“Football meets Mozart” was the theme of the FIFA World Player Gala 2006.

The audience also showed their appreciation for the FIFA World Cup™ fans, who won the 2006 FIFA Fair Play Award, and especially during the presentation of the FIFA Presidential Award by Joseph S. Blatter. The FIFA President praised Giacinto Facchetti, the former world-class footballer, president of Inter Milan, long-time football expert, member of the FIFA Football Committee and friend of world football’s governing body, who passed away on 4 September 2006 at the age of 65 after a short, serious illness. Facchetti’s wife Giovanna accepted the award on behalf of her late husband.

The guests in the Opera House and the television viewers at home were overawed by the musical interludes weaving through the 90-minute show. “Football meets Mozart” was the theme of the 16th FIFA World Player Gala. Jonas

Kaufmann, Michael Volle, Elena Mosuc, Sandra Trattnigg, Irene Friedli, Katharina Peetz and Eva Liebau gave their best to the accompaniment of the Zurich Opera House orchestra conducted by Vladimir Fedoseyev, in honour of Wolfgang Amadeus Mozart to celebrate his birth 250 years earlier.

Although the FIFA World Player Gala 2006, hosted by legendary Dutch international Ruud Gullit and American television presenter Amanda McLane, was dedicated to sports awards and classical music, the show also highlighted entertaining excerpts of FIFA tournaments held in 2006 – with particular emphasis on the World Cup in Germany – and underlined the social conscience shown by world football’s governing body over the previous twelve months. ●

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FIFA's development programmes provide the foundations that help to raise football standards around the world.



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FIFA development programmes A piece of sporting history

During its pioneering phase of sports development work between 1975 and 1999, FIFA spent a total of **USD 32 million** on various projects. In the 1999-2006 period, FIFA had an overall budget of **USD 874 million** for its innovative programmes, which represented a clear pledge towards football development work. In doing so, FIFA strengthened its position as the leader in sports development work and wrote a piece of sporting history.

THE GOAL PROGRAMME and the Financial Assistance Programme (FAP) were both launched in 1999. *Goal*, with its twelve development offices dotted around the world, is the focal point as well as the driving force behind FIFA's football development work, and has now successfully established itself as a powerful brand. In the 2003-2006 period, FIFA focused on consolidating and bringing together its various development programmes. FIFA's education programmes, the FAP and the *Goal* Programme were all brought together within the Development Division at FIFA, which was reorganised to ensure that it could meet regional requirements.

In the next few years, FIFA will be concentrating on strengthening these programmes in a number of ways, using the existing development office structures and their network of experts to implement plans without any major upheavals. The intensified efforts will focus on three main areas:

1. Implementation of specific regional programmes (such as "Win in Africa with Africa")
2. Organisation of football in FIFA's member associations by providing assistance to professional and amateur leagues, while also supporting clubs and extending grassroots activities at club and school level

3. Launching specific development programmes for women's football, futsal, beach soccer and refereeing, and integrating such programmes into FIFA's existing development programmes

These new components will significantly improve FIFA's development programmes. Whenever a member association needs support, FIFA will be able to step in with an appropriate programme whether it is for an established footballing nation or for an association with more pressing, specific needs.

FIFA's development programmes – and increasingly those of the confederations, too – must also be integrated at member association level. With that in mind, football development work must be treated in the same way as a new business – it should always be developed on a long-term basis with the help of a structured business plan. •

DEVELOPMENT PROGRAMMES → MISSION

FIFA's development programmes are an expression of the solidarity of the international football family. They promote the professionalisation of football through the member associations and their affiliates. Development programmes help to extend the reach of the unifying, educational, cultural, social and humanitarian powers of the game

of football around the world – within the football family and throughout society. Football development means investing in people and society at large and offering hope. FIFA is eager to serve as an example for other sports bodies from its position as a responsible global organisation and using its range of innovative initiatives.

DEVELOPMENT PROGRAMMES → GOALS

- To promote a holistic development approach that focuses on the development of people and the needs of the member associations
- To advocate the values that are central to the game of football
- To professionalise football in all technical spheres and other areas
- To organise global football development programmes of a technical and financial nature as well as information programmes and specialised social and humanitarian programmes
- To plan and organise programmes that take account of specific cultural and regional needs in collaboration with the confederations
- To encourage the self-governance of the member associations while also championing transparency
- To nurture partnerships with government authorities and specialist bodies that stand for the same fundamental principles as the game of football, e.g. fair play, team spirit and education

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Goal Programme
A house for every member

In 1999, FIFA President Joseph S. Blatter announced his vision of a "house of football" for every member association. By the end of 2006, that vision has become a reality.



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THE GOAL DEVELOPMENT PROGRAMME,

consisting of 294 projects for 187 associations at a total cost of CHF 200 million, was a decisive factor in implementing Blatter’s vision. By providing direct financial assistance, donating land, granting tax exemptions and offering technical advice, associations, sponsors and governments also played a key role in ensuring the FIFA President’s ideas were put into practice in record time. Not all projects have been completed – by the end of 2006 more than 150 had finished – but they have progressed to a stage where FIFA is now able to usher in a new era of development work. A total of 187 countries, or 90% of all FIFA members, are now partners in the Goal Programme; 105 associations have been awarded a second project, two a third. The launch of the Goal Programme and the Financial Assistance Programme (FAP) in 1999 – and the opening of 12 development offices across the globe – marked the beginning of a new era of development work at FIFA. In reality it was a revolution, in terms of both content and funding. In its pioneering phase of sports development between 1975 and 1999, FIFA invested a total of USD 32 million in various development programmes. With a clear commitment to developing the game, it then set aside a budget of USD 874 million for various innovative programmes in the 1999-2006 period. Over the last eight years, FIFA has invested nearly 30 times more money in development work than in the previous 25 years, thus consolidating its leading position in the area of sports development.

Greater needs

It will come as no surprise to learn that some time was needed to develop the programmes and make them operationally efficient. Delays occurred in the launch of some projects, and of course lessons had to be learned from mistakes. But when the first “houses of football” opened, even the biggest sceptics were convinced. At the 2002 FIFA Congress in Seoul, FIFA’s members unanimously approved the second phase of the Goal Programme.

Originally, Goal was intended to benefit around 100 member associations with specific requirements, but it quickly became clear that more associations required assistance and the needs of some countries were greater than first thought. The implementation of the vision therefore had to be planned in various stages consisting of several projects. FIFA’s contribution of USD 400,000 per project was intentionally kept at a modest level to ensure that as many associations as possible could be supported. This amount also proved to be a key incentive to encourage associations to obtain co-funding, show initiative and involve governments as indispensable partners. These partnerships have in turn led to a significant improvement in relations between associations and governments.

GOAL PROGRAMME → MISSION

FIFA promotes the independence and professionalisation of its member associations through the construction of a “house of football”. The Goal Programme is an expression of solidarity that provides the associations with tailor-made projects, such as the construction of association headquarters, technical centres, natural and artificial turf pitches and football schools.

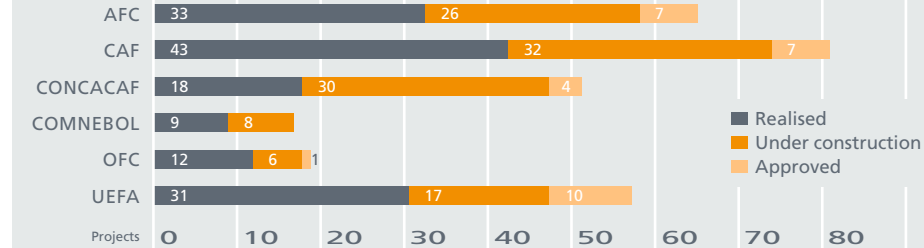
Where possible, projects are carried out in collaboration with the confederations and government authorities. The Goal Plus Programme will use additional tools (e.g. technical advice and courses) to ensure that autonomy constitutes a central pillar of the long-term development strategy implemented by each member association.

GOAL PROGRAMME → GOALS

- To promote the game of football together with its fundamental principles and social, educational and cultural values around the world
- To seek parity in the standard and infrastructure of football in individual countries
- To establish modern, functional and transparent football administrations
- To promote the sustainable long-term development of the member associations and encourage solidarity between them

Status of Goal Projects as of 3 December 2006

Project status according to confederation (294 projects in 187* associations)
* 186 FIFA members + 1 regional territory



Transparency guaranteed

The focus of the second phase of Goal (2003-2006) was on consolidating, developing and bringing together the various development programmes (such as FAP and courses and seminars). To facilitate this, all of those programmes were put under the central control of the FIFA Development Division. FIFA also organised this division so that the programmes were integrated at national level in accordance with regional requirements. In addition, the rules governing the FAP were completely revised and the course and seminar programme extended and enhanced. This process of integration has now been successfully completed and the range of programmes offered is so varied, especially as far as courses and seminars are concerned, that FIFA can now provide member associations with tailored and needs-based assistance in all areas. Transparency in the use of funds is also guaranteed.

What is more important than quantitative success, however, are the values promoted by the Goal Programme:

SOLIDARITY: among member associations and within the football family. This is not just solidarity in times of crisis, but rather lasting solidarity that enables member associations to invest on a long-term basis in the development of the game, for example.

RESPONSIBILITY: promotion of independence and responsibility. An association-owned house of football and technical centre are an expression of this autonomy and guarantee the necessary independence from political control.

STABILITY: the world of football has been brought closer together thanks to the establishment of development offices. Development officers, their assistants and regional experts are in constant contact with FIFA’s members and understand their needs and concerns. This close contact is a quality that should not be underestimated, as it means

that the associations know that FIFA is there for them and can assist them in all aspects of football administration.

PROFESSIONALISM: all of FIFA’s development programmes are conducted by specialists, experts and instructors, thereby ensuring the associations have access to first-rate assistance.

Third phase

The continuous improvement and expansion of football at member association level also requires that the infrastructure be modified and extended. Some of the association headquarters and training centres that opened at the beginning of the Goal Programme now need investment in replacement and extension projects. Rising aspirations also make it essential for each training centre to have floodlights and an artificial pitch. Besides the member association itself, regional associations should also have their own headquarters and be networked to the national centre. Only in this way can football be organised efficiently at national level.

Not all member associations were able to complete their “house of football” in 2006. This work is set to continue during the third phase of Goal. In addition, many member associations, for example India and the People’s Republic of China, have such significant infrastructure requirements that the continuation of the Goal Programme will be justified for decades to come.

Infrastructure, in the form of national or regional headquarters, a technical centre, a football academy or a well-maintained grass or artificial pitch, is and always will be a good advertisement for the work of an association and it is also an important indicator of the quality of football and its administration. ●

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Financial Assistance Programme

Structured football development

Thanks to the Financial Assistance Programme (FAP), football has developed into a treasure for everyone to share. Many of FIFA's member associations have reorganised themselves and brought more professionalism into the world's favourite sport, as the FAP also enables them to put long-term plans in place and invest in the development of the game at youth level.



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WHAT IS THE MONEY USED FOR?

In terms of the changes in spending patterns since 2003, there have been significant differences in the four categories of “Men’s football”, “Women’s football”, “Infrastructure” and “Administration & management”. These changes are predominantly due to improved planning at association level and stronger links with the business sector and governments, and in the case of women’s football, it is undoubtedly the result of FIFA’s commitment to promote the game by increasing the mandatory allocation from FAP to 10%, a provision that has been well received by the member associations.

Hiring more professional staff and upgrading equipment has resulted in an increase in “Administration & management” spending. This increase has been offset by a decrease in “Infrastructure” spending, which in turn can be explained by the fact that virtually every member association now has its own House of Football. Meanwhile, less FAP money has been invested in “Men’s football”, which shows that these funds are being used for developing the game in a broader sense and that marketing partners and governments are now increasingly covering the expenses of senior national teams.

THE Financial Assistance Programme is the most notable of FIFA’s development programmes. USD 67 million is paid out each year as part of the FAP, surpassing the entire *Goal* budget by more than double. The “smaller” member associations and confederations evidently benefit most from this programme, and it is fair to say that many associations would struggle to meet their statutory duties were it not for this support from the world governing body. Ten per cent of FAP funding is reserved for women’s football. This obligation has proven that the FAP is an excellent development tool, as the ten-per-cent rule has helped to support the targeted development of the women’s game all around the world.

Many associations have discovered, however, that money alone is not enough and that football development work can only be successful if there is a combination of financial and technical assistance. Development plans play an important role in this process, and drawing them up is a demanding, lengthy task. In 2002 and 2003, the focus was on implementing long-term plans, but over the course of the last three years, FIFA has concentrated on standardising and improving its checks on how FAP funding is used. Since 2004, every association and confederation has been obliged to have its FAP funds examined by local auditors and to send the reports to FIFA. This local inspection is undertaken alongside centralised auditing work by KPMG. It was pleasing to note that in comparison with the previous year, not only

had the audit results improved, but the entire auditing process conducted by local companies and FIFA had also taken less time to complete. By the end of 2006, FIFA had received 98% of all audit reports from the member associations and confederations, which was again pleasing for FIFA as it showed that the regulations that were revised in 2003 had been successfully enforced thanks to the cooperation of the member associations.

Last year, the 56th FIFA Congress in Munich decided to continue FAP for four more years, with the focus falling on three main objectives:

1. The audit examinations revealed flaws that FIFA intends to rectify as part of a programme designed to upgrade professional administration with long-term improvements in mind. Standards will be defined for financial administration matters and associations with special requirements will receive targeted assistance. Apart from offering support for day-to-day business management, the accent will be on coaching existing employees and recruiting professional experts.
2. Business plans will be implemented across the board.
3. There will be checks on activities.

Finally, the Financial Assistance Programme will undergo a thorough process of evaluation to determine any other areas that could be improved. ●

FINANCIAL ASSISTANCE PROGRAMME → MISSION

The Financial Assistance Programme (FAP) is designed to motivate and empower the associations and confederations to organise development programmes that meet their needs and strengthen football and its administration in the long term. FIFA offers financial assistance and technical advice specifically with this purpose in

mind. The FAP is intended to encourage the investment of funds in long-term development initiatives and to advocate the principles of accountability and good governance in financial matters.

FINANCIAL ASSISTANCE PROGRAMME → GOALS

- To promote the game of football together with its fundamental principles and social, educational and cultural values around the world
- To seek parity in the standard and infrastructure of football in individual countries
- To support the sustainable development of the member associations in the long term
- To promote solidarity between the member associations
- To establish modern, functional and transparent football administrations
- To nurture the further development of the member associations from a technical and administrative perspective
- To promote women’s and girls’ football by means of a long-term development programme and dedicated funds

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In a nutshell, some 3,390 participants attended 112 courses organised all over the world in 2006. In other words, more were held last year than in the previous twelve months despite the fact that no tuition was given during the 2006 FIFA World Cup Germany™. Africa and Asia were particularly active in 2006 as almost half of the courses and seminars took place there.

112

COURSES AND 3,390 PARTICIPANTS

EDUCATION PROGRAMMES → MISSION

FIFA offers an extensive programme of courses to educate and train instructors, coaches, referees, doctors, managers and journalists. These courses focus not just on the technical aspects of the game, but also on its social values, as youngsters in particular should regard football as a school of life. The principle behind FIFA's educational initiatives involves the teachers and participants passing on and exchanging know-how, experiences and information, which in turn

finds its way back to the associations, instructors and other parts of society such as the private sector, government bodies and non-governmental organisations. FIFA's programme is tailor-made to meet the member associations' requirements for education and courses. FIFA's courses ultimately increase the number of trained instructors, which boosts the long-term, targeted development of football all around the world.

THE FUTURO III development programme went from strength to strength in 2006, when basic and advanced training for national instructors, who pass on the knowledge they acquire to their colleagues in the associations, was again the focus of attention. Refresher courses for coaching and refereeing were also held for the first time. These courses are intended for those who have already attended the foundation FUTURO III course in their speciality and are actively involved in developing football in their association. Some 70% of the experts who had attended the first course took a part in the second stage. FIFA welcomes these statistics, which are a sure sign of internal continuity in the associations.

In 2005, "Administration and management" was introduced as a new topic. The pilot phase, comprising four courses, was analysed in detail and, based on the findings, the programme was adapted accordingly by FIFA. The new format, consisting of three courses, was subsequently introduced during the last quarter of 2006. Emphasis is placed on an association's structure and organisation, on planning, finance, communications, marketing, organising competitions and other events as well as running clubs.



→ Futsal is becoming an increasingly attractive game for women as well as men.

A fourth important aspect of football – sports medicine – was added to the FUTURO III programme in 2006, with the pilot phase including courses held in New Zealand and Argentina. Four further courses in various parts of the world are planned for 2007, focusing on the key medical aspects of the game. A half-day seminar on doping is planned to round off the courses.

The associations also benefited greatly from courses organised jointly with FIFA in 2006. Courses that were financially and technically supported by FIFA (by providing instructors, teaching material and equipment) were carried out in all subjects. During the period under review, participants from 163 countries attended courses in refereeing, coaching, administration and management, futsal, beach soccer, women's football and sports medicine.

→

EDUCATION PROGRAMMES → GOALS

- To create a network of FIFA instructors and to improve their technical and educational skills
- To hold courses on all relevant topics
- To produce and distribute teaching material and documents for courses
- To coordinate the international scheduling of courses with events organised by all six confederations

- To promote modern communications technology to disseminate information
- To promote an exchange of knowledge and experiences among the member associations
- To improve cooperation between FIFA members, government bodies, non-governmental organisations, the media and economic partners

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In future, FIFA and its development offices will be supporting attendees at courses even more efficiently by providing courses organised by the associations but subsidised with technical and financial aid from FIFA and headed by FUTURO III participants. FIFA instructors will stand by as supervisors and observers. This approach is intended to increase awareness of the training and appointment of instructors in the associations.

Com-Unity, which served as the focus of ten seminars, was a constant element in FIFA's development work. The Com-Unity courses use the medium of football as a catalyst for developing the social, cultural and economic aspects of a country as well as an incentive for communication. They focus on building and nurturing relations between the various branches of the football family (member and regional associations and clubs) and governments, non-governmental organisations and the media.

The initial positive results of this programme are already palpable. Government officials now readily sit down with football authorities to exchange information, discuss joint projects and to iron out misunderstandings. Associations invite media representatives to join in discussions as a token of the high regard in which they are held, in an effort to seek mutually satisfactory solutions under the guidance of FIFA.

The third component of Com-Unity is building and nurturing contacts with future and existing financial partners. Working groups, involving current and potential sponsors, hold talks on football products, the target audiences and marketing strategies. FIFA's twelve development offices then follow up the results to ensure that the conclusions drawn after every seminar are actually implemented by means of even closer cooperation on joint projects between the various bodies.

FIFA has met with great success in organising more and more theme-based seminars for 10 to 20 associations that share similar needs. A forum is thus provided for participants to discuss their experiences, examine certain issues, identify crucial factors and expand their social network, before defining practical, tailor-made strategies in the next stage. Several seminars for women's football, futsal and beach soccer were also conducted in 2006.

FIFA and Olympic Solidarity, which belongs to the International Olympic Committee (IOC), have a long and successful tradition of cooperation that is the fruit of constant exchanges of experiences and ideas. The associations benefit in the form of courses or grants for their technical experts. The IOC programme, which provides assistance for special projects (such as promoting women's football in Afghanistan) to international sports organisations like FIFA, also helps to develop our sport around the world.

FIFA's Flying Teaching Team, established in 2005 to provide immediate help to any association faced with an emergency in coaching, refereeing, women's football, futsal, administration or sports medicine, was called upon three times in 2006. Courses were thus held at short notice to improve the marketing of women's football and the training of coaches as well as to optimise administration and management.

Seminars for instructors

Every spring, FIFA arranges seminars for its instructors at the governing body's headquarters in Zurich. This was again the case in 2006. The seminars are designed to enable experiences to be exchanged, provide up-to-date teaching methods and equipment, and to allow personal contacts to be nurtured between the FIFA administration and its experts. These meetings are crucial to ensure the continual development and implementation of the multitude of programmes on offer. Members of the twelve FIFA development offices around the world who are responsible for coordinating programmes in their region also took part in the seminars so as to benefit directly from the FIFA experts' findings. ●

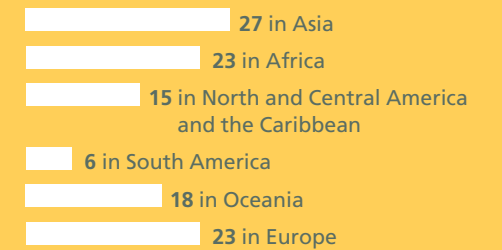


← FIFA courses combine theory and practice.

COURSES AND SEMINARS: STATISTICS



Courses and seminars by confederation



Courses and seminars by type



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FIFA's research and development aims to help football progress even further in the future.

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Technical Development Premiere in Berlin

The International FIFA Football Symposium/UEFA Conference for National Coaches took place in Berlin on 11-13 September 2006, with some 130 coaches and technical directors accepting the invitation.

JOINTLY ORGANISED by FIFA and UEFA for the first time, the event followed on from the Team Workshop held in Düsseldorf in March that was attended by all 32 nations competing in the World Cup. There, the coaches and team managers in attendance expressed the desire to be involved in the evaluation of the tournament. This gave rise to the idea of staging a joint conference as a forum for proposals designed to protect coaches and match officials and promote understanding of their role, an idea that was then put into practice.

The three-day event gave coaches such as Marcello Lippi, Raymond Domenech, Luiz Felipe Scolari, Carlos Alberto Parreira, José Pekerman, Javier Clemente, Jakob Kuhn, Aníbal Ruiz, Luís Oliveira Gonçalves and Joachim Löw an opportunity to share their concerns and experiences with fellow experts. This opportunity to engage in dialogue with other coaches was particularly appreciated by the symposium participants. Tunisia boss Roger Lemerre said coaches should be given a better hearing: "Something is wrong if we, the people who best understand football and its many facets, are not heard. We have to move the game forward by permanent analysis and debate. Who is better equipped to do this than the coaches? We have our finger on the pulse of the players and the fans in the stadium. This symposium gives us the opportunity to exchange views and be heard."

Under the stewardship of Andy Roxburgh, UEFA Technical Director, and Holger Osieck, Head of FIFA

Technical Development, the symposium offered the participants an interesting programme of talks and discussions. The opening day highlights were Osieck's presentation of the technical report on the 2006 FIFA World Cup™ and Roxburgh's fascinating interview with Italy's World Cup-winning coach, Marcello Lippi.

The second day began with a debate on "The Coach – The Referee – The Laws" chaired by FIFA Director of Communications Markus Siegler. For the first time, a coach (Finland boss Roy Hodgson) joined a referee (former FIFA referee Peter Mikkelsen) on stage to talk about the way in which the Laws of the Game are interpreted. The discussion was robust but always fair, and raised issues such as simulation, handball and offside that were later revisited by the coaches in their workshops.

There then followed a paper by FIFA's Chief Medical Officer, Prof. Jiri Dvorak, on the development of injury statistics since detailed records began in 1998. In comparison with Korea/Japan 2002, the average number of injuries at the 2006 World Cup fell from 2.7 to 2.3. Less pleasing, however, are the many "injuries" that necessitate a stoppage for treatment but are ultimately not reported as such.

During the afternoon, seven workshops were held on the Laws of the Game, problems in international football, organisational aspects of the FIFA World Cup™ and the aims of the development work conducted by the FIFA member associations.



Pure knowledge:
participants in the symposium in Berlin.

Osieck began the final day by presenting the results and recommendations of the discussion groups. They will now be examined in one form or another by FIFA and the International Football Association Board (IFAB), which was also represented at the symposium. While the deployment of goal-line cameras and the use of artificial turf were uncontested, the offside rule and the deadline for the announcement of squads for the 2006 FIFA World Cup Germany™ were the subject of considerable debate.

Roxburgh then presented an overview of tactical trends at the World Cup and in the 2006 UEFA Champions League. The conference closed with a panel discussion featuring Raymond Domenech (France), Luiz Felipe Scolari (Brazil), Carlos Alberto Parreira (Brazil) and Luís Oliveira Gonçalves (Angola), who talked about their experiences and impressions as coaches at the World Cup in Germany. ●

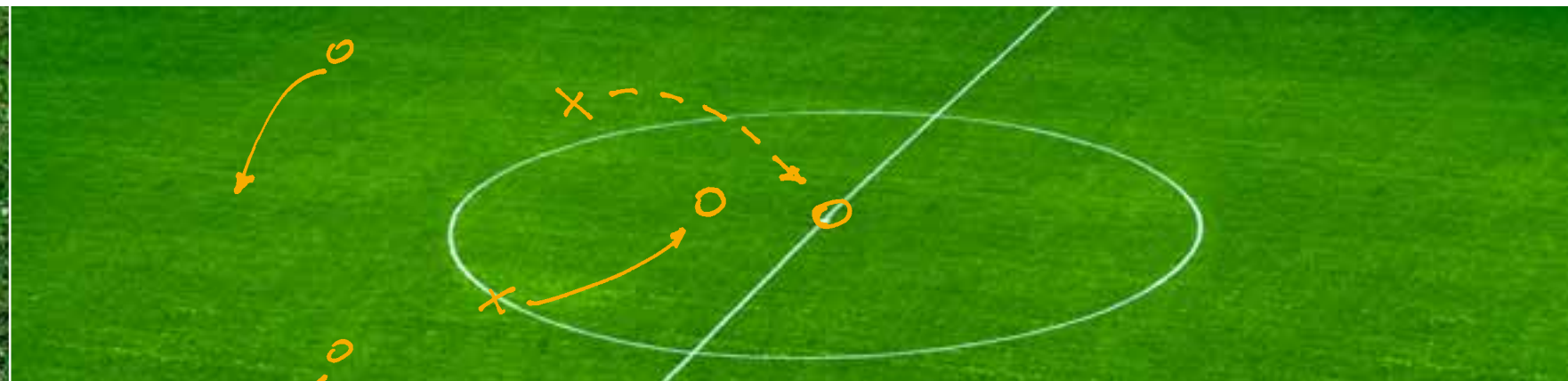
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Technical Study Group (TSG) On a mission for football

In 1965, FIFA decided to form an expert group to analyse the matches at every FIFA World Cup™. The Technical Study Group (TSG) made its debut appearance in 1966 and was, of course, in action at the 2006 World Cup in Germany.

General football issues such as the importance of national teams in an increasingly global game are also discussed. The major tournaments show that the public's identification with their national teams is particularly pronounced.

At the World Cup in Germany, the TSG comprised the following 14 internationally renowned coaches and former star players: Andy Roxburgh (Scotland), Jozef Venglos (Slovakia), György Mezey (Hungary), Roy Hodgson (England), Francisco Maturana (Colombia), Teófilo Cubillas (Peru), Jim Selby (Australia), Rodrigo Kenton (Costa Rica), Alvin Corneal (Trinidad and Tobago), Kim Chon Lim (Malaysia), Ka-Ming Kwok (Hong Kong), Kalusha Bwalya (Zambia), Roger Milla (Cameroon) and Holger Osieck (Head of the FIFA Technical Study Group, Germany).



→ The 2006 FIFA World Cup™ TSG. Front row from left to right: Andy Roxburgh, Holger Osieck (Head), Roger Milla, Jürg Nefter. Second row: Jim Selby, Jozef Venglos, Roberto Brantschen. Third row: Lim Kim Chon, Kalusha Bwalya, Teófilo Cubillas, Rodrigo Kenton. Fourth row: Francisco Maturana, Kwok Ka-ming, Roy Hodgson, Alvin Corneal. Back row: Walter Gagg, György Mezey, Philipp Mahrer.

THE MAIN TASK of the TSG is to monitor the teams in training and during matches. Its findings are then discussed and evaluated internally. The tactical and technical trends observed serve as a basis for discussion of developments in international football.

At FIFA tournaments, the TSG is made up of experts with experience as coaches or players at the highest international level. As well as analysing the matches, they seek additional team-related information by talking to the individual national coaches.

Their analyses are summarised in a report that is made available to the FIFA member associations for educational purposes along with DVDs designed to provide help and assistance in day-to-day training, all with the aim of improving standards and producing better players.

Each of the 64 World Cup matches was watched by two TSG members, who as well as analysing the games were also responsible for nominating the Anheuser-Busch Man of the Match. They also put forward candidates for the tournament's best player, who was then chosen by the accredited journalists (Zinedine Zidane, France). The TSG also played a role in the inaugural Gillette Best Young Player Award. Following the semi-finals, a shortlist of six players was compiled. Three were voted for by users of the official World Cup website, FIFAworldcup.com, while the other three were nominated by the TSG. The winner, Lukas Podolski (Germany), was then chosen by the TSG. The TSG also presented the Yashin Award for the tournament's best goalkeeper (Gianluigi Buffon, Italy) and the Fair Play Trophy for exemplary conduct both on and off the pitch (Brazil and Spain) as well as selecting the MasterCard All-Star Team.

The tasks of the TSG, then, are very diverse, but the prime objective remains the same: the continued development of the world's most popular sport. ●

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Refereeing On the right track

Never before had referees and assistant referees prepared so intensively and professionally for a World Cup as they did for the 2006 FIFA World Cup™ in Germany. Their efforts certainly paid off.

Despite the differences in terms of culture, language, religion, eating habits and outlook on life, we were a team. I am proud to say that I was part of that team.

Mark Shield, FIFA referee from Australia



THE MATCH OFFICIALS may not have lifted the FIFA World Cup Trophy at the Olympic Stadium in Berlin on 9 July, but the 21 referees and 42 assistant referees who officiated in Germany were certainly among the winners at the event.

The directives issued by the International Football Association Board (IFAB), namely to use the World Cup to clamp down on elbowing, reckless fouls, simulation and time-wasting, were correctly applied by the match officials. As a result, they protected the players and consequently the game itself. In contrast to the 2002 FIFA World Cup™ in Korea and Japan, there were very few instances in Germany of players sustaining injuries.

The 2006 World Cup did prove, however, that it is difficult to ensure that officials from all confederations apply the Laws of the Game consistently. Certain incidents were interpreted differently by match officials. Whereas some officials blew their whistle for every offence, others kept their whistle in their pockets, and the same was true of their use of the yellow card.

On the whole, the match officials at the 2006 FIFA World Cup have performed well, even very well. There have of course been incorrect decisions, but that is normal because even referees can make mistakes sometimes.

Ángel María Villar Llona, chairman of the FIFA Referees Committee and FIFA vice-president

The referees could not have asked for better preparation for the tournament. The supervision we received and the training sessions held during the World Cup were also perfect.

Markus Merk, FIFA referee from Germany

Nevertheless, the match officials at the 2006 World Cup made fewer obvious mistakes than their predecessors in Korea/Japan in 2002. Germany 2006 also saw the introduction of trios from the same country or at least the same confederation. These well-honed teams were a guarantee of improved performances.

The officials' performances also benefited from the new communications system that allowed the referee, the two assistant referees and the fourth official to converse at any time and to immediately draw attention to any incidents that occurred on or off the pitch. There was only one – rather controversial – breakdown in communications, and that was when English referee Graham Poll showed a Croatian player three yellow cards. Poll did not consult either of his assistants or the fourth official, and in the heat of the moment, none of the officials noticed the oversight.

The referees and assistant referees underwent a period of preparation for the 2006 FIFA World Cup™ that lasted nearly 18 months. An army of masseurs, physiotherapists, doctors, fitness trainers, psychologists and instructors was on hand to give the match officials the very best assistance. The intensive and highly professional preparations, coupled with the daily training sessions and the supervision and video analysis conducted throughout the tournament, helped the referees to excel in terms of physical fitness, mental strength and their knowledge of the Laws of the Game.

The referees and assistant referees in line to officiate at this year's FIFA Women's World Cup in China PR are also undergoing similar intensive training. The majority of match officials are still amateurs and as such, they still have other vocations to pursue, but there can be no question that their attitude, their preparations and their training are becoming increasingly professional. Refereeing is certainly on the right track. ●

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A year of progress Changing the reality of women's football

There can be no doubt about it – women's football is on the rise! The high standard and tight nature of the competition at the recent U-20 FIFA Women's World Championship Russia 2006 reflected a substantial advance in the technical development of the game at youth level.

AT THE MORE SOCIAL END of the spectrum, 40 million women of all races and ages around the world regularly take to fields and even makeshift, street pitches to experience the exhilaration and joy of playing football. Why? you may ask. The answer may at least in part be found in the initiatives undertaken by FIFA to break down the barriers associated with playing women's football – or as it is often described, “the more beautiful game”.

In addition to providing much-needed financial support, there has been a tendency to introduce measures through FIFA's *Goal* Programme that encourage better access for women to quality football infrastructure in their country, for example, the new artificial turfs and technical centres funded through FIFA's *Goal* Programme. This is an essential step, as many women are still not able to use football facilities used by men in their countries. In Iran, for example, women are forbidden to go to stadiums to watch football matches or to play football in the presence of men.



PRIZE MONEY AT THE WOMEN'S WORLD CUP

➔ A well-deserved financial motivation

One of the most constraining factors in the development of the women's game, apart from the lack of trained coaches and access to pitches, continues to be the lack of resources available both at an individual and social level. While their male counterparts command large

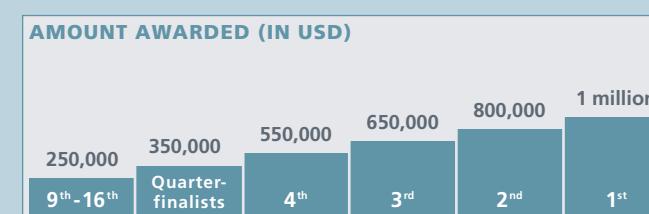
salaries, it is not uncommon to hear of top female players living on much more modest means. To help redress this type of situation, in October 2006, FIFA announced that, for the first time, USD 6.4 million in prize money would be made available to those teams qualifying for the

FIFA Women's World Cup in China 2007. Regardless of whether they qualify for the Women's World Cup or not, all members will continue to be supported through FIFA's Financial Assistance Programme (FAP). Since 2005, one of the conditions of this programme

has been that 10% of the USD 250,000 (4% in 2004) FIFA allocates to the member associations must be spent on women's football. This has enabled many countries, such as the small nation of the Solomon Islands, to employ a full-time resource dedicated solely to

driving the development of the game for women and girls. All over the world, the funding has been put to good use for the benefit of women's football, and in fact, the amount has often been topped up by associations keen to capitalise on growth in this sector. The

subsequent flourish in activity has in turn created the need for more funding, in particular for creating promotional programmes in clubs and schools, and also coaching programmes so that these areas can cope with the influx of girls and women who want to play football.



4
Association coaching courses in Iran, Bahrain, Jordan, Samoa and Tonga

1
Futuro III course in Russia



1
Olympic Solidarity course in Trinidad and Tobago

6
Women's Football Development seminars

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Spreading the word Seminars provide considerable impact

FIFA has introduced a series of Women's Football Development seminars to promote dialogue with countries on issues related to improving the position of women in football.

THESE SEMINARS, organised by FIFA and the FIFA Development Officers, were started in the Cook Islands in September 2005 with the purpose of bringing women's football specialists and decision-makers from ten to fifteen countries from a specific region together in order to discuss prominent issues and identify best-practice examples to develop the game. So far eight seminars, covering all the continents (held in the Cook Islands, Samoa, Qatar, Bolivia, Malta, the Philippines, Panama and Namibia) and incorporating over 90 countries, have been held, providing participants with networking opportunities and better access to ideas which may help improve women's football in their own countries. It is envisaged that by the time the FIFA Women's World Cup in China kicks off, over 150 countries from all six confederations will have attended the seminars and over 170 will have been subject to a women's football assessment. The latter initiative is undertaken prior to attendance of a FIFA Women's Football Development seminar in order to assess the state of women's football in each member association. To date, more than 100 of these assessments have been completed by FIFA Development Officers or by FIFA's network of women's football experts.

The combined impact of the assessments and seminars has been considerable. As well as providing a sound knowledge base of what is happening in the world of women's football, it has resulted in the women's sector becoming more established in member associations and confederations – Oceania, for instance, now has a Women's Football Committee, the Asian Football Confederation a three-member women's football department, and Syria has a women's football development programme.

Syria, along with Afghanistan, Bahrain, Bangladesh, Iran, Iraq, Jordan, Kuwait, Lebanon, Pakistan, Palestine, Qatar, the UAE and Yemen, took part in a ground-breaking FIFA women's football seminar in Doha, Qatar, in March 2006. Before the seminar, it was unclear as to whether women were actually playing in some of these countries due to the cultural restrictions placed on their participating in sport. It was an amazing experience to find that they were indeed playing and, in many cases, in significant numbers. Enabling or giving women a chance to play by being flexible about clothing worn while playing football, the numbers needed to field a team, or whether they play on a field or inside a closed stadium, for example, was therefore one of the main recommendations made at the seminar.

Some key findings from that seminar were common to other seminars in completely different parts of the world. It is clear that media coverage of women's football remains a challenge. With the exception of a handful of nations, there is minimal, if any, coverage of women's football in all forms of media, but on television in particular. This creates a vicious cycle – the public have no idea of the standard or participation in the game both internationally and domestically. This leads to a lack of interest in the game, which in turn impacts on the ability to attract sponsors and partners for women's football, who ultimately play a major role in the ability to secure media coverage for the sport.

The impact of the lack of media coverage can also be seen within the women's football community. If you ask most girls playing football who their favourite player is, they will

tell you the name of a man despite the existence of Women's World Cups since 1991. They often do not know who their female role models are, and neither do most of their adult counterparts. This makes the task of choosing a FIFA Women's World Player of the Year very arduous, as most of the eligible voters have never even seen the contenders for the award play. Votes may therefore be biased towards those who are well known or popular in the sport.

FIFA is addressing the lack of media exposure in two ways. The first is by providing member associations with videos containing specific footage of women's football in order to increase their knowledge and awareness of progress in the game. This year, videos containing highlights and goals as well as a technical review of the U-20 FIFA Women's World Championship competition were produced, in addition to two separate videos on the state of women's football in Arab and Oceanian nations (similar videos on women's football in Africa and women's football in South America were produced in 2004 and 2005, respectively).

The second method involves the inclusion of women's football as a separate module in FIFA's Com-Unity programme. This programme brings key figures from government, the media, sponsors and partners together with their member association with the aim of identifying and implementing outcomes that will benefit not only football in their specific country but also the whole community. The inclusion of the general presentation on women's football and success stories on the marketing and promotion of women's football in England, South Africa, Peru, New Zealand and Germany is designed to educate and involve those present (especially the media) regarding the benefits and means of supporting the women's side of the game. ●



Media coverage of women's football remains a challenge.

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The symposium is also expected to generate lively debate on some of the future challenges for women's football.

4th FIFA Women's Football Symposium 2007 Addressing future challenges

The importance of influencing key decision-makers and their predisposition towards women's football is also the key focus of preparations for the 4th FIFA Women's Football Symposium.

THIS WILL BE a two-day event held during the FIFA Women's World Cup 2007. The associations' general secretaries, as well as those in charge of women's football will be invited. The symposium will involve the presentation of key findings, best practices and case studies on the development of women's football, which are currently being prepared in a variety of areas. To ensure that participants also receive practical advice and examples to take away with them, a FIFA women's football resource kit will also be compiled and made available to all those involved in women's football following its launch at the symposium.

The symposium is also expected to generate lively debate on some of the future challenges for women's football. One such issue will be how football can be introduced into schools to improve participation and increase the popularity of the game amongst women. Allowing girls to experience the sport regularly at any early age will impact considerably on the technical development of the game and make great inroads in terms of the acceptance of football as a suitable sport for women. Likewise, addressing the lack of facilities and support made available to girls at clubs once they leave the school environment will be a crucial step in keeping them in the game, not only as elite or social players, but as much-needed coaches, referees, volunteers, administrators, and more importantly, mothers who involve their children in the game. ●



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BEACH SOCCER HAS GROWN steadily since the first organised professional competitions staged in the early 1990s and the pioneering work of the Pro Beach Soccer Tour and the Euro BS League prior to the sport's inclusion in the FIFA portfolio of events in 2004. But there is still a long road ahead to promote and develop this spectacular variation on football.

One of FIFA's main objectives is to develop the sport globally, something which can only be done through spreading knowledge and promoting the game. The organisation of the first FIFA Beach Soccer World Cup on Rio de Janeiro's Copacabana Beach in 2005 and, for the first time, qualifiers in all six member confederations on the road to the 2006 FIFA Beach Soccer World Cup, are examples of how the level of organisation of beach soccer is rapidly approaching the high standard expected of FIFA competitions.

The publication in 2006 of the first standard FIFA Beach Soccer Laws of the Game, as well as the preparation of a coaching handbook and a film to illustrate the sport, served as three additional tools to boost knowledge and awareness of the game in each of the associations. In order to establish a solid grassroots programme that will create a good base for beach soccer worldwide, it is absolutely vital to educate the football community regarding the sport and to assist the associations to organise leagues and competitions. To achieve this, FIFA has already staged or is planning to stage several development seminars for administrators as well as coaching and refereeing courses, and intends to focus on these courses and seminars in the near future. For example, the recent success of the seminar for all OFC countries in Tahiti in early September 2006 reflects the keen interest shown in this branch of football.

In addition, FIFA plans to promote the creation of grassroots beach soccer events at association level and assist in building lasting beach soccer infrastructures, which are not expensive and occupy little space in comparison to other sports arenas, in public areas such as parks or beaches in order to promote this healthy, fun activity. •

Beach soccer Planting firm grassroots in the sand

Internationally renowned players such as France's Eric Cantona, Spain's Michel and Julio Salinas and Brazilian stars Romario, Junior and Zico have helped to popularise beach soccer.



The level of organisation of beach soccer is rapidly approaching the high standard expected of FIFA competitions.

Futsal A glorious present and a brilliant future

A FIFA survey among its member associations paints a very positive picture of futsal's current situation: at least 130 associations have incorporated it into their structures, which signifies that participation in this sport has undergone exponential growth in recent years.



Besides being an extremely useful training tool for footballers, futsal has also developed into a sport with its own clear identity.

THE FUTURE is also bright, as another 50 associations have expressed an interest in developing the sport in their country. These figures suggest that the number of participants in the current preliminary competition for the FIFA Futsal World Cup Brazil 2008 will far exceed the 86 who competed for a place in the previous world championship.

Besides being an extremely useful training tool for footballers, futsal has also developed into a sport with its own clear identity. According to Spain's futsal coach and two-time world champion, Javier Lozano, "Futsal for children helps to develop motor functions, basic physical and social skills as well as perceptiveness. Futsal is ideally suited to children due to its small pitch and ball, greater participation, rapid changes and speed. Speed is the key to sport today, not just of movement, but also of reaction, observation, decision-making and execution. This important quality is inherent in futsal."

The futsal league in Spain, together with that of Brazil, is the most successful in the world and futsal matches are broadcast on television almost every weekend. Thousands of die-hard supporters attend club matches and the sport now has several of its own international stars, such as Falcão, Schumacher, Lenisio, Manoel Tobias, Javi Rodriguez, Kike, Luis Amado, Shamsee and Pinilla – the latest hot prospect to emerge from Colombia.

In the survey, the member associations' stated priority with regard to futsal is to improve training across the board to support the sport's rapid development. FIFA has contributed to this enormous task ever since futsal was brought into the FIFA family and continues to do so today. World football's governing body will thus be broadening its educational programme to include new courses, seminars and publications. This will enable futsal to firmly establish itself as a vibrant, exciting alternative to football.

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A perfect celebration of football A doping-free FIFA World Cup™ with few injuries

In 2006, the world's biggest single-sport event – the FIFA World Cup™ – was once again free of any doping scandal. International football stars thus issued a strong message to the world and, at the same time, the effectiveness of FIFA's anti-doping measures was underlined.

AT THE 2ND INTERNATIONAL FIFA Conference for Football and Sports Medicine in Düsseldorf in early March 2006, the FIFA Sports Medical Committee, chaired by Dr Michel D'Hooghe, gave a clear indication of the high standards that were expected during the 2006 FIFA World Cup Germany™ by requesting the assistance of the doctors of the 32 teams in helping to ensure that the tournament was not tarnished by doping and that injuries were kept to a minimum.

For the first time ever, every player taking part in the World Cup underwent a thorough medical examination including comprehensive cardiac tests before the tournament. The objective was to assess the players' level of health and identify any potential risks. Having since been depersonalised, the results are now also being analysed as part of a study by the FIFA Medical Assessment and Research Centre (F-MARC), which is chaired by Prof. Jiri Dvorak, in order to optimise preventive medical care within football.

As in France in 1998 and in Korea/Japan in 2002, none of the urine samples examined contained prohibited substances.

Fewer injuries

Since 1998, team doctors have recorded details of all the injuries suffered by their players after every match involving their team, which have subsequently been analysed carefully by Dr Astrid Junge of F-MARC. During the 64 matches of the 2006 FIFA World Cup™, there was a total of 145 injuries, in other words, an average of 2.3 per game, slightly fewer than the 2.7 per game recorded at the 2002 event. While most injuries resulted from contact with other players, whether opponents or team-mates, more than a quarter (26%) came about without any external influence.

In the light of F-MARC's findings that the main cause of serious head injury was flying elbows, the International Football Association Board (IFAB) decided to tighten up the Laws of the Game in March 2006. As a result, referees in Germany were instructed to send off any player who struck an opponent with his elbow. The 13 head injuries in the 64 games of the tournament constituted 9% of all injuries sustained (compared to 15% in the 2002 World Cup). This is a welcome fall and suggests that F-MARC is on the right track. However, more cases will need to be analysed in order to prove that this change of tack has had a significant influence on the frequency of injuries.

An important factor during the course of the tournament and an indication of the severity of an injury is the length of time that a player remains out of action. Almost a third of injuries (29%) were sufficiently minor for the player to resume training or play again the next day. In around 65% of cases, the player in question regained fitness in one to 28 days. However, seven injuries (5%) were so serious that the player in question was sidelined for more than four weeks.

The 2006 tournament was the first World Cup ever where details of all the treatment carried out on the pitch were also recorded, making it possible to make direct comparisons between the treatment administered and the injuries that the team doctors actually noted in their reports. Overall, only 42% of the cases in which team doctors gave treatment on the pitch were also registered as injuries. The reasons for this discrepancy are being investigated.

Third successive World Cup without doping

At each of the 64 matches, two players per team were drawn at random to undergo a doping test. As in France in 1998 and in Korea/Japan in 2002, none of the 256 urine samples examined contained prohibited substances. Similarly, the 64 random tests for erythropoietin also produced negative results, as did the 224 doping tests carried out at pre-World Cup friendly matches and training camps.

As a result, each team was the subject of at least twelve doping tests in the group stage, while the four semi-finalists had undergone between 20 and 22 by the end of the tournament. In comparison with 2002, the total number of tests, including those conducted at qualifying matches, rose from 472 to 844. The pleasing outcome not only endorses the Sports Medical Committee's education and prevention strategy, but also proves that increasing the number of doping tests carried out in football does not necessarily yield more positive results.

Collaboration with the two accredited laboratories, in Cologne and Kreischa, was excellent. Both introduced special shifts so that all samples could be analysed within 24 hours. They deserve the highest praise for their extremely efficient work, which reiterated the crucial role that laboratories play as partners in the fight against doping.

Thanks to the combined efforts of the Sports Medical Committee, the team doctors, the players and the laboratories, the 2006 FIFA World Cup™ was the third in succession not to be tainted by doping offences, thus reminding footballers everywhere that doping has no place in football. ●

During the 64 matches of the 2006 FIFA World Cup™, there was a total of 145 injuries, in other words, an average of 2.3 per game.



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More effective than doping Healthy eating enhances performance

By encouraging players to use only permitted substances to raise their performance levels and thus safeguard and improve their health, the messages of the two F-MARC publications on nutrition and doping complement each other perfectly.



→ A balanced diet tailored to individual needs is of vital importance.



The risks and dangers of prohibited substances far outweigh any anticipated benefits.

DOPING IS AN UNFAIR practice that totally disregards the ethics of sport and, above all, places an athlete's health in danger. Football is an activity that involves a wide range of complex movements where countless factors can contribute to success on the pitch, including the effectiveness of the team as a whole. The scientific findings F-MARC presented in the *British Journal of Sports Medicine* and the FIFA publication entitled *Fight Against Doping in Football*, which provides basic information for team doctors, coaches, support staff and players, clearly indicate that the risks and dangers of prohibited substances far outweigh any anticipated benefits. Players are therefore well advised not to put their careers on the line in this way, particularly given the numerous doping tests that are carried out by the relevant bodies.

The numerous, often harmful side effects of the most frequently used substances as well as the constant progress being made in laboratory analysis techniques and the strict, consistently enforced doping control regulations may disappoint many people.

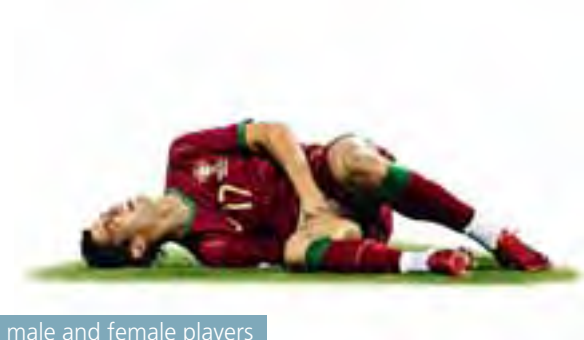
Safe, effective and healthy

In another publication, *Nutrition for football*, released at around the same time, F-MARC highlights an effective, permitted and, above all, healthy alternative: a good diet. To help avoid injury, make the most of their physical and tactical strengths and remain healthy and capable of producing their best performances, players need only consume the right food and drink at the right time. These fundamental principles elaborated by international experts first appeared in the renowned *Journal of Sports Sciences*. The essence of these findings were then reproduced in a booklet aimed at players, coaches and support staff (including team chefs), which includes concrete advice regarding diet and mealtimes. ●

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No indication of additional injuries Is artificial turf safe?

As more and more artificial turf pitches are laid around the world, football players are being subjected to new demands. The need to investigate whether these new surfaces are causing fewer, more or perhaps new types of injuries is therefore greater than ever.



As a rule, injuries to both male and female players have been equally serious on both surfaces.

A RESEARCH PROJECT conducted jointly by F-MARC and the National Collegiate Athletic Association in the USA is currently investigating the injuries sustained during training and competition by male and female footballers at US college level on both artificial and natural turf. After one full season and part of the current one, no significant difference has been detected in the frequency of injuries to men or women, whether during training or matches.

As a rule, injuries to both male and female players have been equally serious on both surfaces. However, men have suffered fewer injuries in competition on artificial turf. Furthermore, serious injuries that rule a player out for the remainder of the season have also been less common to male players on artificial turf.

There is little difference between natural and artificial turf in terms of the types of injury players have suffered. Moreover, the same can be said for the causes of injuries, with no indication of any notable variation between the two surfaces in this respect.

Further evaluation of all the data collected up until the end of the second season of the study will add to the value of the existing findings and perhaps highlight minor discrepancies that can be analysed in greater detail. The next stage of the process will be to compare artificial turf with other surfaces including gravel and clay. While a carefully tended grass pitch is a pipe dream for the vast majority of footballers around the world, an artificial surface could be a genuine alternative, provided, of course, that it does not place them at greater risk of injury. ●

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Football provides an endless source of hope.

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Social responsibility Football + responsibility + commitment + sustainable programmes = Football for Hope

If all of the elements in this formula are present in the right proportions, we can be optimistic about the football family's chances of making a real contribution to the achievement of the Millennium Development Goals as set out by the United Nations.



DUE TO ITS VALUES, popularity, universal nature and appeal, football (in all of its forms) can be seen as the ideal instrument for achieving social and human development targets and tackling many of the major problems faced by society today.

FIFA's approach to its humanitarian activities has seen a critical evolution in recent years – from a “charitable giving” approach to a meaningful “socially responsible, involved, and committed” one.

In line with the agreement that industrialised countries reached at the International Conference on Financing for Development in Monterrey in 2002, i.e. to contribute 0.7% of their GDP towards development aid, FIFA has decided to pledge at least that percentage of its overall revenue to social development through football.

As part of its objective to “build a better future”, FIFA is taking its role very seriously and has made the Football for Hope movement a subject of strategic importance, developing a long-term development plan in alliance with the streetfootballworld organisation.

The objective of the Football for Hope movement is to unite, support, advise and strengthen sustainable social and human development programmes in the areas of peace promotion, children's rights and education, health promotion, anti-discrimination and social integration and the environment.

We are convinced of football's social potential and we are committed to development – for the good of the game and for the good of society as a whole.

FIFA contributes at least 0.7% of its overall revenue to social development through football.

Activities

- Over the last twelve months, FIFA has strengthened its corporate social responsibility activities, enhanced its support for existing projects and incorporated various new programmes into the Football for Hope movement. The strategic alliance with streetfootballworld has been critical in the development of the movement.
- The 2006 FIFA World Cup™ was a perfect platform for running awareness and fund-raising campaigns. The “Say No to Racism” campaign helped to deliver a clear message to the world about the football family's stance against discrimination. The “6 Villages for 2006” joint campaign by FIFA and SOS Children's Villages was the most successful fund-raising initiative ever to be linked to a World Cup.
- The streetfootballworld festival 06 in Berlin during the closing stages of the FIFA World Cup™ succeeded in providing a worthy exchange platform for active grassroots programmes worldwide that use football as a tool for social and human development as well as a motivational boost for the work of hundreds of thousands of children and youngsters worldwide.
- Over the last year, FIFA has also continued its emergency aid activities in support of the regions affected by the tsunami, the Kashmir earthquake and other disasters. ●

FOOTBALL FOR HOPE BOOKLET

Published in 2006, the “Make the world a better place” booklet provides an overview of FIFA's strategic approach to social responsibility, the objectives of the Football for Hope movement, and a brief description of its programmes.



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FIFA and SOS Children's Villages EUR 25 million for "6 Villages for 2006"

Italy may have been crowned football world champions on the pitch, but the 2006 FIFA World Cup™ also produced another major winner – children.



"6 VILLAGES FOR 2006", a joint fund-raising campaign between SOS Children's Villages and FIFA, collected some EUR 25 million in donations, which will give 800 orphaned and abandoned children worldwide a new family home. A further 5,000 children and 1,000 families in need will benefit from new ancillary social and educational projects.

Every donation made since the campaign was launched in December 2004 is being used to construct and maintain six new children's villages and ancillary social programmes – one each in Brazil, Mexico, Nigeria, South Africa, Ukraine and Vietnam – over five years.

The support and tireless efforts of partners and friends of "6 Villages for 2006" over the past two years were vital in ensuring the success of the most ambitious fund-raising campaign in the history of football's biggest tournament. Footballing greats such as Franz Beckenbauer, Pelé, Andriy Shevchenko, Fabio Cannavaro, Wayne Rooney, Dunga, Jay-Jay Okocha, Hugo Sánchez, Ruud van Nistelrooy, Mahmoud El-Khatieb and many more all took time off from their busy schedules to support "6 Villages for 2006".

As part of its humanitarian activities, FIFA has been supporting SOS Children's Villages for more than ten years, putting its events and the global platform they provide at the service of children in need worldwide and helping to finance the construction of sports infrastructure at SOS villages in more than 40 countries. ●

800 orphaned and abandoned children worldwide will get a new family home.



THE GOAL

Back in 2003, we set a goal of raising EUR 18 million to build six new villages in Brazil, Mexico, Nigeria, South Africa, Ukraine and Vietnam and to maintain them for at least five years. It was a very ambitious goal, but we were confident that the powerful platform of the FIFA World Cup™, combined with a comprehensive campaign and the tireless work of countless people, could make it happen. Today, with a successful World Cup behind us, we are delighted to confirm that the goal has been reached and even surpassed.

THE RESULTS

On top of the approximately EUR 20 million raised by the end of the FIFA World Cup™, more than EUR 1 million per year in long-term commitments has been secured. If we consider only the original period of five years, this equals the extraordinary sum of EUR 25 million.

MEDIA EXPOSURE

Despite the fact that media interest in this kind of topic (especially when there is so much football to talk about) is usually low, the exposure given to the campaign, SOS Children's Villages activities and FIFA's support was extremely positive in both qualitative and quantitative terms. For SOS Children's Villages, "6 Villages for 2006" was the campaign with the highest media exposure in its entire history.

There was extensive media exposure in more than 50 countries, with some striking examples such as in Germany (editorial coverage and advertisements in German publications with a circulation of 188.6 and 53.7 million respectively) and Italy (campaign presence on all major TV channels, programmes reaching almost every single Italian household and more than 100 articles in major Italian print media between January and July 2006), to name but two.



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Say No to Racism Fighting discrimination at the FIFA World Cup™

Various activities and events took place during the tournament, through which the football family sent out a clear message of rejection of any form of discrimination and contributed to preventing racist incidents during the FIFA World Cup™.



→ United against racism: FIFA General Secretary Urs Linsi, UNICEF Executive Director Ann M. Veneman, FIFA President Joseph S. Blatter, German Interior Minister Wolfgang Schäuble, South African civil rights campaigner Tokyo Sexwale, Franz Beckenbauer and players' association president Philippe Plat.

ONE RECURRING ELEMENT was that at all 64 matches of the 2006 FIFA World Cup™, a visible central banner was on show to send a clear message against racism to the world. Moreover, FIFA dedicated all four quarter-finals of the 2006 FIFA World Cup Germany™ on 30 June and 1 July to the fight against racism and ran a special activity on the pitch. A racism monitoring system was also in place at all twelve the 2006 FIFA World Cup™ stadiums. In addition to this, FIFA supported a number of other projects:

“Fussball verbindet – Football unites”

The aim of the project was to contribute to a positive and inclusive atmosphere during the 2006 FIFA World Cup™. Its activities were coordinated by the FARE (Football Against Racism in Europe) network.

“Football unites – street football for everyone”

Football matches on portable mini-pitches (known as streetkick) for youngsters and football fans from Germany and other countries were organised during the 2006 FIFA World Cup™.

Materials, publications and exhibitions

FARE produced an anti-racism fanzine in connection with the 2006 FIFA World Cup™, with statements by players as well as information on racism in football.

Furthermore, there were other activities such as anti-racism training for stewards and volunteers as well as anti-racism video messages. ●

Streetfootballworld festival 06 Another World Cup

During the final week of the 2006 FIFA World Cup™, a very different event was held in the heart of multicultural Berlin.



THE STREETFOOTBALLWORLD festival 06 was a celebration of another dimension of the game, as 250 young female and male footballers from 22 social football projects converged on Berlin to play in the first ever Street Football World Cup. Teams from 22 different countries represented organisations from the streetfootballworld network, which uses football to support social development.

To host the festival 06, the Mariannenplatz in Kreuzberg, Berlin was transformed into a world of street football. An impressive street football stadium was constructed for 2,200 spectators, and during the course of the week, the event attracted more than 32,000 fans from Germany and across the world.



Young street footballers of 31 different nationalities, who up to then had only been involved in local projects in the fight against poverty, drugs and violence, came into contact, via football, with each other and the world.

Moving images and photos from the world of street football were shown throughout the festival 06 on the stadium's big screen and the turntables kept the festival's musical beat alive. Live commentary in six of the world's most widely spoken languages accompanied the 86 matches.

After 1,000 minutes of play, almost 400 goals and countless flowing moves, the festival 06 came to an end. FIFA was proud to support the event, which gave even more publicity to the social dimension of our game. ●

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Football for Hope Education, integration and team spirit

Throughout the world, FIFA supports a number of social development programmes as part of its Football for Hope movement. A wide range of activities to educate, integrate and build team spirit is being sustained in association with other organisations.

Search and Groom (Lagos, Nigeria)

Through weekly meetings combining educational sessions with football training, the Free Kick project aims to raise social awareness and responsibility for socially disadvantaged children. In an effort to assist this vulnerable target group, Search and Groom has established practical partnerships with institutions such as government welfare homes, homeless hostels, day centres and local authorities. Consisting of 60 teams from across four project areas in the city of Lagos, the scheme offers morning lessons on HIV/AIDS, human rights, civic education, community development and economic empowerment combined with evening football matches for all participants.

Special Olympics (Africa): social integration for individuals with intellectual disabilities

In December 2005, Special Olympics and FIFA agreed to start a pilot project aimed at using football and the influence and capacity of both organisations to provide much-needed visibility and support for individuals with intellectual disability. Namibia, Botswana and Tanzania were selected as the pilot countries. The programmes focused on the recruitment, registration and training of athletes countrywide (more than 500 athletes are now taking part in the programmes), and organising parent forums and coaching seminars. Football competitions and health screening activities completed the projects. In early 2007, this Football for Hope programme in cooperation with Special Olympics was enhanced in the three original countries and expanded to Benin, Cameroon, Côte d'Ivoire, Ghana, Mauritius, Rwanda and South Africa.

Defensores del Chaco (Buenos Aires, Argentina)

As one of the main stakeholders in the Football for Hope movement, Defensores del Chaco has been able to start new street football leagues on a regional level while providing support and know-how to other related organisations in the rest of Argentina and throughout South America. The long-term plans and challenges for Defensores del Chaco are closely connected with the continuation of this process of enrichment and growth of the street football movement in South America. One very effective way to achieve this goal is through the Football for Hope movement, the new 'Development through Football' platform provided by FIFA and streetfootballworld.

Escuelas Deporte y Vida (Lima, Peru)

With more than 1,400 children at five schools and hundreds of young people involved in street football tournaments, Escuelas Deporte y Vida ("Sport and Life Schools") teach and promote the values of solidarity, social cohesion and team spirit in Lima and all over Peru. The number of local street football leagues has been steadily increasing since 2000. This project aims to promote and expand the street football philosophy and the whole movement throughout Peru. The endeavours of Escuelas Deporte y Vida, along with football-related programmes in weekly local festivals, will be complemented by a series of workshops to promote the constructive mutual exchange of know-how and improved understanding of the street football methodology. →



- 1 – MYSА, Kenya
- 2 – School and football project, Solomon Islands
- 3 – Play Soccer, Zambia
- 4 – Football Friends Balkan, Macedonia FYR
- 5 – Escuela Deporte y Vida, Peru
- 6 – Defensores del Chaco, Argentina
- 7 – Special Olympics, Africa
- 8 – MYSА, Kenya
- 9 – Search and Groom, Nigeria

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Street Football for Peace and Tolerance (Skopje, FYR Macedonia)

As an extension of the Football Friends Foundation based in Belgrade (Serbia), this initiative addresses problems created by the ethnic diversity so characteristic of the region. In an effort to offer moral support and achieve social coexistence among different social, religious and ethnic groups, Street Football for Peace and Tolerance aims to bring together young people from several parts of the troubled Balkan state of Macedonia. Through street football tournaments, the project offers valuable social lessons, increases the children's self-esteem and motivates them to play football.

MYSA (Nairobi, Kenya)

Mathare Youth Sport Association (MYSA) started in 1987 as a small self-help youth project in the Mathare Valley, one of Africa's largest and poorest slums. MYSA did not stay small for long. In 1987, just over 400 youngsters were involved in 25 football, volleyball and girls' netball teams. Today, 17,500 youngsters make up 1,100 boys' and girls' football teams in over 100 leagues across 16 zones in MYSA programmes that focus on sport, clean-up, HIV/AIDS and child labour prevention, leadership training and community development, as well as other activities such as photography, dance, drama and puppetry to help highlight and address the key social issues and challenges facing the youngsters. In 2006, MYSA launched an ambitious project by organising an international football tournament for girls. Looking ahead, MYSA intends to organise similar events with even more ambitious activities, including an increased number of female referees. ●

- Top right:
- 1 – Play Soccer, Zambia
- 2 – Escuela Deporte y Vida, Peru
- 3 – MYSA, Kenya
- 4 – Special Olympics, Africa
- 5 – Search and Groom, Nigeria



↑ Defensores del Chaco, Argentina

GROWTH OF FOOTBALL FOR HOPE

The Football for Hope programmes that were launched in previous years have continued to grow with the support and assistance of FIFA, and several new ones have also been added, including:

SOS Children's Villages

Laying of football pitches and donation campaign for "6 Villages for 2006" projects in Brazil, Mexico, Nigeria, South Africa, Ukraine and Vietnam.

Colombianitos

Combined football and school project in Cartagena, Colombia with the objective of protecting children and youngsters from drugs and crime.

ExChange for Peace

Empowerment of young leaders of countries affected by crises through an educational programme with an emphasis on how sport can foster peace.

Handicap International

Promoting sport for the disabled in Afghanistan and Morocco.

World Health Organisation (WHO)

Campaign by the Sri Lankan and Madagascan football associations in conjunction with the WHO to raise awareness regarding tropical diseases.

AfghanistanHilfe Paderborn

School and footballs for 400 children in Kabul.

Play Soccer

Local development through football programmes in Ghana, Malawi, Senegal, South Africa and Zambia.

ILO/IPEC

Fighting child labour in Pakistan and proactive education and sports programme for children who used to work in the football industry in Sialkot.

Pacific Youth Conference

Empowerment of young leaders of 22 countries in the Pacific region. Using football as a tool for social development in the Pacific.

Accion Diablos Rojos

Construction of a mini-pitch in San Pedro Totoltepec, Mexico.

FARE Network

Encouraging groups of fans to share experiences with each other.

Green Goal climate protection projects

Greenhouse gas emissions from the 2006 FIFA World Cup™ compensated through projects financed by FIFA in Letaba and Sebokeng Township (both in South Africa).

National team for the disabled in Morocco

Football equipment for team members.

Blind Football World Championship

Enhancing the social impact of the tournament among the blind and encouraging social integration through football.

Solomon Islands

Combined football and school project for 360 boys and girls in the Malaita, Guadalcanal and Western provinces of the Solomon Islands.



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Humanitarian work Rays of light

In early 2006, FIFA President Joseph S. Blatter and FIFA/AFC Tsunami Solidarity Fund chairman Mohamed bin Hammam visited the countries most affected by the tsunami of 2004, their travels taking them to Bangladesh, Sri Lanka, Thailand, the Maldives and Banda Aceh in Indonesia.



→ Top: twins Thong and Thon train for a place at the football academy in Bangkok (Thailand). Bottom left: the FIFA President meets the local children of the Malé football clubs (Maldives). Bottom right: children on the Carlos Club football field.

IN COMPARISON to the Herculean task of rebuilding an entire region, restoring football pitches to their former glory may seem rather less important, but for people affected by disasters, football and the football family's help can provide vital rays of light. During his visit, the FIFA President saw first-hand evidence that thanks to the support and solidarity shown by the world of football, significant progress had been made with the reconstruction of stadiums, football pitches and training centres. As part of this support, coaches have attended football courses to learn how to interact with orphaned and suffering children and FIFA instructors have held training courses with thousands upon thousands of children.

Most projects have now been completed, and in Indonesia and Thailand in particular, they have been a great success. However a fresh outbreak of political unrest in Sri Lanka, coupled with questions regarding land ownership rights, has delayed the implementation of various projects there.

On 30 January 2007, the Tsunami Task Force, chaired by Mohamed bin Hammam (Qatar), convened in Zurich for what is expected to be its last meeting and decided to use the fund's remaining USD 10.55 million for reconstruction projects in the six member associations (Bangladesh, India, Indonesia, the Maldives, Sri Lanka and Thailand) affected by the tragic events of December 2004. The task force approved three new projects in India, Indonesia and the Maldives at a combined cost of USD 1.44 million. These projects include the creation of various facilities such as new training centres and dressing rooms, and the reconstruction of a stadium to replace infrastructure destroyed by the tsunami.

The FIFA/AFC Tsunami Solidarity Fund was launched on the basis of immediate donations of USD 2 million and USD 1 million from FIFA and the AFC respectively. UEFA pledged USD 1 million soon afterwards and thanks to various other donations from across the world as well as the Football for Hope solidarity match in Barcelona, the total ultimately raised reached USD 10.55 million. ●

HUMANITARIAN WORK

In 2006, a range of projects approved by the humanitarian fund were launched or completed.

- Various courses for coaches and children were held in Kashmir, a region devastated by an earthquake in October 2005. At the same time, reconstruction work began on three training centres in Muzaffarabad, Abbottabad and Peshawar

- Haiti football association: security costs covered

- Guyana Football Federation: restoration of association headquarters and football equipment for national team after flooding

- DR Congo football association: restoration of association headquarters (damaged in political unrest in the wake of presidential elections)

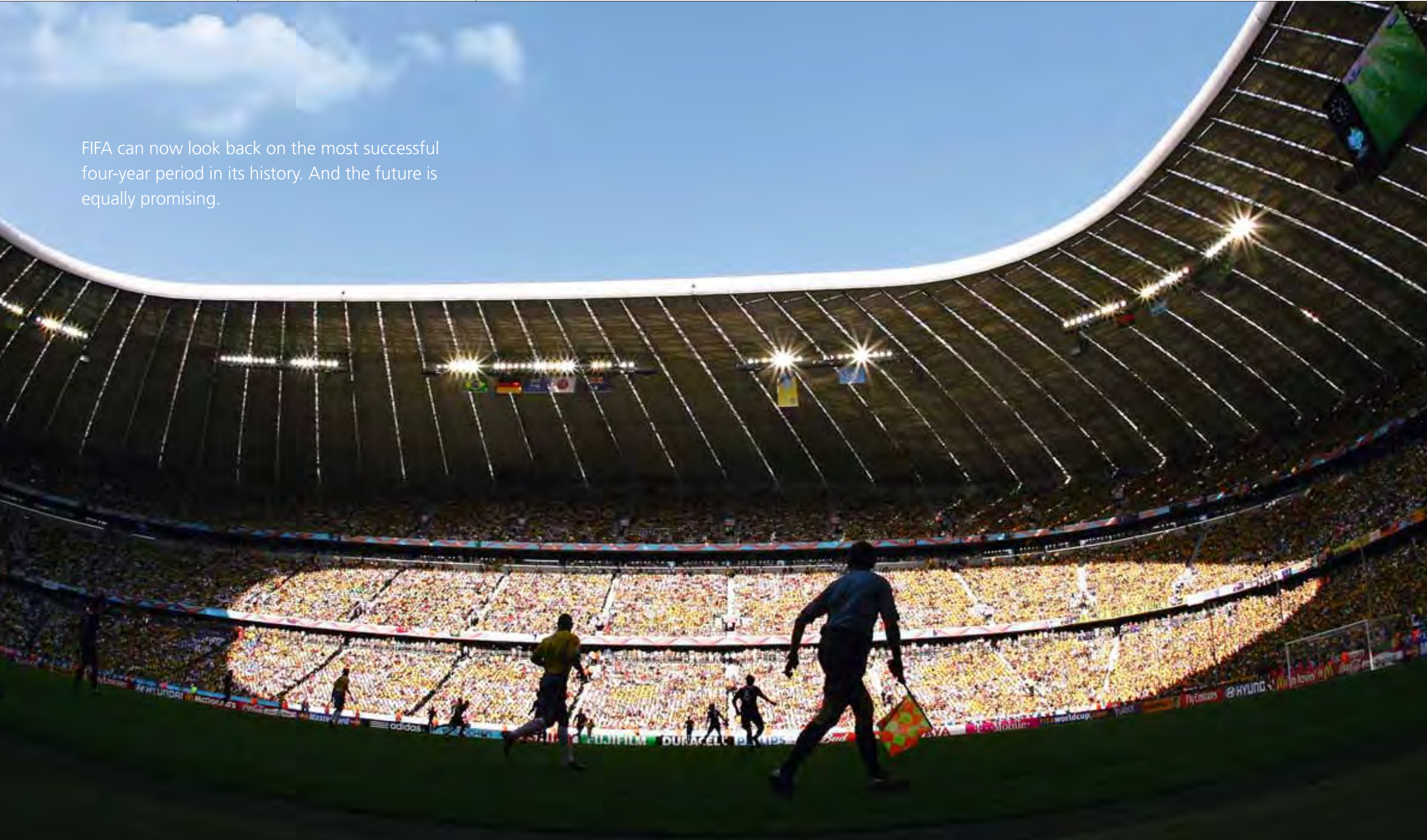
- Ethiopian Football Federation: reconstruction of football infrastructure after flooding

- Palestinian Football Association: renovation of Palestine Stadium in Gaza



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FIFA can now look back on the most successful four-year period in its history. And the future is equally promising.



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Marketing A new era

Two years ago, FIFA ushered in a new era in the sale of marketing and television rights and FIFA has continued its ground-breaking role in sport sponsorship with great aplomb.

THE 2006 FIFA World Cup Germany™ offered sponsors an unparalleled spectrum of opportunities to get closer to the fans and to tap their passion for the world's favourite game. New milestones in innovative marketing activities were reached, such as the immensely successful premiere of official public viewing events – the Fan Fests – and the round-the-world tour of the original, solid gold FIFA World Cup Trophy.

FIFA's new commercial structure came into effect on 1 January 2007, with marketing affiliates now classified into three categories for the 2007-2014 rights period. FIFA Partners enjoy close links to FIFA and all its projects throughout 2007-2014, FIFA World Cup Sponsors earn global rights to the 2010 and 2014 FIFA World Cup™ competitions as well as both FIFA Confederations Cups, while National Supporters are granted local sponsorship rights for the relevant competition in their country.

With the top-tier category already wrapped up before the 2006 FIFA World Cup Germany™ kicked off on 9 June (now subject to an appeal in New York relating to the MasterCard decision, see Chapter 2, Legal Matters), FIFA has moved on to securing further commitment to the 2010 FIFA World Cup South Africa™ and beyond. As noted in last year's report, long-term sponsor Anheuser-Busch was the first to sign up as a FIFA World Cup Sponsor. The American beer giant was swiftly followed by McDonald's, an official sponsor since 1994, and South Africa's leading mobile phone operator, MTN.

In a further clear sign that the market has every confidence in Africa and football as a powerful marketing tool, the First National Bank (FNB) became the first South African company to sign up as a National Supporter for the 2010 FIFA World Cup™. The deal represents by far the largest sponsorship in the history of the South African bank. ●



→ The FIFA World Cup Trophy enjoys recognition levels of almost 90% worldwide.

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Fan Fests

The life and soul of the football party

The hundreds of thousands of fans who cheered away at the official Fan Fests truly gave a ringing endorsement to the official slogan of the 2006 FIFA World Cup™ – *A time to make friends.*



EXCELLENCE

FIFA and the 12 World Cup host cities won the 2007 German Sports Marketing Award for their Fan Fests, an idea that was developed over a period of two years by FIFA's German office and the 12 Host Cities in close cooperation with the local organising committee. The Fan Fests were then organised as independent events by the cities themselves together with local agencies. FIFA was responsible for coordinating the entire operation, as well as for providing basic infrastructure worth more than EUR 6 million, which included giant screens, stages, sound and 20,000m² of decoration in the official World Cup design. This was all made possible by the nationwide commitment of Coca-Cola, Hyundai, MasterCard and Toshiba, who acted as the Fan Fests' top partners.

THIS PUBLIC VIEWING EXTRAVAGANZA was a phenomenal success in its debut at a FIFA World Cup™ not only for the fans, but also for the organisers, the financial backers and local business. In cooperation with FIFA and Official Partners Coca-Cola, Hyundai, MasterCard and Toshiba, the 12 Host Cities chose prime locations in town for their respective public viewing and rigged up giant video walls, food and drink stalls as well as official merchandise shops.

The Fan Fests provided sponsors with a novel way to get closer to the fans by offering an attractive alternative to a seat in the stadium to many who would otherwise have remained at home and far-removed from the action. The numbers tell the real story: pre-event estimates hoped for an attendance of some seven to eight million. In fact, more than 18 million turned up.

Cheered by the carnival atmosphere, the visitors kept the on-site concession stands busy with consumption of *Oktoberfest* proportions – 3.5 million *Bratwurst* sausages

were consumed with just as many litres of beer. In all, the Fan Fests employed 19,000 people.

A FIFA-commissioned survey of attendees further underlines the success of the Fan Fests, which scored a staggering 100% approval rating. What is more, 89% of those polled said the Fan Fests were second only to the stadium as the place to watch matches live, while 84% felt that the Fan Fests would become even more popular at future FIFA World Cups. The Fan Fests' immense popularity was attributed by over a third of respondents

to the fact that they could watch matches "with a group of like-minded people" or watch football "with other people", while 84% said they visited with friends.

Public viewing has rightly become an integral part of FIFA's event programme and the aim is now to build on this phenomenal debut performance to ensure it can be enjoyed by even more people in more locations in 2010. ●

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FIFA licensing programme High brand value

The main purpose of the licensing programme is to offer fans around the world a bridge to the event through a wide and appealing range of quality goods.



THESE CENTRE ON THE THREE event marks – the event emblem, the trophy and the mascot – and, according to research commissioned by FIFA, the products bearing these official logos enjoy high brand value scores with consumers.

The 2006 FIFA World Cup™ Official Licensed Products were a resounding success, with worldwide retail sales estimated to have generated turnover of approximately USD 2 billion.

However, in addition to attracting fans and official partners, the success story of the FIFA World Cup™ has also become a magnet for the ambush marketing tactics of companies seeking to secure themselves a slice of the rewards without giving anything back in return.

The Official Emblem, the Official Mascot and the FIFA World Cup Trophy can be seen in many different places, often without the requisite approval. Unauthorised companies are increasingly seeking to illicitly exploit the

value of these attractive marks – the FIFA World Cup Trophy, for example, enjoys recognition levels of almost 90% worldwide – for their own commercial gain. These activities jeopardise the viability of staging a privately financed sporting event of the magnitude of the FIFA World Cup™ with its cumulative TV audiences of 27 billion and organisational costs in excess of EUR 1.1 billion. Furthermore, the future of the eleven other World Cups FIFA runs is also put at risk. Defending itself against ambush marketing is therefore a crucial concern for FIFA

in its rights protection programme. Nevertheless, through the programme, FIFA differentiates between the deliberate commercial abuse of marks and descriptive use, and carefully reviews each case on an individual basis. Whether or not a caution from FIFA is required depends on the extent of the infringement in question. Less than 20% of all incidents (approximately 700) have actually ultimately ended up in the courts because an explanatory telephone call or letter is sufficient to resolve most cases swiftly and without resorting to court action. ●

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Television

Television breaks new ground

FIFA is continuing with the sale and distribution of the 2007-2010 FIFA events, in line with its goals of maximising the global audience and strengthening its relationship with broadcasters around the world.

Agreements for the 2010 FIFA World Cup™ and the other 2007-2010 FIFA events were reached in all corners of the globe.



SABC was named as the broadcast rightsholder for the host country of the 2010 FIFA World Cup™, while Host Broadcasting responsibilities lie with FIFA's long-standing partner, HBS. This is a key component of the successful broadcast platform for the FIFA World Cup™, and the world's biggest sporting event is in good hands with SABC and HBS.

FIFA successfully concluded its tender process for the Asian continent excluding Japan, Middle Eastern Asia and Eurasia, with the winning bidder being Football Media Services, a joint venture between Dentsu and Infront. With this agreement, Football Media Services has become the official Sales Representative for the selected Asian territories.

Agreements for the 2010 FIFA World Cup™ and the other 2007-2010 FIFA events were reached in all corners of the globe. In Oceania, Special Broadcasting Services of

Australia secured the rights to bring the FIFA events to Australia, New Zealand and the territories of the Pacific Ocean for the next four years. Similarly, OTI will work with FIFA to secure optimum coverage for the Latin American region. In Brazil, TV Globo were awarded the rights for the 2010 FIFA World Cup™. In Canada, CBC was successful in securing rights for 2007-2010 including the FIFA World Cup™, as well as being named Host Broadcaster for the FIFA U-20 World Cup Canada 2007.

Overall, for the 2010 FIFA World Cup South Africa™, very few territories remain unsold, with the greater parts of Europe and Asia, as well as Latin America, Oceania, and key territories such as the United States, Brazil, Japan, Korea, and South Africa already secured. ●

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Internet The new FIFA.com

Following on from the resounding success of the official website of the 2006 FIFA World Cup Germany™ last year, which set a new record for a sports site with 4.2 billion page views (see inset), FIFA new media is getting ready for the new FIFA.com.

SCHEDULED to be launched on Friday, 1 June 2007, the new FIFA.com aims to be the world's favourite football website by offering an outstanding array of content complemented by two additional offerings: near-live and archived match footage, and a large community space.

Available in the four official FIFA languages (English, French, German and Spanish) as well as 'host languages' depending on the competition (e.g. Chinese for the FIFA Women's World Cup 2007), the possibility of offering all the content of the new FIFA.com in additional languages is being considered in order to offer the best possible service to the site's global audience.

FIFA.com will offer a unique gateway to a vast range of FIFA services, from ticketing and accommodation for all FIFA events to the Media Channel extranet as well as access to information from the local organising committees of individual FIFA competitions.

FIFA's commercial affiliates (Partners, Sponsors and Suppliers) will also have a presence on the site through consumer promotions and the sponsorship of programmes as well as tailored content and media advertisements. ●

Free two-minute video highlights package for every FIFA match, from the FIFA U-20 World Cup Canada 2007 to the 2010 FIFA World Cup South Africa™.

Unparalleled video archives including highlights of previous FIFA World Cup™ matches from 1966-2006.

The FIFA.com Club. Following the huge success of interactive services during the 2006 FIFA World Cup™, FIFA.com will welcome fans' comments and recollections on the new site. There will also be games, including fantasy football and a year-long world football predictor.

Unique coverage of world football, supported by the worldwide FIFA new media editorial network, including in-depth coverage of the 100 biggest national leagues in the world.



Extensive FIFA World Cup™ section with live scores for every match of the 2010 FIFA World Cup™ preliminary competition.

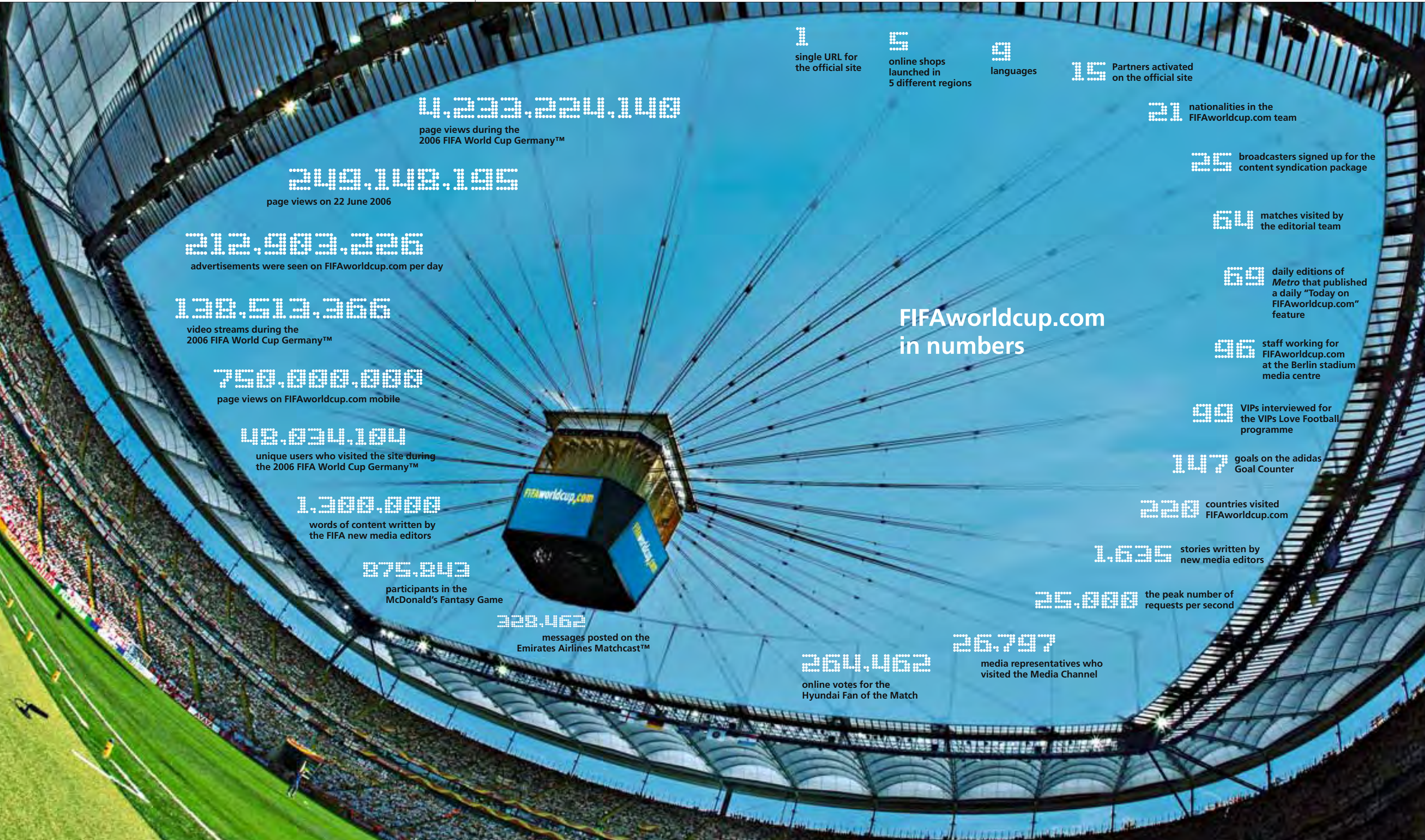
FIFA tournament 'super-packages' providing the low-down on all FIFA competitions, including live scores, match statistics, news, interviews and analysis.

207 member association sections comprising related news, key facts, leagues and full details of national team fixtures and results, including video material.

FIFA/Coca-Cola World Ranking and statistics, plus FIFA facts & figures, all-time statistics and official awards.

FIFA.com will be fully accessible to visually-impaired users.

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4,233,224,143

page views during the 2006 FIFA World Cup Germany™

249,148,195

page views on 22 June 2006

212,903,226

advertisements were seen on FIFAworldcup.com per day

132,513,366

video streams during the 2006 FIFA World Cup Germany™

750,000,000

page views on FIFAworldcup.com mobile

42,034,104

unique users who visited the site during the 2006 FIFA World Cup Germany™

1,300,000

words of content written by the FIFA new media editors

975,243

participants in the McDonald's Fantasy Game

322,462

messages posted on the Emirates Airlines Matchcast™

1

single URL for the official site

5

online shops launched in 5 different regions

9

languages

15

Partners activated on the official site

21

nationalities in the FIFAworldcup.com team

25

broadcasters signed up for the content syndication package

64

matches visited by the editorial team

69

daily editions of *Metro* that published a daily "Today on FIFAworldcup.com" feature

96

staff working for FIFAworldcup.com at the Berlin stadium media centre

99

VIPs interviewed for the VIPs Love Football programme

147

goals on the adidas Goal Counter

220

countries visited FIFAworldcup.com

1,635

stories written by new media editors

25,000

the peak number of requests per second

26,797

media representatives who visited the Media Channel

264,462

online votes for the Hyundai Fan of the Match

FIFAworldcup.com in numbers

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Football and the Media Setting new standards

The four years of planning and preparation had all been worthwhile. The communications officials from FIFA and the German organising committee had nothing but praise in their final analysis of the 2006 FIFA World Cup™ on 9 July.

IT ALL BEGAN AND ENDED with an analysis. Early in 2003, when media, IT and technical specialists first sat down with other experts as part of a working group, a meticulous evaluation of the 2002 FIFA World Cup Korea/Japan™ was the focus of their attention. Four years on, all the lessons learned in Germany have now been

protected information service on FIFAworldcup.com, served as a source of media-specific information, such as the times, venues and possible access to team training as well as the times of various other events, and logistical details such as commuting arrangements for reporters. The transport laid on for journalists was, in fact, ideal, with the

integrated into plans to enhance facilities at the next World Cup in South Africa in 2010. Naturally, the media's needs were at the core of all debates. With this in mind, the working group agreed to certain innovations that have proved their worth. The idea of an international media centre was, for instance, discarded. Instead, the twelve stadium media centres were upgraded and redesigned so that each contained the same working facilities, services and infrastructure.

The use of the internet as a medium for information and service for the media proved to be a further milestone. For the first time ever, almost 15,000 accreditations were processed entirely online. The FIFA Media Channel, created solely for use by the media with a password-

free train pass from one Official Supplier, Deutsche Bahn, affording them unprecedented mobility during the World Cup.

Access to the mixed zone was restricted and thus improved but to compensate for this, a media conference was introduced to provide first-hand information to a greater number of journalists. Some 50 FIFA media officers were in action on matchdays and on other occasions, with at least four of them, aided by a German colleague, being responsible for ticketing, seating, distributing information and taking care of post-match interviews, the mixed zone and media conferences. For the first time in the history of the World Cup, FIFA provided the newcomers among the 32 finalists with a dedicated FIFA media officer, who

helped them with their media work – an offer that was taken up with open arms and greatly appreciated. The referees were also accompanied by a FIFA media officer, who was responsible for striking a balance between ensuring the best possible preparation for the match officials and acceding to legitimate requests from the media for information and interviews. A FIFA representative was also present in the international broadcasting centre as an intermediary for any television and broadcasting queries.

From the point of view of information, the daily media conference organised by FIFA and the German organising committee was a welcome addition. The media reporters present in Berlin were briefed directly at 11.00 o'clock every morning, while journalists elsewhere had the chance

billion page impressions were recorded – more than twice the number for the 2002 FIFA World Cup™.

Television ratings achieved all-time highs with a more comprehensive supply of images and commentaries for the 500 or so rights holders. Building on its 2002 success, Infront's subsidiary HBS set new standards for internationally televised sports broadcasts by also using high-definition television (HDTV) technology at the World Cup for the first time ever.

As a result of the positive media reaction, FIFA and the organising committee expressed profound satisfaction with the overall findings in autumn 2006. Firstly, cooperation between all of the parties involved had been marked by mutual respect and superb team spirit, as well



to watch the conference live on the Media Channel. These media events gave FIFA and the organising committee the opportunity to answer a variety of questions. The forum allowed such diverse topics as doping and medical activities, refereeing, work by the technical study group as well as the Fan Fests to be discussed freely with journalists.

In addition to player lists and match reports, the FIFA data management team produced detailed statistics on the World Cup in Germany and previous finals, a service which appealed widely to the media. Of course, the official website, FIFAworldcup.com, fed by a team of more than 80 specialists, proved to be a mine of information with countless analyses, interviews and reports. Altogether 4.2

as between the media and the team delegations. Although it is often difficult to strike a balance between the teams' sporting interests and the media's needs, FIFA was pleased to note that the teams had been ready and willing to cooperate on amicable terms and for the benefit of both sides.

Praise must also go to the IT experts for keeping the computer infrastructure in perfect working order, without which the media would not have been able to function properly. The greatest praise of all, however, goes to the unseen stars of this World Cup – the hundreds of volunteers in the stadiums, the press stands, the television zones and the media centres. They were simply magnificent. ●

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Data management Databases manage the flood of information

Not only does the digital era create new opportunities for communication but it also poses new challenges for checking, storing and providing data and information. FIFA has set several milestones in this sphere too.

EVEN GREATER ADVANCES have been made in the two largest FIFA databases. FAST not only supplied all of the information on players, referees and officials for the 2006 FIFA World Cup Germany™ but also served as an inexhaustible source of statistics from World Cup history and of comparisons with other competitions thanks to its sophisticated query system. Whether it concerned the fastest goalkeeper substitution, Mexico's 80th conceded goal or Cafu's 20th World Cup game, FIFA had the answer and delivered it in a variety of ways – in Germany, for instance, live on the announcement boards during play. FAST now covers FIFA's day-to-day business, in some cases delving far back into the past. The most obvious sign is the figure of around 28,000 "A" internationals played since 1872, which FIFA has completely updated over the past three years. This, and much more, is directly visible on FIFA.com.

Last year, FIDOM, FIFA's electronic archives, took the giant step into the world of the internet and they can now be accessed by any FIFA employee anywhere. There is no longer an obstacle to creating an extranet and ultimately to accessing most of the 40,000 documents that FIFA has accumulated over the years. In order to come to grips with the mountains of photographs, FIDOMpix was added to the existing archives with a view to making FIFA's own pictures more readily available in future. FIFA's inexorable march to digitalised information did not, however, deter from it from setting up a documentation centre in the new Home of FIFA that, in addition to providing state-of-the-art working conditions, also affords access to the original documents. ●



OVERVIEW OF FIDOM DOCUMENTS

GENERAL

44,000 total documents

37,000 text documents

7,000 pictures

PERIOD

Before 1980 → 8,000 documents
 1980-2000 → 12,000 documents
 since 2000 → 24,000 documents

DOCUMENTS BY TYPE

5,571 FIFA committee minutes

 3,913 book references (FIFA library)

 2,257 FIFA bulletins

 99 technical reports

 81 competition regulations

 61 Laws of the Game

As at the end of 2006

→ Last year, FIDOM, FIFA's electronic archives, took the giant step into the world of the internet and they can now be accessed by any FIFA employee anywhere.

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THE AMPLE PROGRESS made over the past decade is illustrated by the FIFA Master in Management, Law and Humanities of Sport. This postgraduate programme, which is taught by De Montfort University (Leicester, UK), the SDA Bocconi School of Management (Milan, Italy) and the University of Neuchâtel (Switzerland) has already brought together more than 150 students from 60 countries. Thanks to its excellent reputation, it has enabled 75 per cent of graduates from the course to find a professional post in sport. It also has a very active alumni network in all corners of the globe. These are not the only facets to CIES' dynamic approach, however. For example, the centre is currently developing an international university network to improve sports administration and encourage exchanges of knowledge and experiences in this field. This network was established in 2004 in conjunction with the Universidad Católica Argentina in Buenos Aires (on whose programme more than 120 students have enrolled over the past three years) and is set to extend to Chile and Central America. The network is also being developed on the African continent as part of the *Win in Africa with Africa* initiative, and a first ever course for administrators began in November 2006 in collaboration

footballers by 2010: goals and prospects", "Overview of the fight against doping", "The procedure for awarding the Olympic Games" or "Violence in stadiums: analysis of the social and legal response in Switzerland".

CIES is also dedicated to research and has developed two main areas of study, "Self-organisation in sport" and "Violence and hooliganism in stadiums". Other areas of interest to the researchers, whose work is regularly cited in the Swiss and international press, are "Sports socialisation of women from lower classes" and "The European football labour market" in conjunction with the University of Besançon (France). The first findings of this partnership have now been published. In addition, CIES published three studies in 2006: "Nationality in sports: issues and problems", "Snowboarding in autonomous projects and sports institutions" and "Economics applied to sports: Five case studies". Another of the centre's activities is to manage the allocation of João Havelange Research Scholarships, which enable students from all over the world to finance all or part of their projects in different sports-related areas (law, economics, history, sociology, finance, medicine, etc.). The best works are published in CIES collections or

2004

More than 120 students enrolled at the Universidad Católica Argentina in Buenos Aires since 2004

Chair of sports law created at the University of Neuchâtel

2005

2006

Three CIES studies published: "Nationality in sports: issues and problems", "Snowboarding in autonomous projects and sports institutions" and "Economics applied to sports: Five case studies"

CIES to open office at the House of International Sport in Lausanne. Further courses to be staged in Africa.

2007

CIES Advanced-level sports studies

Established in 1995 by FIFA and the city and University of Neuchâtel, the International Center for Sports Studies (CIES) is becoming increasingly successful and has expanded to other continents.

with the Cheikh Anta Diop University in Dakar (Senegal). Similar partnerships will come into effect in South Africa and other African countries from 2007. CIES is equally active in the field of teaching and a chair of sports law was created at the University of Neuchâtel in 2005 under its auspices, enabling students to focus on subjects such as legal problems relating to the organisation of sporting events, social legislation and sport, health legislation and sport, international arbitration or sports sociology.

CIES organised or was actively involved in numerous conferences and colloquiums in 2006, in particular, "Football in the fight against racism and extremism", "Sport, social links and territorial identities", "Young African

by other publishers.

CIES also provides both its own legal and economic expertise and that of its network in order to help the sporting world overcome the challenges it faces daily. In 2007, CIES is due to open an office at the House of International Sport in Lausanne to facilitate contact and better define the needs of the sporting world.

CIES' resources include a library and documentation centre that form part of various national and international networks, providing undergraduates and postgraduates with access to books, collections of writing by various authors and periodicals as well as articles on law, economics and sports sociology. ●

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Films

The Grand Finale and *GOAL! II*

Every single fan and person involved in the event will have their own memories of last year's FIFA World Cup™, such as Argentina's stunning 26-pass move that led to Esteban Cambiasso's goal against Serbia and Montenegro, for example.

KEEPING THOSE WORLD CUP memories alive, the official 2006 FIFA World Cup™ film, *The Grand Finale*, not only portrays the excitement of the matches of Germany 2006, but also uniquely captures the emotions, excitement and tension from the initial knockout stages right through to the final itself. This is football as it has never been seen before. The close-up, intimate style of the documentary provides a compelling look at the highs and lows of the players and fans as they face the triumphs and adversities of the beautiful game. It also goes further than just highlighting the best moments of the tournament – it provides an inside look at the feelings of the players, their coaches, the fans and the officials.

Featuring exclusive interviews with Didier Drogba, Horacio Elizondo, Thierry Henry, Jens Lehmann, Michael Ballack, Hidetoshi Nakata and 2006 FIFA World Player of the Year Fabio Cannavaro, the film is narrated by former 007 Pierce Brosnan and directed by Michael Apted, who worked on the 1999 James Bond film, *The World Is Not Enough*.

A "Real" treat

Another goal, *GOAL! II*, the sequel to the successful first part of the movie trilogy, is due to hit the screens this year. In the film, Real Madrid beckons for the Toon Army's hero. Santiago Munez (played once again by Kuno Becker) realises every footballer's dream and gets to wear the legendary white shirt alongside David Beckham, Zinedine Zidane and Raul.

Following the path of many footballing legends before him, Santiago, in the second part of the trilogy, basks in the glory, the acclaim and the money, only for this illusion of happiness to be shattered and his life destroyed. As a fame-hungry, avaricious and beautiful woman seduces the aspiring *Galactico*, his past is closing in – to catastrophic results.

GOAL! II features some of the biggest names from the world of football, including Guti and Iker Casillas. Set against the backdrop of Real Madrid, Santiago discovers the ugly face of success and begins to lose his career, his friends and most importantly his fiancée, Roz ... ●

"GERMANY – A SUMMER FAIRYTALE"

Thanks to FIFA, Sönke Wortmann, the director of *Germany – a summer fairytale*, was able to accompany the Germany team throughout the 2006 FIFA World Cup™. The excellent working relationship between FIFA, SOS Children's Villages, Wortmann, the German football association, the Western German broadcasting corporation (WDR) and Kinowelt entertainment ensured that the official FIFA World Cup™ documentary was a resounding success, as these facts and figures prove:

- ☛ Since FIFA owns the film's copyright, several million euros from the sale of media rights have been donated to SOS Children's Villages.
- ☛ Almost four million people watched the movie in German cinemas, making it the country's most successful documentary of all time.
- ☛ In early December 2006, the film was shown during peak viewing hours on German TV channel ARD. It was watched by 10.46 million people, or a very respectable 31% of the evening's total TV audience.
- ☛ *Germany – a summer fairytale* won a *Bambi* award in 2006 for the best German documentary.
- ☛ 650,000 DVDs hit the shelves in February 2007.

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Reflections: results, lists, awards and a tribute to those who are no longer with us.

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Awards

At the 56th FIFA Congress in Munich on 7-8 June 2006, FIFA presented Orders of Merit to a number of people in recognition of their services to football.

DR JOÃO HAVELANGE, FIFA's Honorary President, celebrated his 90th birthday in 2006. He held the highest position in world football's governing body for 25 years, paving the way for FIFA's growth as well as that of world football by introducing new development programmes and international tournaments at youth level. He is a fervent supporter of the game's sporting spirit and his decision to increase the number of teams in the World Cup from 16 to 24 and then again to 32 was yet more proof of the game's development.

DR EGIDIUS BRAUN has shown extraordinary commitment to our sport. After finishing his playing career, he took on various roles at the German football association, UEFA and FIFA, serving football in a selfless, tireless manner and setting new standards in terms of social responsibility.

TAN SRI HAJI HAMZAH is a man devoted to sport in general and football in particular. The quality and reputation of Asian football improved markedly under his leadership. FIFA also benefited from his extensive experience and unbridled passion for sport after his election as a vice-president, a position he held from 1982 to 1990.

ISSA HAYATOU has gone down in African sporting history as a leading official (IOC member since 2001) and before that as a top-class athlete. After his sporting career drew to a close, Issa Hayatou allowed various governing bodies to benefit from his passion, his experience and his skills. He has served the Cameroon football federation, the Confederation of African Football (a body that he has presided over since 1988) and FIFA (where he has been a vice-president since 1992).

"CAPTAIN" SABURO KAWABUCHI, the president of the Japan Football Association (JFA), is another man who has gone down in football history as an international player, a coach and an official who played a key role in the

establishment of the J.League and the success of the 2002 FIFA World Cup Korea/Japan™. In short, Kawabuchi has been instrumental in the growth of Japanese football.

RUDI MICHEL enjoyed extraordinary success in various sectors of the media for over 40 years. Michel, who has written many books, reported on every FIFA World Cup™ between 1954 and 1982.

PER RAVN OMDAL is a senior member of Norwegian and international football (FIFA Executive Committee member 1994-2002) who has occupied important positions in amateur and professional football. He has worked tirelessly to promote the women's game in Europe, and in his native Norway in particular. He also developed various grassroots concepts, including UEFA's *HatTrick* mini-pitch programme.

ALEKSEY PARAMONOV was an outstanding midfielder and striker, playing no fewer than 307 matches for Spartak Moscow, helping his club to win the league four times and the cup twice. He also claimed Olympic Gold with the USSR at the 1956 Melbourne Olympics. Paramonov became a coach after calling time on his successful career, and from 1986 to 1992, he was also the General Secretary of the football association of the USSR.

JAN PEETERS: Various UEFA and FIFA committees have benefited from Jan Peeters' immense expertise. The qualified lawyer's career began in 1968 when he was a member of the Belgian football association's codification committee. In 1977, he joined the Belgian FA executive committee before becoming deputy chairman and later general secretary. He was elected as president in 2001, a position he held until the end of June 2006.

ALAN I. ROTHENBERG: In recent decades, few people have had as significant an impact on the game of football in the



United States as Alan I. Rothenberg, the former president of the United States Soccer Federation and a current vice-president of CONCACAF. He was the owner of a team in the North American Soccer League (NASL), the commissioner for football at the 1984 Olympic Games in Los Angeles, and the head of the local organising committee for the 1994 FIFA World Cup™. He was also instrumental in the launch of Major League Soccer.

OTTO SCHILY, a former Federal Minister of the Interior, played a key role in the hospitality and safety plans for the 2006 FIFA World Cup Germany™. He was also a member of the cabinet of former Chancellor Gerhard Schröder from 1998 to 2005. His Ministry of the Interior presented sound plans that helped to ensure that the 2006 FIFA World Cup Germany™ was a "festive, peaceful" event.

OSCAR THAMAR TORRES: As the deputy general secretary of CONCACAF and the general secretary of UNCAF, Guatemala's Oscar Thamar Torres has made a decisive contribution to the development of football not only in the CONCACAF region, but also all around the world. He worked tirelessly for several decades as a match commissioner and general coordinator at numerous FIFA and CONCACAF competitions.

GUYÈDRE WAMEDJO was elected as the president of the New Caledonian football league at the tender age of 33. He stayed in that role for nearly 30 years. During his presidency, he always strived to improve football in the country. He played an active role in drawing up the constitution of the New Caledonian football federation, a body that joined FIFA's ranks at the Centennial Congress in Paris in 2004. ●

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FIFA Committees

Executive Committee

President
Blatter, Joseph S.
Switzerland

Senior Vice-President
Grondona, Julio H.
Argentina

Vice-Presidents
Will, David H.
Scotland
Johansson, Lennart
Sweden
Hayatou, Issa
Cameroon
Chung, Mong Joon, Dr
Korea Republic
Warner, Jack A.
Trinidad and Tobago
Villar Llona, Ángel María
Spain

Members
D'Hooghe, Michel, Dr
Belgium
Sasso Sasso, Isaac David
Costa Rica
Teixeira, Ricardo Terra
Brazil
Bin Hammam, Mohamed
Qatar
Erzik, Senes
Turkey
Blazer, Chuck
USA

Emergency Committee

Chairman
Blatter, Joseph S.
Switzerland (FIFA President)

Members
Johansson, Lennart
Sweden (UEFA)
Hayatou, Issa
Cameroon (CAF)
Warner, Jack A.
Trinidad and Tobago (CONCACAF)
Bin Hammam, Mohamed
Qatar (AFC)
Leoz, Nicolás, Dr
Paraguay (CONMEBOL)
Fusimalohi, 'Ahongalu
Tonga (OFC)

Observer
Temarii, Reynald
Tahiti

General Secretary
Linsj, Urs
Switzerland

Applicable for the 2004-2006 period in line with article 34.1, 34.2 and 34.3 of the FIFA Statutes.

Finance Committee

Chairman
Grondona, Julio H.
Argentina

Deputy Chairman
Warner, Jack A.
Trinidad and Tobago

Members
Hayatou, Issa
Cameroon
Bin Hammam, Mohamed
Qatar
Mayer-Vorfelder, Gerhard
Germany
Fusimalohi, 'Ahongalu
Tonga

Internal Audit Committee

Chairman
Carraro, Franco, Dr
Italy

Deputy Chairman
Webb, Jeffrey
Cayman Islands

Members
Bouzo, Farouk, Gen.
Syria
Fernandes, Justino, Dr
Angola
Salim, José Carlos, Dr
Brazil
Sprengers, Mathieu, Dr
Netherlands
Roebeck, Tautulu
Samoa

Organising Committee for the FIFA World Cup™ Germany 2006

Chairman
Johansson, Lennart
Sweden

Deputy Chairman
Grondona, Julio H.
Argentina

Members
Will, David H.
Scotland
Hayatou, Issa
Cameroon
Warner, Jack A.
Trinidad and Tobago
Villar Llona, Ángel María
Spain
D'Hooghe, Michel, Dr
Belgium
Teixeira, Ricardo Terra
Brazil
Erzik, Senes
Turkey
Blazer, Chuck
USA
Leoz, Nicolás, Dr
Paraguay
Mayer-Vorfelder, Gerhard
Germany
Platini, Michel
France
Chiboub, Slim
Tunisia
Al-Dabal, Abdullah
Saudi Arabia

Bureau 2006 FIFA World Cup™ Germany 2006

Chairman
Johansson, Lennart
Sweden

Deputy Chairman
Grondona, Julio H.
Argentina

Members
Will, David H.
Scotland
Hayatou, Issa
Cameroon
Warner, Jack A.
Trinidad and Tobago
Villar Llona, Ángel María
Spain
D'Hooghe, Michel, Dr
Belgium
Teixeira, Ricardo Terra
Brazil
Erzik, Senes
Turkey
Blazer, Chuck
USA
Leoz, Nicolás, Dr
Paraguay
Mayer-Vorfelder, Gerhard
Germany
Platini, Michel
France
Chiboub, Slim
Tunisia
Al-Dabal, Abdullah
Saudi Arabia

Organising Committee for the FIFA Confederations Cup

Chairman
Blazer, Chuck
USA

Deputy Chairman
Leoz, Nicolás, Dr
Paraguay

Members
HRH Abdullah Ahmad Shah
Malaysia
Astudillo, Oscar, Dr
Colombia
Iya, Mohamed
Cameroon
Listkiewicz, Michal
Poland
Stickler, Friedrich
Austria
Ka, Sam Hyun
Korea Republic
Daniel, Victor
Grenada
Memene, Seyi
Togo
Tronquet, Jacques
Vanuatu

Organising Committee for the Olympic Football Tournaments Beijing 2008

Chairman
Hayatou, Issa
Cameroon

Deputy Chairman
Chung, Mong Joon, Dr
Korea Republic

Members
Warner, Jack A.
Trinidad and Tobago
Villar Llona, Ángel María
Spain
D'Hooghe, Michel, Dr
Belgium
Leoz, Nicolás, Dr
Paraguay
Mayer-Vorfelder, Gerhard
Germany
Platini, Michel
France
Schmidt, Horst R.
Germany
Beckenbauer, Franz
Germany
Schmidt, Horst R.
Germany

KOREA/JAPAN 2002

Chung, Mong Joon, Dr
Korea Republic
Okano, Shun-Ichiro
Japan

GERMANY 2006

Beckenbauer, Franz
President
Schmidt, Horst R.
Executive Vice-President

SOUTH AFRICA 2010

Khoza, Irvin
President
Jordaan, Danny
CEO

SOUTH AFRICA 2009 to be confirmed

Shaddad, Kamal, Dr
Sudan
Abete, Giancarlo, Dr
Italy
Al-Failakawi, Mohammad
Kuwait
De Giacomi, Carlos
Argentina



Joseph S. Blatter



Julio H. Grondona



David H. Will



Lennart Johansson



Issa Hayatou



Dr Mong Joon Chung



Jack A. Warner



Ángel María Villar Llona

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FIFA Committees

Espelund, Karen
Norway

Lefkaritis, Marios
Cyprus

Camacho-Kortman, Yolanda
Costa Rica

Temarii, Reynald
Tahiti

Nsekera, Lydia
Burundi

Theune-Meyer, Tina
Germany

BEIJING 2008

Zhang, Jilong
China PR

Organising Committee for the FIFA U-20 World Cup

Chairman
Warner, Jack A.
Trinidad and Tobago

Deputy Chairman
Erzik, Senes
Turkey

Members
Anouma, Jacques
Côte d'Ivoire

Deluca, Eduardo
Argentina

Kreh, Heinz-Herbert
Germany

Fahmy, Mustapha
Egypt

Contiguglia, Robert, Dr
USA

Magnusson, Eggert
Iceland

Al-Mohannadi, Saud
Qatar

Brook, Hamad
United Arab Emirates

Harmon, Lee
Cook Islands

Ariiotima, Henri Thierry
Tahiti

Teixeira, Marco Antonio
Brazil

Special Guest
Aloulou, Slim
Tunisia

CANADA 2007
Linford, Colin
Canada

Organising Committee for the FIFA U-17 World Cup

Chairman
Warner, Jack A.
Trinidad and Tobago

Deputy Chairman
Ogura, Junji
Japan

Members
James, Anthony
Jamaica

Bozoky, Imre, Dr
Hungary

Haydar, Hachem
Lebanon

Patel, Suketu
Seychelles

Al Raisi, Fahad
Oman

Asfura, Alfredo
Chile

Theodoridis, Theodore
Greece

Hämäläinen, Pekka
Finland

Abbas, Moulay Mohamed
Mauritania

Numanga, Jake
Cook Islands

Reimann, Kurt
Papua New Guinea

Delfino, Nicolas, Dr
Peru

KOREA REPUBLIC 2007
Kim, Dong Dae
Korea Republic

Committee for Women's Football and the FIFA Women's World Cup

Chairman
Makudi, Worawi
Thailand

Deputy Chairman
D'Hooghe, Michel, Dr
Belgium

Members
Adamu, Amos, Dr
Nigeria

Ratzeburg, Hannelore
Germany

Osuna, Romer
Bolivia

El Hawary, Sahar
Egypt

Loisel, Elisabeth
France

Al-Hitmi, Aneesa, Dr
Qatar

Helland, Janine
Canada

Carter, Cathy
USA

Cox, Michele
New Zealand

Fusimalohi, Selina, Dr
Tonga

Lu, Tracy
China PR

Smidt Nielsen, Lone
Denmark

Simmons, Kelly
England

Simoes, René
Brazil

CHINA PR 2007
Zhang, Jianqiang
China PR

Organising Committee for the FIFA U-20 and U-17 Women's World Cups

Chairman
Blazer, Chuck
USA

Deputy Chairman
Makudi, Worawi
Thailand

Members
Sbardella, Marina
Italy

Stoicescu, Liana
Romania

Ramos, Cristina
Philippines

Solia, Tilomai
Samoa

Waller, Carol
New Zealand

Domanski-Lyfors, Marika
Sweden

Sierra, Celina
Colombia

Heinrichs, April
USA

Omidiran, Ayo
Nigeria

Sissi
Brazil

Ullrich, Heike
Germany

U-20 CHILE 2008
to be determined

U-17 NEW ZEALAND 2008
Seatter, Graham
New Zealand

Futsal and Beach Soccer Committee

Chairman
Teixeira, Ricardo Terra
Brazil

Deputy Chairman
Sasso Sasso, Isaac David
Costa Rica

Members
Ogura, Junji
Japan

Van der Hulst, Tom
Netherlands

Melo Filho, Alvaro
Brazil

Fousek, Petr
Czech Republic

Klass, Colin
Guyana

Williams, Anthony
Nigeria

Tinoco, Rafael
Guatemala

Batangtaris, Wendy
Indonesia

Vilar, Alberto
Spain

King Lai, Richard
Guam

Cusco, Joan
Spain

Davio, Vairani
Tahiti

Zaher, Samir
Egypt

Maltock, Lambert
Vanuatu

Organising Committee for the FIFA Club World Cup

Chairman
Koloskov, Viacheslav, Dr
Russia

Deputy Chairman
Teixeira, Ricardo Terra
Brazil

Members
Chiboub, Slim
Tunisia

Gulati, Sunil
USA

De la Torre Bouvet, José Alberto
Mexico

Indriksons, Guntis
Latvia

Kawabuchi, Saburo
Japan

McGinn, John
Scotland

Burgess, Mark
New Zealand

Al-Sheikh, Talal
Saudi Arabia

Pinto da Costa, Jorge
Portugal

Aouzal, Mohamed
Morocco

Aguilar, José Maria
Argentina

OBSERVER
Takahashi, Haruyuki
Japan

Referees Committee

Chairman
Villar Llona, Ángel María
Spain

Deputy Chairman
Teixeira, Ricardo Terra
Brazil

Members
Makudi, Worawi
Thailand

Austin, Lisle
Barbados

Jassim, Ahmed
Bahrain

Lacarne, Belaïd
Algeria

Maciel, Carlos
Paraguay

Ortiz, José Carlos
El Salvador

Puhl, Sandor
Hungary

Romo, Jorge
Argentina

Sene, Badara
Senegal

Van der Ende, Mario
Netherlands

Wallace, Kenneth
New Zealand

Raveino, Massimo
Tahiti

Technical and Development Committee

Chairman
Platini, Michel
France

Deputy Chairman
Diakite, Amadou
Mali

Members
Roxburgh, Andy
Scotland

Curkovic, Ivan
Serbia and Montenegro

Howard, Dick
Canada

Onigbinde, Adegboye, Chief
Nigeria

Akramov, Rustam
Uzbekistan

Bilardo, Carlos
Argentina

Braithwaite, Richard
Trinidad and Tobago

Iordanescu, Anghel
Romania

Maturana, Francisco
Colombia

Rutemoeller, Erich
Germany

Cho, Young Jeung
Korea Republic

Blanc, Laurent (FIFPro)
France

Beliveau, Sylvie
Canada

Pauw, Vera
Netherlands

Bwalya, Kalusha
Zambia

Morris, John
New Zealand

Paille, Michel
Tahiti

Mutko, Vitaliy
Russia

Sports Medical Committee

Chairman
D'Hooghe, Michel, Dr
Belgium

Deputy Chairman
Diakité, Amadou
Mali

Members
Peterson, Lars, Prof.
Sweden

O'Hata, Nozomu, Prof.
Japan

Dvorak, Jiri, Prof.
Switzerland

Gittens, Rudy, Dr
Canada

Zerguini, Abdelmadjid
Algeria

Madero, Raúl, Dr
Argentina

Graf-Baumann, Toni, Prof.
Germany

Toledo, Lidio, Dr
Brazil

Yoon, Young Sul, Dr
Korea Republic

Abdel-Rahman, Hosny, Prof.
Egypt

Babwah, Terence, Dr
Trinidad and Tobago

Singh, Gurcharan, Dr
Malaysia

Edwards, Tony, Dr
New Zealand



Dr Michel D'Hooghe | Isaac David Sasso Sasso | Ricardo Terra Teixeira | Mohamed bin Hammam | Senes Erzik | Chuck Blazer | Worawi Makudi | Dr Nicolás Leoz | Amadou Diakité

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FIFA Committees

Players' Status Committee	Legal Committee	Committee for Fair Play and Social Responsibility	Media Committee	Associations Committee	Football Committee	Strategic Studies Committee	Marketing and Television Advisory Board	
<p>Chairman Mayer-Vorfelder, Gerhard <i>Germany</i></p> <p>Deputy Chairman Blazer, Chuck <i>USA</i></p> <p>Members Bin Hammam, Mohamed <i>Qatar</i></p> <p>Aloulou, Slim <i>Tunisia</i></p> <p>Mifsud, Joseph, Dr <i>Malta</i></p> <p>Padron Morales, Juan <i>Spain</i></p> <p>Chiriboga, Luis <i>Ecuador</i></p> <p>Fernando, V. Manilal <i>Sri Lanka</i></p> <p>Nicholas, Tai <i>Cook Islands</i></p>	<p>Chairman Will, David H. <i>Scotland</i></p> <p>Deputy Chairman Villar Llona, Ángel María <i>Spain</i></p> <p>Members Quintana, Javier <i>Peru</i></p> <p>Sahu Khan, Muhammad, Dr <i>Fiji</i></p> <p>Dasmunsi, Priya Ranjan <i>India</i></p> <p>Gallavotti, Mario <i>Italy</i></p> <p>Sanchez, Reinaldo <i>Chile</i></p> <p>Ben Ammar, Hamouda <i>Tunisia</i></p> <p>Collins, John <i>USA</i></p> <p>Tupou, Tevita <i>Tonga</i></p> <p>Barwick, Brian <i>England</i></p>	<p>Chairman Erzik, Senes <i>Turkey</i></p> <p>Deputy Chairman Bin Hammam, Mohamed <i>Qatar</i></p> <p>Members Bouchamaoui, Tarek <i>Tunisia</i></p> <p>Corbo, José Luis Dr. <i>Uruguay</i></p> <p>Al-Haded, Nedal <i>Jordan</i></p> <p>Omdal, Per Ravn <i>Norway</i></p> <p>Rothenberg, Alan <i>USA</i></p> <p>Sexwale, Tokyo <i>South Africa</i></p> <p>Kidu, Carol <i>Papua New Guinea</i></p> <p>Erel, Jacob <i>UEFA</i></p> <p>Figueredo Britez, Francisco <i>CONMEBOL</i></p> <p>Guillemont, Frédéric <i>OFC</i></p> <p>Hughes, Jason <i>CONCACAF</i></p> <p>Mostafa, Karam <i>CAF</i></p> <p>Samuel, Paul Mony, Dato' <i>AFC</i></p>	<p>Chairman Mayer-Vorfelder, Gerhard <i>Germany</i></p> <p>Deputy Chairman Fusimalohi, 'Ahongalu <i>Tonga</i></p> <p>Members Michels, Mick <i>Belgium</i></p> <p>Perez Arias, Jorge <i>Spain</i></p> <p>Maradas, Emmanuel <i>Chad</i></p> <p>Hussain, Mohammed Saeed <i>Iraq</i></p> <p>Dickens, Les <i>Ecuador</i></p> <p>Kassabov, Michail <i>Bulgaria</i></p> <p>Cañedo White, Guillermo <i>Mexico</i></p> <p>Merlo, Gianni (AIPS) <i>Italy</i></p> <p>Stenger, Harald <i>Germany</i></p> <p>Habuba, Suleimanu <i>Nigeria</i></p> <p>Siegler, Mark <i>FIFA</i></p> <p>Aliyev, Rakhat, Dr <i>(Co-opted)</i> <i>Kazakhstan</i></p>	<p>Chairman Koloskov, Viacheslav, Dr <i>Russia</i></p> <p>Deputy Chairman Chiboub, Slim <i>Tunisia</i></p> <p>Members Surkis, Grigoriy <i>Ukraine</i></p> <p>Figueredo, Eugenio <i>Uruguay</i></p> <p>Harrison, Oscar <i>Paraguay</i></p> <p>Hernandez, Luis <i>Cuba</i></p> <p>Kayizari, Cesar <i>Rwanda</i></p> <p>Raouraoua, Mohamed <i>Algeria</i></p> <p>Zavrl, Rudi <i>Slovenia</i></p> <p>Zloczower, Ralph <i>Switzerland</i></p>	<p>Dadgan, Mohammad, Dr <i>Iran</i></p> <p>Callejas, Rafael <i>Honduras</i></p> <p>Fournier, Claude <i>New Caledonia</i></p> <p>Madail, Gilberto, Dr <i>Portugal</i></p> <p>Lowy, Frank <i>Australia</i></p> <p>Escalettes, Jean-Pierre <i>France</i></p> <p>Al-Khalili, Khalil Ahmed Hilal, Sheikh <i>Oman</i></p> <p>Hansen, Allan <i>Denmark</i></p> <p>Diakite, Seydou <i>Burkina Faso</i></p> <p>Jean-Bart, Yves Dr <i>Haiti</i></p> <p>Chung, David <i>Papua New Guinea</i></p>	<p>Chairman Villar Llona, Ángel María <i>Spain</i></p> <p>Deputy Chairman Platini, Michel <i>France</i></p> <p>Members Beckenbauer, Franz <i>Germany</i></p> <p>Charlton, Bobby, Sir <i>England</i></p> <p>Eusebio Da Silva Ferreira <i>Portugal</i></p> <p>Hagi, Gheorghe <i>Romania</i></p> <p>Hong, Myung Bo <i>Korea Republic</i></p> <p>Pelé, Edson Arantes do Nascimento <i>Brazil</i></p> <p>Perfumo, Roberto <i>Argentina</i></p> <p>Ramiz Wright, José <i>Brazil</i></p> <p>Rufer, Wynton <i>New Zealand</i></p> <p>Sanchez, Hugo <i>Mexico</i></p> <p>Weah, George <i>Liberia</i></p>	<p>The Strategic Studies Committee is composed of:</p> <p>FIFA President</p> <p>FIFA Senior Vice-President</p> <p>Confederations' Presidents</p> <p>FIFA General Secretary</p> <p>Confederations' General Secretaries</p>	<p>Chairman Grondona, Julio H. <i>Argentina</i></p> <p>Deputy Chairman Chiboub, Slim <i>Tunisia</i></p> <p>Members Blazer, Chuck <i>USA</i></p> <p>Ludwig, Alfred <i>Austria</i></p> <p>Bin Nasser, Saleh Ahmed, Dr <i>Saudi Arabia</i></p> <p>Hansen, Jim <i>Denmark</i></p> <p>Harvey, Ron <i>Australia</i></p> <p>Oliphant, Molefi <i>South Africa</i></p> <p>Huc, Olivier <i>France</i></p> <p>Lambert, Jacques <i>France</i></p> <p>Tenga, Leodgar <i>Tanzania</i></p>



Dr Viacheslav Koloskov Gerhard Mayer-Vorfelder Michel Platini 'Ahongalu Fusimalohi Junji Ogura Slim Chiboub Dr Amos Adamu Reynald Temarii Urs Linsi

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FIFA Committees

Goal Bureau	FIFA Club Task Force	CONMEBOL	FIFA Medical Assessment and Research Centre	Doping Control Sub-Committee	Disciplinary Committee	Appeal Committee	Ethics Committee	Dispute Resolution Chamber	Goal Development Officers
Chairman Bin Hammam, Mohamed <i>Qatar</i>	Chairman Chiboub, Slim <i>Tunisia</i>	Aguilar, José Maria (River Plate) <i>Argentina</i>	President D'Hooghe, Michel, Dr <i>Belgium</i>	President D'Hooghe, Michel, Dr <i>Belgium</i>	Chairman Mathier, Marcel, Me <i>Switzerland</i>	Chairman Salguero, Rafael <i>Guatemala</i>	Chairman Coe, Sebastian <i>England</i>	Chairman Aloulou, Slim <i>Tunisia</i>	Caballeros, Jose Mauricio <i>Guatemala</i>
Deputy Chairman Platini, Michel <i>France</i>	Deputy Chairman Teixeira, Ricardo Terra <i>Brazil</i>	Contursi, Mustafa (Palmeiras) <i>Brazil</i>	Chairman Dvorak, Jiri, Prof. <i>Switzerland</i>	Chairman Graf-Baumann, Toni, Prof. <i>Germany</i>	Deputy Chairman Al-Khalifa, Sheikh Salman Bin Ebrahim <i>Bahrain</i>	Deputy Chairman Vara de Rey, Fernando <i>Spain</i>	Deputy Chairman Damaseb, Petrus <i>Namibia</i>	Members Amoretty Souza, Paulo, Dr <i>Brazil</i>	Fernando, V. Manilal <i>Sri Lanka</i>
Members Coluna, Mario <i>Mozambique</i>	Members Sadhan Bose, Swapan (Mohan Bagan AC) <i>India</i>	UEFA Vuksich, Ivan (Auckland City FC) <i>New Zealand</i>	Members Peterson, Lars, Prof. <i>Sweden</i>	Members Dvorak, Jiri, Prof. <i>Switzerland</i>	Members Esquivel, Rafael <i>Venezuela</i>	Members Peña Gutierrez, Edgar <i>Bolivia</i>	Members Abossolo, Gabriel <i>Cameroon</i>	CLUB REPRESENTATIVES Diallo, Philippe <i>France</i>	Ismail, Taha, Dr <i>Egypt</i>
Temarii, Reynald <i>Tahiti</i>	AFC Fujiguchi, Mitsunori (Urawa Red Diamonds) <i>Japan</i>	UEFA Laporta, Joan (FC Barcelona) <i>Spain</i>	Graf-Baumann, Toni, Prof. Dr <i>Germany</i>	Peterson, Lars, Prof. <i>Sweden</i>	Boyce, Jim <i>Northern Ireland</i>	De Gaudio, Carlo <i>Italy</i>	Alvarado, Ariel <i>Panama</i>	Friend, Peter <i>Australia</i>	John, Windsor <i>Malaysia</i>
Burga, Manuel, Dr <i>Peru</i>	AFC Jenayah, Othman (Etoile Sportive du Sahel) <i>Tunisia</i>	UEFA Rummenigge, Karl-Heinz (Bayern Munich) <i>Germany</i>	Junge, Astrid, Dr <i>Germany</i>	Guillen Montenegro, Jorge, Dr <i>Spain</i>	Burrell, Horace <i>Jamaica</i>	Farrugia, John <i>Malta</i>	Bedoya Giraldo, Luís <i>Colombia</i>	Gallavotti, Mario <i>Italy</i>	Kablan, Sampon <i>Côte d'Ivoire</i>
Markovic, Vlatko <i>Croatia</i>	CAF Ouegnin, Roger (ASEC Mimosas) <i>Côte d'Ivoire</i>	UEFA Sheepshanks, David (Ipswich Town) <i>England</i>	Associate Members O'Hata, Nozomu, Prof. <i>Japan</i>	Saugy, Martial, Dr <i>Switzerland</i>	Lagrell, Lars-Ake <i>Sweden</i>	Ilesic, Marko <i>Slovenia</i>	Damiani, Juan Pedro <i>Uruguay</i>	Gazidis, Ivan <i>USA</i>	Mamelodi, Ashford <i>Botswana</i>
Varanavicius, Liutauras <i>Lithuania</i>	CONCACAF Gulati, Sunil (New England Revolution) <i>USA</i>	Linsi, Urs FIFA General Secretary	Gittens, Rudy, Dr <i>Canada</i>	Thapa, Ganesh <i>Nepal</i>	Peeters, Jan <i>Belgium</i>	Chimilio, Bertie, Dr <i>Belize</i>	Diob, Abdoulaye M. <i>Senegal</i>	Majavu, Zola <i>South Africa</i>	Kablan, Sampon <i>Côte d'Ivoire</i>
Groden, Richard <i>Trinidad and Tobago</i>		Olsson, Lars-Christer UEFA Chief Executive	Madero, Raúl, Dr <i>Argentina</i>	Hawit Banegas, Alfredo <i>Honduras</i>	Spaho, Mehmet <i>Bosnia-Herzegovina</i>	Gagatsis, Vassilis <i>Greece</i>	Haimes, Burton K. <i>USA</i>	Mecherara, Mohamed <i>Algeria</i>	Mayne-Nicholls, Harold <i>Chile</i>
Xie, Yalong <i>China PR</i>			Zerguini, Abdelmajid Yacine, Dr <i>Algeria</i>	Mussenden, Larry <i>Bermuda</i>	Thapa, Ganesh <i>Nepal</i>	Khek, Ravy <i>Cambodia</i>	Hirsch, Günter, Prof. <i>Germany</i>	Philips, Jean-Marie <i>Belgium</i>	Mayne-Nicholls, Harold <i>Chile</i>
			Fuller, Colin, Dr <i>England</i>	Sahu Khan, Muhammad, Dr <i>Fiji</i>	Thapa, Ganesh <i>Nepal</i>	Koutsokoumnis, Costakis <i>Cyprus</i>	Murray, Les <i>Australia</i>	Saleh Al Housani, Essa M. <i>United Arab Emirates</i>	Onguene Manga, Jean <i>Cameroon</i>
			Correspondence Members Roux, Constant-Antoine, Prof. <i>Côte d'Ivoire</i>	Menachem, Itzhak <i>Israel</i>	Hawit Banegas, Alfredo <i>Honduras</i>	Acosta Espinosa, Francisco <i>Ecuador</i>	Rocheteau, Dominique <i>France</i>	Straub, Wilfried <i>Germany</i>	Pasquier, Eva <i>Switzerland</i>
			Edwards, Tony, Dr <i>New Zealand</i>	Selemani, Omari <i>Congo DR</i>	Mussenden, Larry <i>Bermuda</i>	Koh, John <i>Singapore</i>	Spiess, Giangiorgio <i>Switzerland</i>	Turner, Glenn <i>New Zealand</i>	Taylor, Harold <i>Trinidad and Tobago</i>
			Mandelbaum, Bert, Dr <i>USA</i>	Ashley, Charles <i>Solomon Islands</i>	Sahu Khan, Muhammad, Dr <i>Fiji</i>	Lakshmanan, P. P. <i>India</i>	Suware, Roosje <i>Papua New Guinea</i>	Tchoukhri, Valeri <i>Russia</i>	Taylor, Harold <i>Trinidad and Tobago</i>
			Abdel-Rahman, Hosny, Prof. <i>Egypt</i>		Napout Barreto, Angel <i>Paraguay</i>	Crescentini, Giorgio <i>San Marino</i>	Tahir, Dali <i>Indonesia</i>	Turner, Glenn <i>New Zealand</i>	Taylor, Harold <i>Trinidad and Tobago</i>
			Chomiak, Jiri, Dr <i>Czech Republic</i>		Menachem, Itzhak <i>Israel</i>	Abu Rida, Hany <i>Egypt</i>	Torres, Robert <i>Guam</i>		
			Rosnovsky, Mark, Dr <i>Israel</i>		Selemani, Omari <i>Congo DR</i>	Parker, Allen <i>Cook Islands</i>			
					Ashley, Charles <i>Solomon Islands</i>	Ahmad <i>Madagascar</i>			
						Anjorin, Moucharafou <i>Benin</i>			

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FIFA Committee Meetings

2006	Place	Committee
31 March	Zurich	Referees Committee
1 June	Munich	Referees Committee
2 June	Munich	Internal Audit Committee
2 June	Munich	Strategic Studies Working Group
2 June	Munich	Board of Directors FIFA Marketing & TV AG
3 June	Munich	Finance Committee
3 June	Munich	Organising Committee for the FIFA World Cup™
4 June	Munich	Executive Committee (Part I)
5 June	Munich	Executive Committee (Part II)
7 June	Munich	Opening Ceremony of the 56 th FIFA Congress
8 June	Munich	56 th FIFA Congress
12 September	Zurich	Strategic Studies Working Group
13 September	Zurich	Organising Committee for the FIFA Club World Cup
13 September	Zurich	Futsal and Beach Soccer Committee
14 September	Zurich	Finance Committee
14 September	Zurich	Bureau 2006 FIFA World Cup Germany™
15 September	Zurich	Executive Committee
12 October	Bruges	Sports Medical Committee
13 October	Zurich	IFAB Annual Business Meeting
16 October	Zurich	Committee for Women's Football and the FIFA Women's World Cup
16 October	Zurich	Media Committee
17 October	Zurich	Organising Committee for the FIFA U-17 World Cup
17 October	Zurich	Organising Committee for the FIFA U-20 World Cup
17 October	Zurich	Players' Status Committee
18 October	Zurich	Associations Committee
23 October	Zurich	Referees Committee (Part I, Referees' Lists 2007)
23 October	Zurich	Ethics Committee
24 October	Zurich	Referees Committee (Part II)
24 October	Zurich	FIFA Club Task Force
3 December	Zurich	Goal Bureau and Tsunami Task Force
3 December	Zurich	Board of Directors FIFA Marketing & TV AG
4 December	Zurich	Finance Committee
4 December	Zurich	Strategic Studies Working Group
5 December	Zurich	Executive Committee (Part I)
6 December	Zurich	Executive Committee (Part II)

2007	Place	Committee
15 January	Zurich	Board of Directors FIFA Marketing & TV AG
30 January	Zurich	Referees Committee
30 January	Zurich	Organising Committee for the Olympic Football Tournaments
30 January	Zurich	Tsunami Task Force
31 January	Zurich	Associations Committee
1 February	Zurich	Players' Status Committee
2 February	Zurich	Committee for Women's Football and the FIFA Women's World Cup
2 February	Zurich	Organising Committee for the FIFA U-20 and U-17 Women's World Cups
27 February	Zurich	Internal Audit Committee
27 February	Zurich	Legal Committee
3 March	Manchester	IFAB Annual General Meeting
19 March	Zurich	Organising Committee for the FIFA U-20 World Cup
19 March	Zurich	Organising Committee for the FIFA U-17 World Cup
19 March	Zurich	Technical and Development Committee and Football Committee
20 March	Zurich	Board of Directors FIFA Marketing & TV AG
20 March	Zurich	Marketing and Television Advisory Board
20 March	Zurich	Sports Medical Committee
21 March	Zurich	Finance Committee
21 March	Zurich	Goal Bureau
22 March	Zurich	Executive Committee (Part I)
23 March	Zurich	Executive Committee (Part II)

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FIFA Committee Meetings

2007	Place	Planned Committee Meetings
25 May	Zurich	Internal Audit Committee
26 May	Zurich	Finance Committee
27 May	Zurich	Executive Committee
30 May	Zurich	Opening Ceremony of the 57 th FIFA Congress
31 May	Zurich	57 th FIFA Congress
28 August	Zurich	Futsal and Beach Soccer Committee
28 August	Zurich	Football Committee
28 August	Zurich	Board of Directors FIFA Marketing & TV AG
29 August	Zurich	Organising Committee for the FIFA Club World Cup
29 August	Zurich	Finance Committee
29 August	Zurich	Bureau 2010 FIFA World Cup South Africa™
30 August	Zurich	Executive Committee (Part I)
31 August	Zurich	Executive Committee (Part II)
24 October	Zurich	Referees Committee (Part I, Referees' Lists 2008)
25 October	Zurich	Referees Committee Part II
29 October	Zurich	Organising Committee for the Olympic Football Tournaments
29 October	Zurich	Organising Committee for the FIFA U-20 and U-17 Women's World Cups

2007	Place	Planned Committee Meetings
30 October	Zurich	Associations Committee
30 October	Zurich	Players' Status Committee
31 October	Zurich	Legal Committee
31 October	Zurich	Goal Bureau
1 November	Zurich	Technical and Development Committee
1 November	Zurich	FIFA Club Task Force
2 November	Zurich	Sports Medical Committee
19 November	Durban	Board of Directors FIFA Marketing & TV AG
20 November	Durban	Finance Committee
20 November	Durban	Organising Committee for the 2010 FIFA World Cup™
21 November	Durban	Executive Committee (Part I)
22 November	Durban	Executive Committee (Part II)

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Results



Source: FIFA.com

2006 FIFA World Cup Germany™

GROUP A Germany, Costa Rica, Poland, Ecuador

DATE	CITY	MATCH	RESULT
09.06.	Munich	Germany v. Costa Rica	4-2 (2-1)
09.06.	Gelsenkirchen	Poland v. Ecuador	0-2 (0-1)
14.06.	Dortmund	Germany v. Poland	1-0 (0-0)
15.06.	Hamburg	Ecuador v. Costa Rica	3-0 (1-0)
20.06.	Berlin	Ecuador v. Germany	0-3 (0-2)
20.06.	Hanover	Costa Rica v. Poland	1-2 (1-1)

RANKING

RANK	TEAM	P	W	D	L	POINTS
1	Germany	3	3	0	0	9
2	Ecuador	3	2	0	1	6
3	Poland	3	1	0	2	3
4	Costa Rica	3	0	0	3	0

GROUP B England, Paraguay, Trinidad & Tobago, Sweden

DATE	CITY	MATCH	RESULT
10.06.	Frankfurt	England v. Paraguay	1-0 (1-0)
10.06.	Dortmund	Trinidad & Tobago v. Sweden	0-0
15.06.	Nuremberg	England v. Trinidad & Tobago	2-0 (0-0)
15.06.	Berlin	Sweden v. Paraguay	1-0 (0-0)
20.06.	Cologne	Sweden v. England	2-2 (0-1)
20.06.	Kaiserslautern	Paraguay v. Trinidad & Tobago	2-0 (1-0)

RANKING

RANK	TEAM	P	W	D	L	POINTS
1	England	3	2	1	0	7
2	Sweden	3	1	2	0	5
3	Paraguay	3	1	0	2	3
4	Trinidad & Tobago	3	0	1	2	1

GROUP C Argentina, Côte d'Ivoire, Serbia & Montenegro, Netherlands

DATE	CITY	MATCH	RESULT
10.06.	Hamburg	Argentina v. Côte d'Ivoire	2-1 (2-0)
11.06.	Leipzig	Serbia & Montenegro v. Netherlands	0-1 (0-1)
16.06.	Gelsenkirchen	Argentina v. Serbia & Montenegro	6-0 (3-0)
16.06.	Stuttgart	Netherlands v. Côte d'Ivoire	2-1 (2-1)
21.06.	Frankfurt	Netherlands v. Argentina	0-0
21.06.	Munich	Côte d'Ivoire v. Serbia & Montenegro	3-2 (1-2)

RANKING

RANK	TEAM	P	W	D	L	POINTS
1	Argentina	3	2	1	0	7
2	Netherlands	3	2	1	0	7
3	Côte d'Ivoire	3	1	0	2	3
4	Serbia & Montenegro	3	0	0	3	0

GROUP D Mexico, Iran, Angola, Portugal

DATE	CITY	MATCH	RESULT
11.06.	Nuremberg	Mexico v. Iran	3-1 (1-1)
11.06.	Cologne	Angola v. Portugal	0-1 (0-1)
16.06.	Hanover	Mexico v. Angola	0-0
17.06.	Frankfurt	Portugal v. Iran	2-0 (0-0)
21.06.	Gelsenkirchen	Portugal v. Mexico	2-1 (2-1)
21.06.	Leipzig	Iran v. Angola	1-1 (0-0)

RANKING

RANK	TEAM	P	W	D	L	POINTS
1	Portugal	3	3	0	0	9
2	Mexico	3	1	1	1	4
3	Angola	3	0	2	1	2
4	Iran	3	0	1	2	1

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Results

Source: FIFA.com

2006 FIFA World Cup Germany™

GROUP E Italy, Ghana, USA, Czech Republic

DATE	CITY	MATCH	RESULT
12.06.	Hanover	Italy v. Ghana	2-0 (1-0)
12.06.	Gelsenkirchen	USA v. Czech Republic	0-3 (0-2)
17.06.	Kaiserslautern	Italy v. USA	1-1 (1-0)
17.06.	Cologne	Czech Republic v. Ghana	0-2 (0-1)
22.06.	Hamburg	Czech Republic v. Italy	0-2 (0-1)
22.06.	Nuremberg	Ghana v. USA	2-1 (2-1)

RANKING

RANK	TEAM	P	W	D	L	POINTS
1	Italy	3	2	1	0	7
2	Ghana	3	2	0	1	6
3	Czech Republic	3	1	0	2	3
4	USA	3	0	1	2	1

GROUP F Brazil, Croatia, Australia, Japan

DATE	CITY	MATCH	RESULT
13.06.	Berlin	Brazil v. Croatia	1-0 (1-0)
12.06.	Kaiserslautern	Australia v. Japan	3-1 (0-1)
18.06.	Munich	Brazil v. Australia	2-0 (0-0)
18.06.	Nuremberg	Japan v. Croatia	0-0
22.06.	Dortmund	Japan v. Brazil	1-4 (1-1)
22.06.	Stuttgart	Croatia v. Australia	2-2 (1-1)

RANKING

RANK	TEAM	P	W	D	L	POINTS
1	Brazil	3	3	0	0	9
2	Australia	3	1	1	1	4
3	Croatia	3	0	2	1	2
4	Japan	3	0	1	2	1

GROUP G France, Switzerland, Korea Republic, Togo

DATE	CITY	MATCH	RESULT
13.06.	Stuttgart	France v. Switzerland	0-0
13.06.	Frankfurt	Korea Republic v. Togo	2-1 (0-1)
18.06.	Leipzig	France v. Korea Republic	1-1 (1-0)
19.06.	Dortmund	Togo v. Switzerland	0-2 (0-1)
23.06.	Cologne	Togo v. France	0-2 (0-0)
23.06.	Hanover	Switzerland v. Korea Republic	2-0 (1-0)

RANKING

RANK	TEAM	P	W	D	L	POINTS
1	Switzerland	3	2	1	0	7
2	France	3	1	2	0	5
3	Korea Republic	3	1	1	1	4
4	Togo	3	0	0	3	0

GROUP H Spain, Ukraine, Tunisia, Saudi Arabia

DATE	CITY	MATCH	RESULT
14.06.	Leipzig	Spain v. Ukraine	4-0 (2-0)
14.06.	Munich	Tunisia v. Saudi Arabia	2-2 (1-0)
19.06.	Stuttgart	Spain v. Tunisia	3-1 (0-1)
19.06.	Hamburg	Saudi Arabia v. Ukraine	0-4 (0-2)
23.06.	Kaiserslautern	Saudi Arabia v. Spain	0-1 (0-1)
23.06.	Berlin	Ukraine v. Tunisia	1-0 (0-0)

RANKING

RANK	TEAM	P	W	D	L	POINTS
1	Spain	3	3	0	0	9
2	Ukraine	3	2	0	1	6
3	Tunisia	3	0	1	2	1
4	Saudi Arabia	3	0	1	2	1

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Source: FIFA.com

2006 FIFA World Cup Germany™

ROUND OF 16

DATE	CITY	MATCH	RESULT
24.06.	Munich	Germany v. Sweden	2-0 (2-0)
24.06.	Leipzig	Argentina v. Mexico	2-1 aet (1-1, 1-1)
25.06.	Stuttgart	England v. Ecuador	1-0 (0-0)
25.06.	Nuremberg	Portugal v. Netherlands	1-0 (1-0)
26.06.	Kaiserslautern	Italy v. Australia	1-0 (0-0)
26.06.	Cologne	Switzerland v. Ukraine	0-0 aet, 0-3 on pens
27.06.	Dortmund	Brazil v. Ghana	3-0 (2-0)
27.06.	Hanover	Spain v. France	1-3 (1-1)

QUARTER-FINALS

DATE	CITY	MATCH	RESULT
30.06.	Berlin	Germany v. Argentina	1-1 aet (1-1, 0-0) 4-2 on pens
30.06.	Hamburg	Italy v. Ukraine	3-0 (1-0)
01.07.	Gelsenkirchen	England v. Portugal	0-0 aet, 1-3 on pens
01.07.	Frankfurt	Brazil v. France	0-1 (0-0)

SEMI-FINALS

DATE	CITY	MATCH	RESULT
04.07.	Dortmund	Germany v. Italy	0-2 aet
05.07.	Munich	Portugal v. France	0-1 (0-1)

MATCH FOR THIRD PLACE

DATE	CITY	MATCH	RESULT
08.07.	Stuttgart	Germany v. Portugal	3-1 (0-0)

FINAL

DATE	CITY	MATCH	RESULT
09.07.	Berlin	Italy v. France	1-1 aet (1-1, 1-1) 5-3 on pens

FINAL RANKING

1	Italy
2	France
3	Germany
4	Portugal
5	Brazil
6	Argentina
7	England
8	Ukraine
9	Spain
10	Switzerland
11	Netherlands
12	Ecuador
13	Ghana
14	Sweden
15	Mexico
16	Australia
17	Korea Republic
18	Paraguay
19	Côte d'Ivoire
20	Czech Republic
21	Poland
22	Croatia
23	Angola
24	Tunisia
25	Iran
25	USA
27	Trinidad & Tobago
28	Japan
28	Saudi Arabia
30	Togo
31	Costa Rica
32	Serbia & Montenegro

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Source: FIFA.com



FIFA U-20 Women's World Championship Russia 2006

GROUP A

DATE	MATCH	RESULT
17.8.	New Zealand v. Australia	0-3 (0-1)
17.8.	Russia v. Brazil	0-0
20.8.	Brazil v. Australia	2-0 (1-0)
20.8.	Russia v. New Zealand	3-2 (2-0)
23.8.	Australia v. Russia	1-1 (0-0)
23.8.	Brazil v. New Zealand	0-0

RANKING

RANK	TEAM	P	W	D	L	GD	POINTS
1	Brazil	3	1	2	0	2-0	5
2	Russia	3	1	2	0	4-3	5
3	Australia	3	1	1	1	4-3	4
4	New Zealand	3	0	1	2	2-6	1

GROUP B

DATE	MATCH	RESULT
17.8.	China PR v. Finland	2-1 (1-1)
17.8.	Nigeria v. Canada	3-2 (1-1)
20.8.	Finland v. Canada	0-2 (0-1)
20.8.	China PR v. Nigeria	3-0 (2-0)
23.8.	Canada v. China PR	0-1 (0-0)
23.8.	Finland v. Nigeria	0-8 (0-4)

RANKING

RANK	TEAM	P	W	D	L	GD	POINTS
1	China PR	3	3	0	0	6-1	9
2	Nigeria	3	2	0	1	11-5	6
3	Canada	3	1	0	2	4-4	3
4	Finland	3	0	0	3	1-12	0

GROUP C

DATE	MATCH	RESULT
18.8.	Switzerland v. Mexico	2-4 (1-3)
18.8.	Korea DPR v. Germany	2-0 (1-0)
21.8.	Mexico v. Germany	1-9 (0-5)
21.8.	Switzerland v. Korea DPR	0-4 (0-1)
24.8.	Germany v. Switzerland	6-0 (3-0)
24.8.	Mexico v. Korea DPR	0-4 (0-3)

RANKING

RANK	TEAM	P	W	D	L	GD	POINTS
1	Korea DPR	3	3	0	0	10-0	9
2	Germany	3	2	0	1	15-3	6
3	Mexico	3	1	0	2	5-15	3
4	Switzerland	3	0	0	3	2-14	0

GROUP D

DATE	MATCH	RESULT
18.8.	Congo DR v. USA	1-2 (0-1)
18.8.	France v. Argentina	5-0 (2-0)
21.8.	USA v. Argentina	4-1 (2-0)
21.8.	Congo DR v. France	0-1 (0-1)
24.8.	Argentina v. Congo DR	4-0 (4-0)
24.8.	USA v. France	1-0 (0-0)

RANKING

RANK	TEAM	P	W	D	L	GD	POINTS
1	USA	3	3	0	0	7-2	9
2	France	3	2	0	1	6-1	6
3	Argentina	3	1	0	2	5-9	3
4	Congo DR	3	0	0	3	1-7	0

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FIFA U-20 Women's World Championship Russia 2006

QUARTER-FINALS

DATE	MATCH	RESULT
26.8.	Brazil v. Nigeria	2-1 (1-0)
26.8.	China PR v. Russia	4-0 (3-0)
27.8.	Korea DPR v. France	2-1 (0-0)
27.8.	USA v. Germany	4-1 (2-0)

SEMI-FINALS

DATE	MATCH	RESULT
31.8.	Brazil v. Korea DPR	0-1 (0-0)
31.8.	China PR v. USA	0-0 aet, 5-4 on pens

PLAY-OFF FOR THIRD PLACE

DATE	MATCH	RESULT
3.9.	Brazil v. USA	0-0, 6-5 on pens

FINAL

DATE	MATCH	RESULT
3.9.	Korea DPR v. China PR	5-0 (3-0)

FIFA Beach Soccer World Cup Rio de Janeiro 2006

GROUP A

DATE	MATCH	RESULT
3.11.	USA v. Japan	4-8
3.11.	Brazil v. Poland	9-2
5.11.	Brazil v. Japan	10-2
5.11.	Poland v. USA	2-4
7.11.	Brazil v. USA	10-6
7.11.	Poland v. Japan	8-5

RANKING

RANK	TEAM	P	W	L	GD	POINTS
1	Brazil	3	3	0	29-10	9
2	Japan	3	1	2	15-22	3
3	Poland	3	1	2	12-18	3
4	USA	3	1	2	14-20	3

GROUP B

DATE	MATCH	RESULT
3.11.	Canada v. Iran	6-6 (1-0 on pens)
3.11.	Spain v. France	4-7
5.11.	France v. Canada	8-1
5.11.	Iran v. Spain	1-6
7.11.	France v. Iran	6-3
7.11.	Spain v. Canada	0-4

RANKING

RANK	TEAM	P	W	L	GD	POINTS
1	France	3	3	0	21-8	9
2	Canada	3	2	1	11-14	5
3	Spain	3	1	2	10-12	3
4	Iran	3	0	3	10-18	0

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Source: FIFA.com

FIFA Beach Soccer World Cup Rio de Janeiro 2006

GROUP C

DATE	MATCH	RESULT
2.11.	Portugal v. Uruguay	5-4
2.11.	Solomon Islands v. Cameroon	5-2
4.11.	Uruguay v. Solomon Islands	10-5
4.11.	Cameroon v. Portugal	3-10
6.11.	Cameroon v. Uruguay	3-3 (1-0 on pens)
6.11.	Solomon Islands v. Portugal	2-14

RANKING

RANK	TEAM	P	W	L	GD	POINTS
1	Portugal	3	3	0	29-9	9
2	Uruguay	3	1	2	17-13	3
3	Solomon Islands	3	1	2	12-26	3
4	Cameroon	3	1	2	8-18	2

GROUP D

DATE	MATCH	RESULT
2.11.	Argentina v. Nigeria	5-4
2.11.	Italy v. Bahrain	2-4
4.11.	Nigeria v. Italy	4-3
4.11.	Bahrain v. Argentina	1-2
6.11.	Bahrain v. Nigeria	5-5 (4-3 on pens)
6.11.	Italy v. Argentina	1-3

RANKING

RANK	TEAM	P	W	L	GD	POINTS
1	Argentina	3	3	0	10-6	9
2	Bahrain	3	2	1	10-9	5
3	Nigeria	3	1	2	13-13	3
4	Italy	3	0	3	6-11	0

QUARTER-FINALS

DATE	MATCH	RESULT
9.11.	France v. Japan	3-2
9.11.	Brazil v. Canada	12-1
9.11.	Portugal v. Bahrain	6-2
9.11.	Argentina v. Uruguay	1-2

SEMI-FINALS

DATE	MATCH	RESULT
11.11.	France v. Uruguay	2-2 (0-1 on pens)
11.11.	Brazil v. Portugal	7-4

PLAY-OFF FOR THIRD PLACE

DATE	MATCH	RESULT
12.11.	France v. Portugal	6-4

FINAL

DATE	MATCH	RESULT
12.11.	Uruguay v. Brazil	1-4

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Source: FIFA.com



FIFA Club World Cup Japan 2006

QUARTER-FINALS

DATE	CITY	MATCH	RESULT
10.12.	Toyota	Auckland City v. Al Ahly	0-2 (0-0)
11.12.	Tokyo	Jeonbuk Hyundai Motors v. Club America	0-1 (0-0)

SEMI-FINALS

DATE	CITY	MATCH	RESULT
13.12.	Tokyo	Al Ahly v. Internacional	1-2 (0-1)
14.12.	Yokohama	Club America v. Barcelona	0-4 (0-2)

PLAY-OFF FOR FIFTH PLACE

DATE	CITY	MATCH	RESULT
15.12.	Tokyo	Auckland City v. Jeonbuk Hyundai Motors	0-3 (0-2)

PLAY-OFF FOR THIRD PLACE

DATE	CITY	MATCH	RESULT
17.12.	Yokohama	Al Ahly v. Club America	2-1 (1-0)

FINAL

DATE	CITY	MATCH	RESULT
17.12.	Yokohama	Internacional v. Barcelona	1-0 (0-0)

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Obituaries

Giacinto Facchetti


“**WE HAVE ALL** lost a true friend with Giacinto’s passing,” said FIFA President Joseph S. Blatter in his praise of a person who was a living legend and a gentleman footballer. A world-class defender and outstanding football official, Facchetti died of a serious illness on 4 September 2006. His contribution to football as a member of the FIFA Football Committee and a FIFA Ambassador against Racism was equally invaluable.

When Ferenc Puskas, one of the all-time greats and a holder of the FIFA Order of Merit, died in his homeland on 17

Ferenc Puskas


November 2006, Hungary lost a national hero. Dubbed “the galloping major” because of the status he enjoyed back home and his distinctive running style, he was a true aesthete of the game and a veritable magician with the ball. In his letter of condolence, FIFA President Blatter said that the football world would “reflect nostalgically on Ferenc Puskas’s talent and warm-heartedness.”

The football family is mourning the passing of these two friends as well as many other well-known recently departed. •

JIMMY JOHNSTONE
SCOTLAND
 Former international player

TELE SANTANA
BRAZIL
 Former national coach
 Participated in the 1982 and 1986 World Cups

DAMIEN KNABBen
BELGIUM
 Coach of national futsal team

THÉODORE SZKUDLAPSKI
FRANCE
 Former international player

BRIAN LABONE
ENGLAND
 Former international player,
 played in the 1970 FIFA World Cup™

GEORGES STUBER
SWITZERLAND
 Former international player,
 played in the 1950 FIFA World Cup™

KAZIMIERZ GORSKI
POLAND
 Former national coach
 Olympic Football Tournament winner
 in 1972
 Third place at the 1974 FIFA World Cup™

HRH TAUFU’AHU TUPOU IV
TONGA
 Patron of the Tonga Football Association

PAULO GODOY
BRAZIL
 Former member/secretary of the FIFA
 Legal Committee

LUCIEN SCHMIDLIN
SWITZERLAND
 Former member of the FIFA Technical
 Committee

OSCAR MIGUEZ
URUGUAY
 Former international player,
 world champion in 1950

FERENC SZUSZA
HUNGARY
 Former international player

SERVAAS FAAS WILKES
NETHERLANDS
 Former international player

PASCAL AKA MIÉZAN
COTE D’IVOIRE
 Former international player

MOHAMED ABDELWAHAB
EGYPT
 Former international player

OLE BJÖRNMOSE
DENMARK
 Former international player

DR HENRY FOK
HONG KONG
 Former member of the FIFA Executive
 Committee (1978-1996)
 Honorary FIFA member, holder of the
 FIFA Order of Merit

MIROSLAV BROZOVIC
BOSNIA-HERZEGOVINA
 Former international player (Yugoslavia)
 Olympic Football Tournament runner-up
 in 1948

PIETRO RAVA
ITALY
 Former international player,
 world champion in 1934

EUGÈNE NJO LÉA
CAMEROON
 Former international player

ALBERTO SPENCER
ECUADOR
 Former international player

GLENN MYERNICK
USA
 Assistant national coach at the
 2006 FIFA World Cup™

ERIC WORTHINGTON
AUSTRALIA
 Former national coach, FIFA instructor

LÉON WALKER
SWITZERLAND
 Former national coach, FIFA instructor

JEANNE MARIE OSSEY
GABON
 Pioneer of women’s football

KUEDZA IGNATIUS
NCHENGWA
BOTSWANA
 Former FIFA referee

NABI ABI CHEDID
BRAZIL
 Long-serving member of the Brazilian
 football association (CBF) and the
 CONMEBOL executive committee

EFSTRATIOS
PAPAEFSTRATIOU
GREECE
 Football administrator

MAX MERKEL
AUSTRIA
 Former international and legendary
 coach

ABDULLAH AL-DABAL
SAUDI ARABIA
 Former member of the FIFA Executive
 Committee (1986-2002) and the
 Organising Committee for the FIFA
 World Cup™

WERNER HACKMANN
GERMANY
 President of the German football league

SAMPSON EMEKA
OMERUAH
NIGERIA
 Former association president
 and minister of sport

JUDGE KEBBA MBAYE
SENEGAL
 President of the Court of Arbitration for
 Sport, honorary IOC member

SIEGFRIED HONGA
CAMEROON
 FIFA/CAF instructor

ELIANE CREMONA
LUXEMBOURG
 Former association general secretary,
 former member of the FIFA Protocol
 Committee

BLAGOJE VIDINIC
SERBIA
 Former international player (Yugoslavia)
 Runner-up with Yugoslavia at the
 Olympic Football Tournament in 1956
 Winner with Yugoslavia at the Olympic
 Football Tournament in 1960

SERGIO IBARRA ALCAINO
CHILE
 U-17 international player

IHAB KAREEM,
MOHAMMED HAMID,
MOHAMMED MISHAAN
IRAQ
 Players, victims of attacks

DAVID VANOLE
USA
 Member of the USA squad at the 1990
 FIFA World Cup™ and the Olympic
 Football Tournament in 1988

JOSÉ CARLOS BAUER
BRAZIL
 Former international player,
 played in the 1950 FIFA World Cup™

SOMPHEME PHOMMAKOUN
LAOS
 FIFA referee since 2004

RENÉ MATHIEU
SWITZERLAND
 Former FIFA referee and
 FIFA instructor

GEORG BUSCHNER
GERMANY
 Former national coach of GDR,
 participated in the 1974 FIFA World Cup™
 Olympic Football Tournament winner
 in 1976

LAMAR HUNT
USA
 Football pioneer and investor

FILIPPO RACITI
ITALY
 Policeman, killed by hooligans after an
 Italian league match

MIRO LJUB RAJIC
SERBIA
 General Secretary

MICHEL JACOBS
VANUATU
 Vice-president

RENÉ HÜSSY
SWITZERLAND
 Former national coach,
 FIFA instructor and member
 of various committees



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