



Activity Report

April 2002–March 2004

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**54th Ordinary FIFA Congress
Paris 2004**

ACTIVITY REPORT

April 2002–March 2004

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THE OLD AND THE NEW

Dear members of the international football family,
I have been serving FIFA and especially football for nigh on thirty years now. In doing so, I have always tried to safeguard and promote the ideals of our organisation and our sport. I have always been guided by the principles of respect and reverence towards others (including opponents), of discipline and tireless commitment – qualities that have given me the energy to tackle each day anew and that not even my harshest critic would deny me.

The very foundations of FIFA - in other words the member associations – applauded these qualities at the hard-fought election in Seoul on 29 May 2002. Almost two years have passed since that time in spring 2002 when my opponents accused me of blunders, negligence or even more serious offences. The Congress delegates, however, refused to believe these reproaches and applauded the fact that I live for football and inject every ounce of my being into it.

I started off as a player, became a coach, administrator and then General Secretary of FIFA. Now I am the President of FIFA and still act as football's premier development officer because I have discovered over the years how beneficial football can be – far beyond the pitch – in society, politics, business and culture. A Chinese saying has been my guiding star: "If you want to help a fellow man, do not hand him a fish, but rather teach him how to fish."

In 2004, FIFA will be celebrating one hundred years of existence. It can look back on an unparalleled success story. The reasons for this are numerous. Visionaries such as Jules Rimet, the creator of the World Cup, and João Havelange, a businessman and sports diplomat, spurred FIFA on at crucial stages in its history. During these two periods, which alone spanned almost sixty years of FIFA history, FIFA always combined the old with the new and still does so today, both conservative and innovative, in an effort to safeguard and build on football's unrivalled standing and popularity.

One example of this was a decision passed by the International Football Association Board at its last meeting in London on 28 February 2004, a milestone in the history of football. Artificial turf, the result of years of research by high-tech companies, will be now be incorporated in the Laws of the Game as from July 2004. This option opens up huge vistas for countries that cannot maintain grass pitches owing to extreme weather or lack of funds and it represents a quantum leap for the future of our sport.

As a sportsman, I learned to celebrate victory and admit defeat and, what is more, to learn from the experience. The fact that all 204 associations attended the Extraordinary Congress in Doha in 2003 and unanimously accepted the new Statutes, FIFA's financial results for 1999–2002 as well as the prolongation of my presidential mandate until 2007 showed me that I learned the right lessons.

I wish to thank you all very sincerely for supporting me and for your willingness to help me realise my vision for football. I am truly proud to be celebrating FIFA's Centennial with you in the knowledge that our forefathers' legacy has been preserved and the foundation for an equally successful future has been laid.

Joseph S. Blatter



Photo: The Sunday Times

THE FIFA FAMILY

Fairy tales have always begun with the words “Once upon a time ...”, yet, while it may often seem like a fairy tale, the history of FIFA has an entirely concrete beginning. The seven founder members – representing France, Belgium, Switzerland, the Netherlands, Denmark, Sweden and Spain – clearly state in the founding documents that an international association named the “Fédération Internationale de Football Association” was established in Paris on 21 May 1904.

While there is no record of whether those present at 229, rue St-Honoré that day imagined in their wildest dreams the distinguished position that FIFA would occupy a century later, one objective that FIFA did have from the very outset was set down in article 2 of its constitution: FIFA would “regulate and develop international football and protect the interests of its members”.

FIFA is celebrating its Centennial in 2004. The original family of seven now has 204 members, with others on the verge of affiliation. The FIFA fairy tale lives on and is more compelling today than ever before.

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“Il est créé à Paris le 21 mai 1904
(vingt-et-un mai mil neuf cent quatre)
une Union Internationale sous
le nom de: Fédération Internationale
de Football Association.”

FIFA memorandum of association, 1904



Photo: Reuters

A RETURN TO HARMONY

True greatness is being able to cast aside any differences with opponents at the end of a hard-fought battle so that you can join them in the pursuit of shared goals. Such strength of character was shown by FIFA President Joseph S. Blatter at the Hilton Hotel in Seoul on 29 May 2002. After being lambasted in the preceding months more savagely than any FIFA President before him, Blatter's first reaction after his convincing re-election was to extend his hand to his rivals and to urge all the Congress delegates to help restore unity. The President's gesture was even more laudable given the fact that eleven members of the FIFA Executive Committee had initiated a legal investigation against him based on a file they submitted to the Swiss authorities on 13 May 2002. At the end of November, the prosecutors' office closed the investigation, confirming that the President had been cleared on all twelve points cited in the file and was fully exonerated. This finally brought an

end to a dirty game that had done untold, unnecessary damage to the game of football, FIFA as world football's governing body, and its President perhaps more than anyone else.

With his call for unity in the capital of the Korean Republic, however, the FIFA President laid the foundations for successful renewed collaboration between all bodies and individuals. At the same time, he promised to ensure a solid basis for FIFA's finances and to bring order to the administration of the governing body. He has delivered on all counts. In the two years since Seoul, FIFA has, under his guidance, salvaged its reputation as a harmonious family founded on cooperation and mutual trust.

This unity has been invaluable given the tasks that lay ahead after the successful 2002 FIFA World Cup™. In the second half of 2002, the debates of the executive and other standing committees focused on the mid- to long-term future of FIFA.

Please stand and join hands to show our solidarity.

FIFA President Joseph S. Blatter at the close of the 53rd Ordinary Congress in Seoul on 29 May 2002

The top priorities were the evaluation of findings from the 2002 FIFA World Cup™, the installation of a committee responsible for revising the Statutes, and the restructuring of the FIFA administration. By the end of 2002, the reorganisation of the general secretariat had been largely completed, with the official appointment of Urs Linsi as General Secretary and head of the administration, at which time, the process began for determining the host nation of the 2010 FIFA World Cup™ - the first to be held in Africa.

FIFA has silenced all those who had criticised its finances. While financial matters had been at the root of bitter altercations and sweeping accusations, levelled at the President in particular, at both Congresses in Seoul, the results for the 1999–2002 period presented at FIFA's first-ever financial media conference clearly showed that the federation's finances were in the rudest of health. Instead of the overall deficit of CHF 134 million that had originally been predicted in May 2002, the final result at the end of 2002 showed a surplus of CHF 115 million coupled with equity totalling CHF 151 million. Projections for the next World Cup cycle

(2003–2006) were just as positive. At the time of going to print, FIFA foresees a surplus in excess of CHF 185 million for the period.

With a strengthened organisation, image and finances, FIFA has successfully staged final tournaments of four of its competitions, which will be remembered for the great logistical challenges they posed (SARS, conflict in Iraq), a feast of goals, and the tears of joy – and also sadness – that they produced.

When the associations came together in the Qatari capital, Doha, 18 months after Seoul, the contrast to recent Congresses could not have been greater nor the atmosphere better. For the first time in the history of world football's governing body, the President proudly welcomed all 204 associations to a FIFA Congress. The event will be remembered for its solidarity and the unanimous decisions reached, most notably, the approval of the new Statutes, which extended the President's term in office by an extra year to 2007. All this was just reward for the huge step towards reconciliation that the President had made with his actions in Seoul.



Photo: FIFA / Fadi Al-Asaad



Photos: Action Images



Photos: Action Images



AN ANNIVERSARY BRIMFUL OF SURPRISES

“Make hay while the sun shines” is an adage especially close to FIFA’s heart in this landmark year of its history: 2004 has been dedicated to FIFA Centennial celebrations involving all the members of the international football family – both in Switzerland and in countless other nations around the world. London, Paris, Montevideo and Zurich are just a few of the venues earmarked for special festivities. It is hoped that celebrations of one form or another will be held in all four corners of the world this year to commemorate the FIFA Centennial and above all to recognise the positive qualities of the game.

“More than 250 guests accepted our invitation and joined us to celebrate FIFA’s 50th anniversary.”

FIFA General Secretary Kurt Gassmann in the official FIFA newsletter, September 1954.

Such a special birthday is always a good reason to look back at the past. Individuals, organisations, companies and states all have one thing in common – from the day they come into being, they not only start to write history, but also become part of history themselves. FIFA can look back on a history that has had an enduring influence on all humanity, transcending cultures and national borders. Hopefully, it will continue to have such a positive effect long into the future. The Centennial celebrations will reflect the history of our organisation, which has survived two World Wars and countless regional conflicts – primarily because it has successfully used football as a means to promote greater understanding between peoples without interfering in the world of politics. At the meeting of the International F.A. Board in London at the end of February, FIFA honoured the British pioneers of modern football and the founders of the Laws of the Game, whose simplicity is still evident today and serves as the backbone for football’s unrivalled popularity. In the days around 21 May, Paris will be the hub of the football world, with FIFA celebrating its

birthday with a Centennial Congress and two star-studded football matches at the Stade de France. During the course of the year, FIFA will be honouring personalities from the 204 member associations who have made a special contribution to the development of football in their homeland. The series of events and memorabilia, including commemorative stamps and coins, planned for 2004 is not intended only to mark FIFA’s birthday, but also to celebrate the story of how the most beautiful pastime in the world became one of its greatest obsessions, and thus provide an insight into how the game of football touches people like no other occupation by continually arousing new emotions.

This year’s celebrations will no doubt be attended by a few more than 250 guests. As Austrian writer, Eugen Roth, once wrote: “The world is not a football but, make no mistake about it, football contains a lot of world.” And the football family reflects every facet of it.



Photo: Press Association



Photo : Action Images



Photo : FIFA Archive

COMPLETE TRANSPARENCY

It is probably fair to say that no meeting in FIFA's history has seen such emotional and heated debates as the Extraordinary FIFA Congress in Seoul on 28 May 2002, when all the President's appeals for order and dignified discussion fell on deaf ears.

The main topic on the agenda was the world governing body's finances or, more specifically, how good or bad a state FIFA found itself in from a financial perspective. Dissidents had been painting a grim picture, alleging that FIFA was on the verge of bankruptcy due largely to the incumbent President and his style of management. The attacks that some Executive Committee members and close colleagues within FIFA had levelled at the President in the build-up to the Congresses and the election were without parallel in the history of the governing body and indeed the sporting world as a whole. The situation reached its lowest ebb in early May 2002 when FIFA General Secretary Michel Zen-Ruffinen made a string of scathing allegations against the

President. Those accusations ultimately led eleven members of the Executive Committee to lodge a complaint with the legal authorities in Zurich, which, despite being withdrawn after the election, was pursued by the prosecutors' office before being dismissed as unfounded at the end of 2002. The President and the Director of Finance & Services issued a comprehensive response to the attacks in the form of a 100-page report that explained FIFA's financial situation in unprecedented detail. One by one, the President covered each of the major challenges that FIFA had faced during the 1999–2002 period (Kirch bankruptcy, collapse of ISL, withdrawal of World Cup insurance) and successfully negotiated thanks to astute crisis management and cost-cutting measures. Due to the limited time available, not all of the associations that had requested to speak had actually been able to address the Congress. As a result, these matters, whether of a financial or a personal nature, could not be resolved until the Ordinary Congress on 29 May.



AN OVERWHELMING VOTE OF CONFIDENCE

Democracies are founded on majority decisions and the first-round majority by which President Joseph S. Blatter was re-elected for another four-year term at the helm of FIFA could hardly have been more impressive. He received 139 votes, his opponent Issa Hayatou – the CAF President and a FIFA vice-president – polled 56. Flying in the face of some predictions and to the great surprise of his opponents, Blatter had thus secured the statutory two-thirds majority without the need for a second round of voting.

During his election campaign, the incumbent President had maintained that he deserved to be re-elected for a second term because he had not yet completed his projects or fulfilled his goals. The association delegates at the Congress turned his wish into reality. The delegates rewarded the President with their votes not only for his ability to manage in a crisis but also for his enduring efforts to strengthen football at grass-roots level and to modernise its structure across the board.

The election brought the curtain down on the eight-hour Ordinary FIFA Congress in the capital of the Korean Republic, during which delegates from the associations and members of various FIFA committees had exhaustively and controversially discussed the state of FIFA and its finances. As a result of the disputes, the Congress decided that, in future, a financial report would be produced on an annual basis.

The emphatic result of the election put an end to a campaign that had hit the headlines worldwide, causing great damage to the image of FIFA and ineffably smearing the good name of the President. The complaint lodged by the 11 members of the FIFA Executive Committee hung over the President like the sword of Damocles. Six months later, the President was fully exonerated when the district attorney closed the investigation and cleared him of any wrongdoing.

The President began his second term under more favourable portents. He could count on a revised team that identified with him and his vision of football. The employment contract with the then General Secretary was annulled by mutual consent after the World Cup and the Executive Committee acquired a new profile following elections in the confederations.

Despite all the hostility, the FIFA President extended a hand of reconciliation to his opponents even before leaving the Congress Hall in Seoul, and made a pledge to restore peace and unity to the FIFA family. He has more than delivered on his words.



Photos: Reuters

AN OASIS OF HARMONY

The contrast could not have been greater nor the atmosphere better. Whereas recent FIFA Congresses had been scenes for heated discussions and bitter altercations, an atmosphere of trust and solidarity imbued the Extraordinary FIFA Congress in Doha (Qatar) on 19 October 2003. Or couched in graphic terms: after a long march through the desert of dispute, this decisive Congress for the future of FIFA was an oasis of harmony to which the global football family had returned.

This was the reassuring conclusion reached by the very person who had bent over backwards to reinstate prestige and fortitude at FIFA in the 16 months since his re-election in Seoul. For the first time in the history of world football's governing body, President Joseph S. Blatter proudly welcomed all 204 associations to a FIFA Congress. Seeing the entire football family united against the backdrop of a world quivering with minor and major conflicts was admirable proof of the crucial role football plays in increasing understanding among the people of the world.

In the build-up to the Congress, the FIFA President had welcomed dialogue based on the principles of transparency, cooperation and harmony. These preparations bore fruit. Without a second's hesitation, the delegates of the 197 associations that were entitled to vote officially raised their green voting cards after already accepting the new Statutes by acclamation. With typical humour, the President quipped that no one was showing him a red card and that the additional year granted to him at the helm of FIFA as a result of the postponement of the presidential election to 2007 was "a bonus but also extra responsibility". The

Photo: FIFA Archive



Photo: FIFA Archive

key reasons for extending the President's term by another year were to ensure that the elective Congress would no longer be held in the same year as the FIFA World Cup™ and to allow the incumbent President to see out each financial period to its conclusion. During the rest of the Congress, the delegates approved FIFA's financial statements for the 1999–2002 period as well as the budget for the

2003–2006 business cycle. The fact that the budgeted figures had improved yet again since the presentation at FIFA's first financial media conference in April 2003 was the laudable result of the organisation's prudent financial management. Doha underlined that FIFA was on the right tracks and could look forward to its Centennial as a united organisation with new Statutes and healthy finances.



Photo: FIFA / Fadi Al-Assad

A NEW CONSTITUTION AS A 100th BIRTHDAY PRESENT

When it was founded on 21 May 1904, FIFA also drafted its first set of Statutes, which provided strong foundations for protecting and promoting the values for which FIFA has stood over the last 100 years. The new FIFA Statutes embody the experience of several generations of members of the football family and reflect the traditions and image of FIFA. Countless developments in sport, society, finance and politics have since called for various amendments, such as, for instance, in 1990 when FIFA last subjected its Statutes to partial revision. Some ten years later, it was evident that further amendments were necessary to meet an ever-increasing number of challenges.

After the Executive Committee requested the Statutes be revised in late 2002, a committee of specialists under the chairmanship of Marcel Mathier (Switzerland) began to take stock of several principles. Rather than turning the constitution on its head, the committee decided to adapt and supplement the existing provisions carefully and meaningfully. Succinct and modern wording and a simple and flexible structure were other yardsticks that the experts applied. Some of the most important changes included a new formulation of FIFA's dual mission to improve the game and promote it globally, the creation of a code of ethics and the precise definition of the duties and responsibilities of the FIFA President as opposed to those of the Executive Committee and the General Secretary. Furthermore, the FIFA presidential election will now take place in the year after each FIFA World Cup™ finals, leading to an extension of the current President's mandate until 2007. The provisions governing eligibility to play for Association teams have also been relaxed, the Court of Arbitration for Sport (CAS) recognised as the official arbitration tribunal, while the need to harmonise the international match calendar has been recognised in a specific article.

From the word go, the ad-hoc committee refused to work in splendid isolation, maintaining continual contact with the Executive Committee, the confederations and the FIFA administration. In the lead-up to the Congress in Doha, the executive made a number of final adjustments to the new Statutes, which were unanimously approved by FIFA's associations. FIFA had given itself a gift for its 100th birthday.



Photo: Reuters

Statutes Revision Committee

The members of this committee were chosen so that every major group of FIFA and every confederation were represented:

Marcel Mathier
Switzerland, chairman

Mohamed Bin Hammam
Qatar

Juan Angel Napout
Paraguay

Mohamed Raouraoua
Algeria

Alan Rothenberg
USA

Karl-Heinz Rummenigge
Germany

Basil Scarsella
Australia



UNIVERSALITY, NOT GLOBALISATION

Now at the head of FIFA and having given nearly three decades of loyal service to world football, the FIFA President continues to campaign tirelessly for those ideals that will exert an effect beyond the game of football itself and on society as a whole, such as solidarity, helping people to help themselves, support of others, and fair play – to name but a few. These ideals should play a part in ensuring that football does not merely provide joy and entertainment, but that it also makes a substantial contribution to peace and understanding between peoples. For this, the FIFA President was honoured in New York on 19 February 2003, when he received the American-Global Award for Peace from the International Amateur Athletic Association. A year earlier, in March 2002, he had also been named “International Humanist of the Year” in Sarajevo.

But if the football community as a whole wants to progress and to preserve its universality, it is absolutely imperative that the strong among us show solidarity with those who are less strong, irrespective of whether this show of solidarity is between individual continents or between clubs and associations.

The “globalisation” of football – in a similar way to what has happened with the world economy, where the more powerful are now able to impose their conditions on others as a result of market forces – would spell disaster for the game. Instead, we should strive to achieve the universality of the game, with FIFA, as a neutral organisation acting worldwide, ensuring that the positive effects of market forces can benefit everyone and, as a result, guarantee the lasting development of the sport. This development must allow progress to be made

in all areas of football, thereby strengthening the game as whole.

The FIFA Club World Championship is an eloquent example of this, as it provides clubs from all continents with the opportunity to compete against each other in the same tournament and to determine which club is truly the world champion. In the same way, the FIFA Confederations Cup, as a supplement to the World Cup, offers a platform for national teams from all of the continents to pit themselves against each other. From 2005 onwards, this event will be held every four years as a dress rehearsal for the World Cup, which will – and this is also a sign of FIFA’s solidarity and a first in the history of the organisation – be played in Africa in 2010 for the very first time.

Tournaments might be the high points of the game, but before that we have to ensure that work continues at the grassroots level. The FIFA President has always viewed the provision of development aid as a priority, and he continues to do so. He has therefore set the ambitious target that, by the end of 2006, all FIFA associations will have their own House of Football as well as a training centre. The associations receive both stimulus and money via the *Goal Programme* and through the *Financial Assistance Programme (FAP)*. During the critical time in the last four-year period, no cuts were made to the funding from either of these programmes. By the start of 2004, projects had been planned, were being implemented, or had already been completed, in more than 170 associations as part of the *Goal Programme*. In many places, these projects had benefited from coopera-

tion with local authorities or national governments.

There are now more than 250 million players, referees, coaches, specialists in sports medicine, administrators and others actively involved in football. Together with their families, members and friends, whom they also involve either directly or indirectly in the game, they form a worldwide movement of well over one billion people. Both as individuals and as a whole, they stand for the ideals of football, and also of FIFA. This is reflected as well in the motto that forms a backdrop for FIFA’s Centennial year: “My game is fair play”. The effect that football can have in instilling peace and bringing peoples together is well known and widely acknowledged. The Football Family should therefore set the example for the rest and, above all else, show itself to be the Fair Play Family. In so doing, it should strive to prove on a daily basis that dialogue is always preferable to confrontation, and that the end cannot always justify the use of any means.



Photo: Action Images

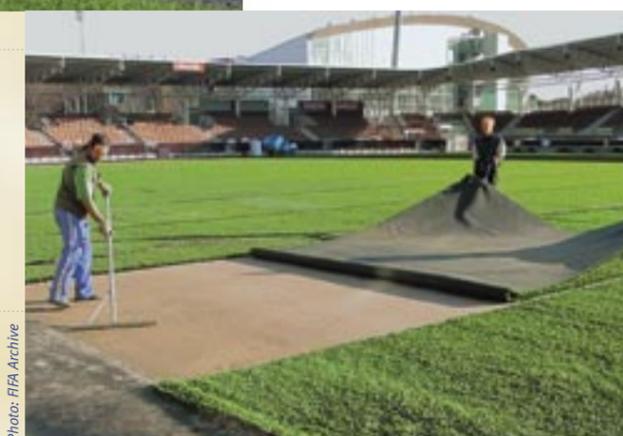


Photo: FIFA Archive



Photo: FIFA Archive



Photo: Reuters

SURPLUS REVENUE AND SOUND EQUITY

Over the course of the last 100 years, questions regarding finance have often given rise to debate within FIFA. But never before had such questions alluded to such a fundamental crisis within world football's governing body, as was the case in the 1999–2002 period.

As a non-profit-making organisation with income totalling billions of Swiss francs, FIFA operates in a world dominated by ideal values and commercial interests – a fact that is complicated by financial law. Profits cannot be simply classed as equity as the vast majority of profits have to be redistributed.

The bankruptcy of marketing and television partners ISL/ISMM and the Kirch Group in 2001/2002 hit FIFA extremely hard. In just under a year, FIFA lost the guarantors of over 90% of its budgeted income, a situation that would prove critical for any organisation or company. Other challenges such as the events of 11 September 2001, AXA's termination of cancellation insurance for the 2002 FIFA World Cup™ and the evident downturn in the world economy led to justifiable talk of a serious threat to FIFA's very existence.

However, the FIFA President personally oversaw crisis management that enabled FIFA to take steps to limit the effects of the above developments and ensure that the quality of its premier competition – the 2002 FIFA World Cup™ – remained unaffected.

FIFA's inaugural financial media conference in Zurich on 8 April 2003 provided incontrovertible evidence that those decisions had been correct and that FIFA's finances were indeed healthy. During the four-year period between 1999 and 2002, FIFA registered income of CHF 2,685 billion and expenditure totalling CHF 2,570 billion, leaving world football's governing body with a surplus of CHF 115 million. A total deficit of CHF 134 million had been forecast in May 2002, but FIFA ultimately succeeded in attaining an improvement of CHF 249 million. Equity at the end of 2002 amounted to CHF 151 million.

Following a decision passed at the 2000 Congress, since 1 January 2003, FIFA's accounts have been drawn up in accordance with International Financial Reporting Standards (IFRS), standards that apply to companies listed on the stock exchange. IFRS will be binding for all such companies in the European Union from 2005 onwards. As a result of the conversion to these accounting standards, the opening balance sheet at the start of 2003 revealed slightly negative equity. However, by the end of the first year of the new four-year period, FIFA's

equity had risen to CHF 94 million. Thanks to a strict cost management policy, all of FIFA's divisions kept to their allotted budget and the annual statement of accounts for 2003 showed a surplus of CHF 141 million. Detailed information on this can be found in the FIFA Financial Report. With regard to financial management and communication, FIFA plays a leading role among the international sports organisations. Modern tools and efficient control bodies have enabled FIFA to conclude complex transactions such as securitisation and the issuance of a note on the capital

market to insure against the risk of the FIFA World Cup™ being cancelled. The FIFA Financial Report, now compiled and published annually, and the work of the Internal Audit Committee (created by the Congress in Seoul) also ensure complete transparency. FIFA has learnt from the past. Efforts to optimise revenue and keep costs under strict control will be continued in the 2003–2006 period. FIFA initially estimated a surplus of CHF 170 million for this period, a figure that has already risen to over CHF 185 million.

Improvement of CHF 249 million versus forecast (FIFA Congress Seoul, May 2002)

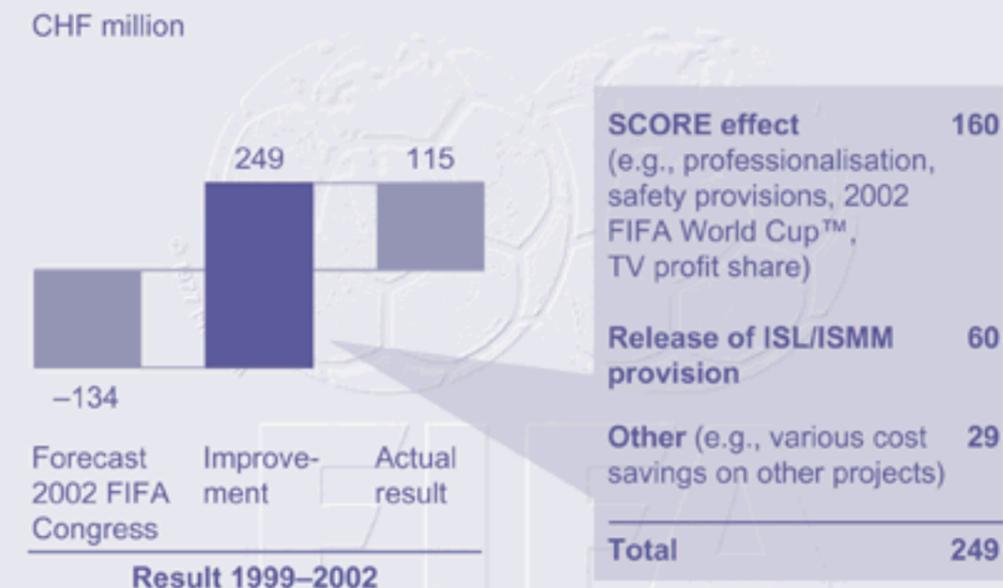


Photo: Reuters



A STRENGTHENED POSITION

As a governing body operating on a worldwide level, from the very first years of its existence, FIFA found itself having to deal with developments in world history and the consequences of these developments in political, economic and social terms. The two World Wars and numerous other conflicts also proved to be momentous turning points for world football's governing body.

With a total of 204 associations under its umbrella, FIFA now numbers more members than the United Nations. And in a similar way to the UN, FIFA repeatedly finds itself obliged to intervene when an association is no longer abiding by the Statutes as a result of interference by other bodies, in particular governments.

Such cases occurred in the years covered by this report, for example in Azerbaijan, Antigua and most recently in Guatemala. In the interests of the whole football movement in a given country, FIFA's priority is to seek dialogue with the parties involved, namely the association and representatives of the league and the governmental authorities. The confederation to which the association in

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Photo: Reuters



question belongs also becomes heavily involved in this process. If the various endeavours undertaken to stabilise the situation simply grind to a halt, or if it is apparent that the government involved is not willing to arrive at a constructive solution, FIFA is not afraid to impose a temporary suspension on an association. In such cases, this entails a ban on taking part in international competitions, both at club and international level. Happily, this measure is only seldom required, and in most cases the suspension can be lifted as soon as all the parties have reconvened around the negotiating table, or as soon as the Statutes are once again being observed.

When viewed from a general perspective, the situation in this regard has, however, improved in recent years. One fundamental reason for this positive development has been FIFA's standard statutes, drawn up by the FIFA administration in co-operation with various specialist committees. These guidelines, which clearly regulate the rights and obligations of associations within the

structure of world football, are now being increasingly used as a template by the associations, and they have also gained a high degree of acceptance among governmental authorities.

As a result of the influences mentioned above, FIFA has also been repeatedly called upon to play its part in re-establishing the identity of a country through football, as well as by providing support for that country's association. Recent examples of this have been Bosnia-Herzegovina, Afghanistan and Iraq. In so doing, football assumes the role of mediator – exactly as provided for in the FIFA Statutes – and, by working together with the other parties involved, our sport can help to build bridges in the world's most troubled regions. FIFA's main objective is to press for stable and reliable structures within the association concerned. Statutes are the basic legal framework for any House of Football. As explained in subsequent sections of this report, this basic framework can then be built upon with the help of financial assistance and FIFA's development programmes.

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Photo: FIFA Archive



Photos: Action Images



A TRUE PARTNERSHIP

FIFA's main concern is to ensure that everyone within the international football community enjoys equal rights. If football wants to make its voice heard as the guardian of its own interests, it is imperative that the authorities running the game – FIFA, the continental confederations and the associations – co-ordinate their efforts and their views.

This principle is fully taken into account in the new FIFA Statutes. All six confederations now have a vice-president on the FIFA Executive Committee. Oceania previously had only a member's seat on this body, but that seat has now been upgraded accordingly. The FIFA Executive Committee is, generally speaking, the most important platform for exchanging opinions, not only on FIFA matters, but also for dealing with issues where consultation is required between all of the continental associations.

After FIFA was founded, the confederations came into existence as unions of associations located on the same continent. CONMEBOL was founded in 1916 and can boast the longest history, while OFC is the youngest confederation having been in existence since 1966. As has been the case with AFC, CAF, UEFA and CONCACAF, these confederations have, by creating their own competitions for clubs

and national teams, fuelled the game of football on their own continents and beyond with considerable stimulus. Many of these competitions also act as qualifying tournaments for the FIFA World Cup™ and other FIFA World Championships.

FIFA's close co-operation with the confederations has also resulted in the introduction of the coordinated international match calendar, which specifies dates up to and including the year 2008, as well as in increased co-ordination in the area of development and courses for associations. FIFA also maintains an intensive exchange of ideas and opinions with individual confederations when dealing with issues that specifically concern the territory of those confederations. This has been the case in Europe with, among other matters, the provisions governing the transfer of football players and the joint FIFA and UEFA stance concerning the status of sport in Europe. These football bodies, together with the IOC, are pressing to have an article incorporated in the EU constitution to reflect the specific status of sport.

To ensure that everyone's interests are served, solidarity must come first. And even during difficult times, there has never been any doubt between FIFA and the six confederations over this crucial point.



BODIES OF EXPERTS SERVING THE GAME OF FOOTBALL

The FIFA Executive Committee plays a crucial role in FIFA's long-term strategy and activities. The FIFA President is the FIFA administration's supreme executive official, with the remaining committees fulfilling key functions in other areas. In accordance with the new Statutes, FIFA now has more than 25 such committees. The Committee for Ethics and Fair Play is a new body responsible for deliberating on FIFA's ideal image, and if necessary, self-regulation. Another body now enshrined in the FIFA Statutes for the first time is the Internal Audit Committee (IAC). The 2002 Congress in Seoul created this committee, which delivered its first report on the internal audit of FIFA's finances at the 2003 Extraordinary Congress

in Doha. Meanwhile, the Protocol Committee has been disbanded, with its duties now covered by the respective Organising Committee for each FIFA competition. This is also the case with the issue of security, which was one of the main responsibilities of the former Committee for Security Matters and Fair Play.

On the other hand, the composition of the committees is frequently changing. For example, the entire Referees Committee was replaced after the 2002 FIFA World Cup™ in Korea and Japan, and the Executive Committee has taken on a new look following elections held at the confederations' congresses.

Photo: Action Images



In 1948, FIFA had two offices. There was no filing system back then. All the files and correspondence were kept on a big table, meticulously sorted according to association.

Marta Kurmann, FIFA secretary, 1948–1973



Photo: Action Images

REORGANISATION FOR GREATER EFFICIENCY

After the events in the first half of 2002, the FIFA general secretariat underwent a period of reorganisation. Following the successful conclusion of the 2002 FIFA World Cup™, the Executive Committee unanimously approved the FIFA President's proposal regarding the restructured FIFA administration.

The new structure revealed a number of changes. The FIFA General Secretariat now had four divisions: Football Administration & Development, Competitions, Finance & Controlling and Marketing/TV, the latter division in the form of FIFA subsidiary FIFA Marketing AG, and the

Communications Division reported directly to the Presidential department.

At its meeting in Madrid on 17 December 2002, the Executive Committee unanimously approved the appointment of Dr Urs Linsi (Switzerland) as FIFA General Secretary by acclamation. At the request of the FIFA executive, he had been leading the FIFA administration as Acting General Secretary since 28 June 2002. Linsi, the eighth FIFA General Secretary, followed in the footsteps of Michel Zen-Ruffinen, whose employment contract had been annulled by the FIFA executive after the 2002 FIFA World Cup™.

The year 2003 was to be a year dominated by further reorganisation, with a number of management vacancies filled. The area of development was made into its own division, likewise the area of human resources and services (see FIFA organigram). Furthermore, FIFA Marketing AG was integrated into the FIFA administration as the Marketing & TV Division. Since the end of 2003, the Communications Division has been reporting to the General Secretary once again. FIFA currently employs approximately 200 persons in Zurich (FIFA administration) and Zug (Marketing & TV).



FROM RUE SAINT-HONORÉ TO ZURICH ZOO

Over the last 100 years, FIFA has had to move home on a number of occasions. Having spent its first three decades based in its General Secretaries' offices, in 1932 FIFA moved to Zurich, the Swiss city that is still home to world football's governing body.

After a relatively modest start to life at 229, rue St-Honoré in Paris, FIFA is now a worldwide organisation spread over six different locations. Fully aware of the long-term disadvantages of that situation, the FIFA management launched a search for a suitable site for the future Home of FIFA a number of years ago.

The perfect opportunity presented itself towards the end of summer 2003, with a major Swiss bank advertising a site in a desirable district near to the Zurich zoo that fully met all of FIFA's requirements in terms of size and transport links.

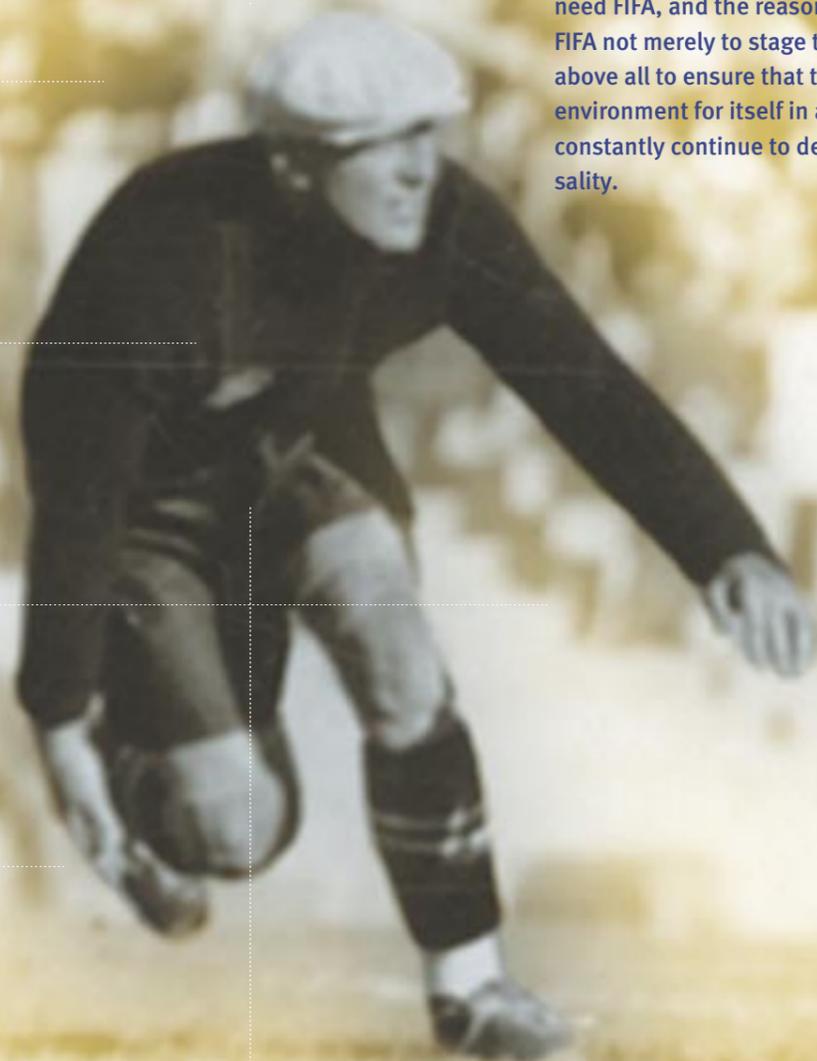
In December 2003, the Executive Committee approved a proposal for the future Home of FIFA, which will be the biggest construction project in FIFA's history. Shortly afterwards, and after initial discussions with the relevant authorities, FIFA applied for planning permission in record time. The brainchild of Swiss architect Tilla Theus, the elegant building will make the best possible use of the available space while blending in perfectly with the surrounding areas. A ceremony to mark the laying of the building's foundation stone is to be held on 14 May 2004, a week before the Centennial Congress in Paris, in the presence of numerous guests from all walks of life. Building work is due to commence shortly afterwards upon receipt of planning permission in order to ensure that come spring 2006, The Home of FIFA will no longer be merely a vision, but a beautiful reality.



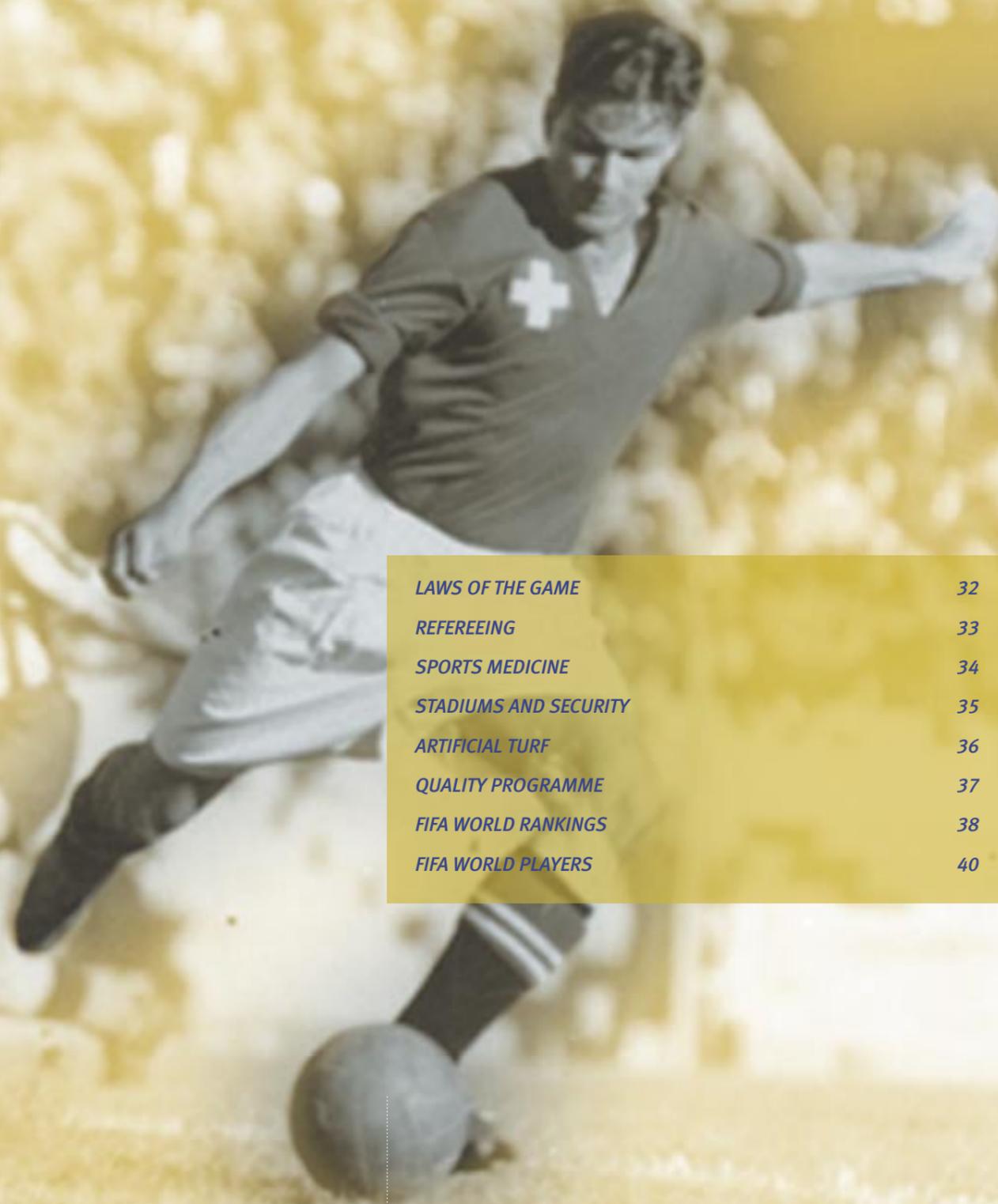
THE GAME

Although the origins of football can be traced back more than 2,000 years, the game of “Association Football” as it is played today dates back to the early 19th century. FIFA did not arrive on the scene until 1904. Indeed many a critic over the years has raised the heretical question of whether a world governing body is even necessary at all. The answer is a simple one: Yes, football does need FIFA, and the reasons for this are manifold. Football needs FIFA not merely to stage the various World Championships, but above all to ensure that the game can find an increasingly fertile environment for itself in an ever-changing society, and that it can constantly continue to develop in a spirit of solidarity and universality.

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Over 250 million people worldwide play football actively.

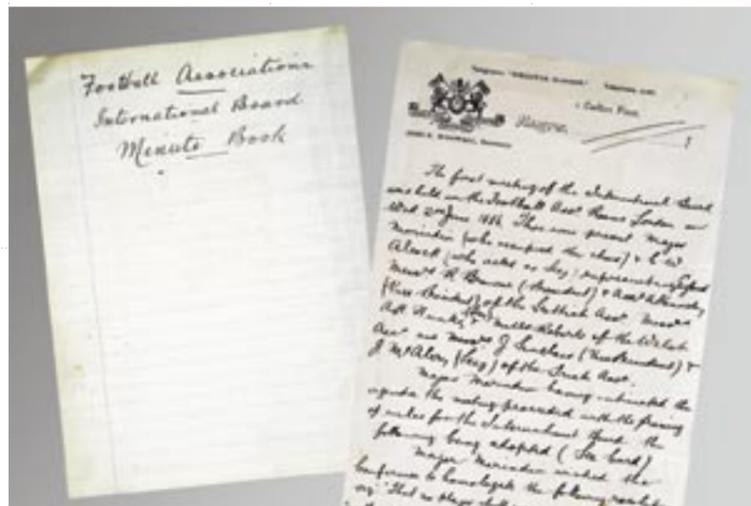


Photo: FIFA Archive

EVOLUTION RATHER THAN REVOLUTION

The Laws of the Game have been a constant in the 100-year history of FIFA and throughout the even longer history of the game of football. Even though the interpretation of the Laws has always given rise to lively debate, their underlying principles are both simple and easy to understand, and they are probably one of the essential reasons for the worldwide popularity of football.

The International Football Association Board (IFAB) has acted as custodian of the Laws of the Game since 1886. Since that time, revolutions with the laws have been a rare occurrence. Indeed, the 17 Laws of Association Football have undergone more of an evolution over the passing decades, thereby ensuring that any flaws could be ironed out and the positive aspects optimised still further. In the past two years as well, only very few adjustments have been made to the Laws of the Game. At the heart of the IFAB's recent deliberations

have been fundamental discussions and decisions concerning some of the peripheral aspects of the game. Possibly the greatest strength of this body has been – and still remains so – its ability to act in a manner that is innovative, while also ensuring that traditions are preserved. This was in evidence, for example, when it dealt with the issue of introducing technical aids for match officials. The Board thus continued to adhere firmly to its stance of rejecting “goal line technology”. Conversely, however, the Board was receptive to a system that enables assistant referees to alert the referee of incidents that he may otherwise have missed. This alert is given when the assistant referee presses a button on the handle of his flag, which in turn sets off a vibration on a device worn on the referee's arm. This system is now being used at all major tournaments and in many domestic leagues. Following successful tests in France and Scotland, the Board has also given the green light for further trials with a radio system that allows two-way voice communication between the referee, his assistants and the fourth referee. The tests with this radio system, which was also used at the FIFA Confederations Cup France 2003, are being continued in both of the aforementioned countries.

There has also been a quantum leap with the technology now being used for artificial turf and with the quality of this playing surface. This will be explained in greater detail in one of the subsequent sections. As a result of this development, the Board decided at its meeting in London at the end of February formally to define the surfaces (including artificial turf) on which the game may be played. In other decisions, the Board also issued rulings on the number of substitutes allowed in friendly matches, as well as on the system to determine the winners of cup matches if the score is even. In the future as well, the emphasis with the Laws of the Game will continue to be on evolution rather than revolution. The past 118 years have shown that the right way ahead in the long term is a combination of careful adjustment and the further development of the universally applied laws of football.

A NEW BEGINNING

Decisions taken on the basis of facts as perceived by the referee are one of the fundamental elements of football and as sacrosanct a principle of the Laws of the Game as the referee's power to take decisions entirely on his own. However, any individual who wields so much power will also inevitably be critically scrutinised from all sides and unmercifully attacked if a decision that he takes is either controversial or even incorrect.

Various incidents at the 2002 FIFA World Cup™ in Korea and Japan prompted FIFA to conduct a detailed examination of refereeing in the game. The Referees' Committee underwent a complete change of membership, and in March 2003 the Refereeing Department was reorganised in the FIFA Administration. At the same time, FIFA recruited various specialists in the field of refereeing, who will guarantee better training, monitoring and supervision for match officials. In addition to fitness trainers and physiotherapists, there are also plans afoot for the future to add a psychologist and specialist doctor to the team.

The teams of match officials appointed for FIFA competitions in 2003 came either from one country or from a region where the same language is spoken. These match officials were selected on the basis of different age and quality-related criteria, with the aim of grooming the officials concerned specifically for more senior international duties. For the next FIFA World Cup™ final tournament, the teams of match officials should have worked together for at least two years.

As a result of these innovations, fewer misunderstandings have arisen of the type that were prevalent in the past – as a result of inadequate language skills for communication or because of differing mentalities. The manner in which match officials are looked after by FIFA has also been improved, both in terms of the quality and quantity of support given. The challenging courses held before tournaments, daily fitness training sessions, technical training sessions held on the pitch and post-match analyses using video, coupled with one-to-one discussions, have all helped to bring about substantial improvement.

Professional referees must officiate matches in professional leagues.

FIFA President Joseph S. Blatter

At future courses staged by FIFA, instructors will be training the referees and assistants, using the most up-to-date didactic tools and documentation. This process, together with the introduction of examinations to test the match officials' knowledge under the supervision of FIFA's Refereeing Department, should pave the way for further improvement and, in particular, guarantee uniform application of the Laws of the Game.

The Referees and Assistant Referees Committee has been allocated a monitoring function in this process. It will be supported in its work by former referees; they will act as inspectors when referees are appointed for matches and they will also be responsible for assessing the referees' performance, thereby ensuring greater credibility and neutrality.

FIFA subscribes to the view that match officials alone should continue to take decisions concerning events on the pitch in the future as well, and that they still have a fundamental role to play in maintaining the success of the game. The human factor has always been a crucial element, and this remains so. Nevertheless, the existing potential for improvement must be exploited to the full, in particular by laying down the prerequisites for the professionalisation of referees.



Photos: FIFA Archive

PREVENTIVE MEASURES

Taking part in sporting activity is, by definition, a healthy pastime, but the risk of sustaining an injury – either serious or less serious – is an ever-present one. And football is no exception. In the 1960s, this way of looking at injury problems was, however, not yet widespread. Indeed, at the time, the FIFA Executive Committee examined the issue of whether an ad hoc Medical Committee should be formed, while also raising the fundamental question of whether such a body was even necessary at all. Nowadays, however, no one even thinks of asking such a question. On the contrary, in fact. In view of the ever-present problem of injuries to players, the Sports Medical Committee's area of responsibility has been gradually widened in recent years, and now includes the key topic of injury preven-

tion. FIFA's medical research centre, F-MARC (FIFA Medical Assessment and Research Centre), now plays a decisive role in this field. With the help of long-term studies, it has been possible to pinpoint various weaknesses and risk factors, such as the inadequate preparation of players, poor fitness levels or unsuitable nutrition, that go a long way to explaining why injuries remain a problem in football.

The staging of training courses and further training courses is one tried and tested way of remedying this problem. Players, coaches, therapists, doctors, referees and others involved in the game are now being informed at courses held to coincide with FIFA competitions of the latest findings of F-MARC research projects. These findings have now been summarised in a textbook about sports medicine. Expert knowledge is also being passed on via the worldwide network of more than 120 FIFA doctors and medical specialists.

FIFA and its sports medical experts have played a leading role as well in setting up the Standing Medical Conference (SMC). In addition to FIFA representatives, the SMC, which was established after the 2000 Summer Olympics in Sydney, comprises representatives from the governing bodies of five other team sports (ice hockey, handball, volleyball, basketball and field hockey). This body examines all medical issues that are of common interest, and in particular the problem of concussion in sport. An international congress of experts held in Vienna in 2001 was dedicated to this topic, and the subject will be dealt with again at a similar event in November 2004. Among the other joint initiatives are an information system for injuries and an agreement over the issue of doping problems; this is dealt with in a separate section.

It is clear that injuries will remain a permanent fixture in sport in the future as well. As a result of the work of FIFA's medical specialists, however, the risk can be reduced, and the prospects for a full recovery increased.

“... [that it should first be established] whether or not there was in fact much new work for such a committee to undertake.”

Minutes of the Executive Committee meeting held on 18 November 1966.

Photo: Action Images



MODERN, COMFORTABLE AND SAFE

The “Bernabeu” in Madrid, the “Maracana” in Rio, or the “International Stadium” in Yokohama. All evocative names that mean as much to any football fan as a whole host of museums and churches would to the culture vultures of this world. These names are inextricably linked with epic duels that have filled numerous chapters of the history of the game.

Modern, comfortable and safe football stadiums are one of the most important prerequisites for our sport, and even the greatest footballing wizards are sometimes inspired by the unique atmosphere in these cathedrals of the game to conjure up their own “supernatural” feats of brilliance.

Clubs, associations or other bodies that have new stadiums constructed or existing arenas refurbished to meet modern demands are increasingly taking these considerations into account in their planning. The technical recommendations that FIFA has drawn up and updated in conjunction with UEFA and various experts provide assistance that is much appreciated by all parties involved. These recommendations are being supplemented with recent findings concerning artificial turf in accordance with the FIFA concept. The growing conditions for natural grass in new football stadiums can be extremely unfavourable. As highlighted in another section of this report, the latest generation of artificial turf can provide an innovative solution in such cases.

The sad reality remains, however, that structural and safety conditions in many places are still far from ideal or even inadequate. Over the past few decades, the worldwide football family has been repeatedly shaken by various stadium disasters, while crowd disturbances among fans have continued to show the game as a whole in a bad light. Each and every victim of these tragedies and acts of violence was one victim too many.

These events have prompted FIFA, in close cooperation with the confederations, to provide the associations and other bodies staging matches with advice and expertise on safety and security-related matters. Furthermore, FIFA is not afraid, when necessary, to intervene and summon authorities responsible for stadium construction whenever defective infrastructure or inadequate organisation necessitate this.

FIFA intends to issue a new set of revised Guidelines for Safety and Security in Stadiums and for the Organisation of Football Matches; these guidelines will cover not only high-risk matches, but also football matches as a whole. As was the case in previous years, various symposiums and seminars are planned for the coming years as well. These events will allow an exchange of ideas and experiences among all the participants, including authorities at all levels, with the aim of achieving further progress in this somewhat delicate area.

The key topics here will be the abolition of perimeter fencing and the creation of football grounds with seating accommodation only. The names of stadiums should, in future, also strike a positive note, and not be associated in any way with tragic events of the past.



Photo: Reuters



Photo: Getty Images



Photo: FIFA Archive

Photo: Reuters

THE GREEN REVOLUTION

Not so very long ago – in the 1980s, to be precise – laying artificial turf in football stadiums was an experiment that appeared to offer little prospect of success. Trying to resolve the problems that arise when a grass pitch is exposed to the elements by using an artificial surface seemed to be too utopian. Twenty years later, however, the so-called third-generation artificial turf is considered to be the playing surface of the future.

The global breakthrough came in August 2003. For the first time in the 100-year history of world football's governing body, 10 matches, including the Final, were played on artificial turf at a FIFA tournament: the FIFA U-17 World Championship Finland 2003 at the Töölö Stadium in Helsinki. Not only were the reactions of the world's best U-17 players, coaches and other officials extremely promising, but FIFA's Medical Department also announced that the risk of injury was no greater than on a natural grass pitch.

Football is now an all-year-round sport that is played in vastly differing weather conditions.

This artificial turf comes very close to natural grass. It's the only real alternative if you want to be able to play at the highest level in bad weather conditions as well.

Jyrki Heliskoski, Finnish U-17 national team coach.

Furthermore, it is becoming increasingly difficult to keep the grassy areas in the new multifunctional stadiums green, given that steeply banked stands and, in some cases, massive roof installations deprive the grass of both light and air.

These synthetic playing surfaces offer a wonderful opportunity not only to top-flight football, as they can also provide a major boost for those countries that are struggling to afford to maintain natural grass pitches. Consequently, as part of the *Goal* Programme, FIFA has in recent years laid more than 30 artificial turf pitches in Africa and in other countries that are disadvantaged as a result of their climate or financial situation. The cost-benefit ratio for these pitches is considerably better than it is for grass pitches.

Only the best surfaces – those that have been subjected to stringent laboratory and field tests – are awarded the coveted "FIFA Recommended" hallmark, which is a guarantee of quality, durability and resistibility. The list of licensees for the FIFA Quality Concept for Artificial Turf now numbers 15 and there are 75 FIFA-certified artificial pitches being used around the world.

FIFA is now seeking to achieve further standardisation of the criteria with a scheme that is currently undergoing revision. The "International Artificial Turf Standard" (IATS) hallmark, for which no licence fee will be charged, will form part of this new scheme, which will also feature additional requirements to ensure quality. These requirements are based on the results of empirical studies conducted by FIFA's medical research department (F-MARC), on feedback from players, and on the results of technical research. So from 1 July 2004 onwards, the world's footballers will no longer have to watch the grass grow under their feet...

A GLOBAL QUALITY HALLMARK

"For the Good of the Game" has always been more than just a slogan for FIFA. One of the organisation's chief objectives is to look after the well-being of the players and actively promote and develop the game, and not merely because this is laid down in the Statutes. With the FIFA Quality Concept, in 1995, FIFA introduced its first global quality hallmark. This programme now lays down the most stringent requirements worldwide for the manufacture of football equipment, and it is valid for all countries.

As we are all well aware, a great deal revolves around the ball in the world's most popular sport. Since the introduction of the FIFA quality tests in 1995, an impressive figure of some 16.7 million footballs have been subjected to the world governing body's rigorous testing procedures. Around 5.5 million of these are still being used for matches and training. Some 7.5 million balls were awarded one of the coveted FIFA marks, which set them apart as products of the highest quality. As a result of this FIFA quality control system, all footballs used for official competition matches around the globe now undergo thorough testing. After the tests have been passed, two different hallmarks can be awarded, in the form of the FIFA logo, namely: "FIFA Inspected" and "FIFA Approved".



Photo: Getty Images

It is FIFA's responsibility to support every effort being made to improve football equipment.

FIFA President Joseph S. Blatter

In return, the manufacturers of the world's most popular plaything pay FIFA a modest licence fee to allow them to display the hallmark. In the past two years, the number of licensees has risen from 85 to 105 (as at January 2004). Between the start of 2002 and the middle of 2003, these licensees alone sold 4.04 million footballs. FIFA does not charge a licence fee for use of the classification "International Match Standard", which, in terms of quality, corresponds to the "FIFA Inspected" hallmark. The revenue generated from the licensing procedure and these stringent quality controls both play their part in the fight against child labour. In particular, FIFA is supporting projects in India and Pakistan. This commitment has been reinforced since February 2003, as a result of FIFA's intensified involvement with the International Labour Organisation (ILO) and with its "Red Card to Child Labour" campaign. There are also various educational and social programmes to accompany this, as explained in greater detail in the chapter on Fair Play, and social and humanitarian responsibility.



Photo: FIFA Archive



THE WORLD CHAMPIONS REGAIN THEIR THRONE

The World Cup winners are not always granted the honour of immediately occupying the top position in the FIFA/Coca-Cola World Ranking. Following their triumph in 1998, France needed another three years to overtake Brazil; and many would have placed a sizeable wager on “Les Bleus” retaining the

top spot for a long time. But France’s poor showing and the resurgence of the Brazilians in Korea/Japan in 2002 helped the “Seleção” to regain their no.

1 ranking in undisputed fashion, and with a large points cushion, to boot. This jostling for the no.

1 position will doubtless continue well beyond the Centennial Match in Paris in May 2004.

The title of “Best Mover of the Year” in 2002 went to surprising World Cup newcomers Senegal. One year later, Bahrain became the first Asian team to capture this prize, a well deserved reward for the considerable efforts made by this tiny kingdom in the Gulf, the smallest association to have been awarded this honour thus far.

And, as if in passing, the World Ranking also celebrated its 10th anniversary in August 2003: ten years that have seen 120 ranking lists, four changes in leadership and – following the return of Afghanistan to the fold – a full quota of FIFA members. To add to this, the World Ranking firmly established itself some time ago as the generally accepted yardstick for drawing comparisons between international teams in the media. The often strongly worded and knowledgeable letters of protest that FIFA still receives on a regular basis on this subject can do nothing to change this fact. And up until now, no one has succeeded in coming up with a better system. Although the strictly mathematical criteria are sometimes not easy to grasp if viewed from a purely subjective or emotional viewpoint, what cannot be disputed is the considerable interest and constant discussion provoked by the FIFA/Coca-Cola World Ranking. And this is exactly how it should be.



Photo: Alfieri

Each association should be able to refer to some means of orientation in those areas where its most representative selection is competing in international football.

FIFA News, August 1993



Ranking March 2002	Ranking December 2002	Ranking December 2003	Ranking February 2004	The four leaders 1993 to 2003
1. France	1. Brazil	1. Brazil	1. Brazil	Brazil
2. Argentina	2. France	2. France	2. France	France
3. Brazil	3. Spain	3. Spain	3. Spain	Germany
4. Italy	4. Germany	4. Netherlands	4. Netherlands	Italy
5. Colombia	5. Argentina	5. Argentina	5. Mexico	



Photo: Action Images

WOMEN: A TEMPESTUOUS START

The first few months of the new FIFA Women’s World Ranking could hardly have been more eventful. The ranking was launched in Los Angeles in mid-July 2003 as part of the draw ceremony for the FIFA Women’s World Cup. After confirming the footballing balance of power in the women’s game, the ranking was immediately put to practical use: the four best-placed teams – two-time World Champions USA, European Champions Germany, Olympic Champions Norway, and China PR – were all seeded. It was also obvious from the ranking that things were tight at the top and that there was no room for slip-ups among the top-ranked women’s teams. And of all the top teams, it was the defending champions USA who were to suffer this painful experience on their own soil. Defeat at the hands of Germany in the semi-final not only decided which team would advance to the Final; it also propelled the champions-to-be to the top of the World Ranking.

The project is based on solid statistical foundations: the results of more than 3,000 matches, stretching back to the start of the 1970s, were recorded in an extensive data gathering exercise by FIFA. Another important objective was achieved as early as the end of 2003: just under 100 teams took part in the qualifying stages for the 2003 FIFA Women’s World Cup, and around 120 teams are now listed in the ranking and can therefore be easily assessed on the basis of their position. The World Ranking, which is calculated using a formula that has been specially adapted to the particular characteristics of international women’s football, is currently published every three months. The Women’s Olympic Football Tournament in Athens in 2004 and the UEFA Women’s Championship in 2005 will be the next major milestones to cause movement in the ranking.



Ranking July 2003	Ranking October 2003	Ranking December 2003
1. USA	1. Germany	1. Germany
2. Norway	2. USA	2. USA
3. Germany	3. Norway	3. Norway
4. China PR	4. Sweden	4. Sweden
5. Sweden	5. China PR	5. China PR

THE ULTIMATE ACCOLADES

Titles and awards – just like names – start to lose some of their gloss after a certain time. But the glory that is heaped upon those footballers – men and women alike – who are voted as FIFA World Players by the national coaches of FIFA’s member associations is somewhat more enduring. The men’s award was presented for the 13th time in 2003, and the women’s prize for the 3rd time. France’s brilliant midfield playmaker Zinedine Zidane and the exceptionally skilled German Birgit Prinz were the recipients of these coveted titles in 2003. In the previous year, Ronaldo and the American Mia Hamm had succeeded in capturing the votes from the national team head coaches and technical staff.

The FIFA World Player award does not merely fall into a player’s lap, and it can never be easy for the national coaches – who have their finger on the football pulse day in, day out – to nominate the three best men and women players. The result,

though, is that the final rankings on each occasion read like a Who’s Who of world football.

It is precisely because the selection is made by experts that this award is held in such esteem and enjoys a high degree of credibility among all those involved, as well as with the media and fans. By virtue of their profession, these experts are acquainted with many facets of the game and are therefore well qualified to assess the skills and performances of the players with both a neutral and a proficient eye.

The Gala itself is always meticulously stage-managed and provides a unique football gathering, with numerous prominent figures from the worlds of sport, business and politics in attendance. It has thus become one of the fixed points in the international football calendar. The Zurich Opera House will play host to the Gala In 2004, a fitting setting to bring the curtain down on FIFA’s Centennial celebrations.

Photo: Kurt Schorrer



Photo: Kurt Schorrer

This award means more to me each time. It is the most important prize that you can win as a footballer.

Zinedine Zidane, FIFA World Player of the Year 1998, 2000 and 2003

Photo: Action Images



Photo: Action Images

Photo: Kurt Schorrer



THE FIFA COMPETITIONS

In the first one hundred years of its existence, FIFA has staged 79 tournaments and World Cups. Just as in the past, these competitions continue to provide an incentive for the associations to promote and develop the game in their countries in the youth, women's and futsal sectors, in the hope that their national teams will one day be able to compete for one of the coveted titles, or even for the supreme accolade in world sport. Whereas victory in the FIFA World Cup™ is top of every footballer's wish list, the feelings of elation after emerging victorious in any of the other world championships or at Olympic Football Tournaments are scarcely less intense.

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Lisbon, Estadio da Luz: 127,000 fans watched the final of the 1991 FIFA World Youth Championship – the second largest attendance at a FIFA event after the 1950 FIFA World Cup™ final.

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A UNIQUE FOOTBALL FESTIVAL – WITH A WHOLE HOST OF WINNERS

The 2002 FIFA World Cup™ will long remain etched in the collective memory of the football community. It was a World Cup that was characterised not least by a number of surprises on the pitch. Who would have thought beforehand that teams such as France, Argentina, Portugal, Nigeria and Cameroon would be knocked out in the first round, or that USA and Senegal would reach the quarter-finals, and Korea Republic and Turkey the semi-finals?

As one German sports paper rightly put it: the world of football has become rounder. The best proof of this was that, for the first time in history,

five confederations had representatives in the World Cup quarter-finals. Indeed, as far as teams are concerned, we can hardly speak of favourites any more. The supposed smaller associations have undertaken considerable efforts in recent years to ensure that they make footballing progress – not least as a result of the assistance given by FIFA, which has now been providing development aid around the globe for more than a quarter of a century.

From an organisational point of view, the most important realisation was that co-hosting did not have any negative effect on the footballing side of the tournament. This arrangement had, however, provided FIFA with probably the most complex, most demanding and most expensive challenge in its history in organisational terms. As a result, the exercise will not be repeated.

Photos: Action Images

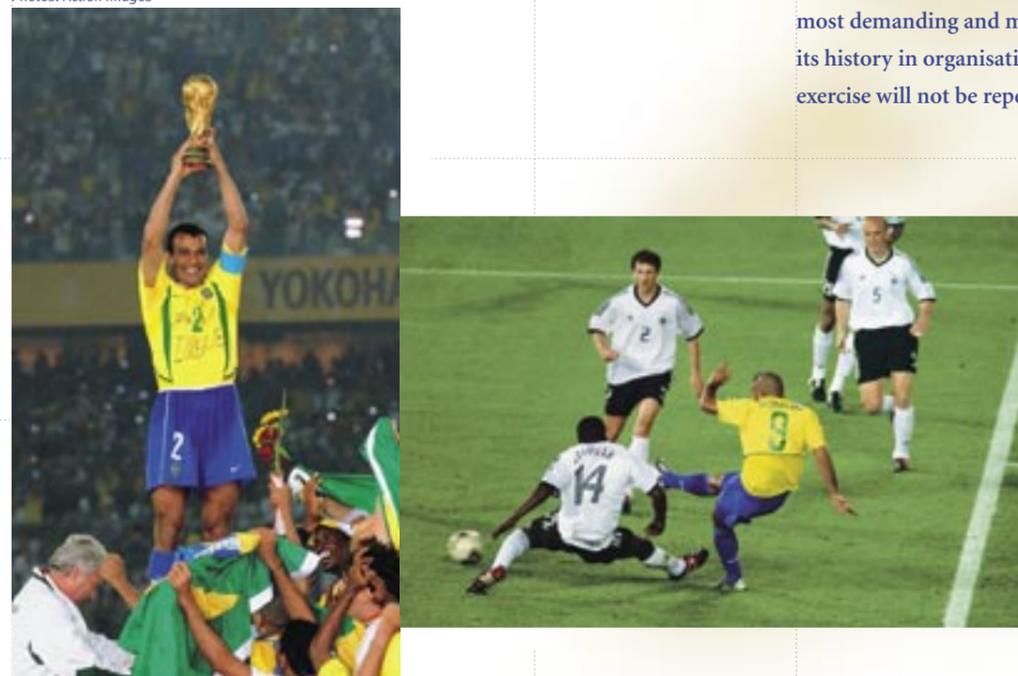


Photo: Action Images



Photo: Action Images



Photo: Reuters

It was a fantastic feeling to kiss the Cup.

Ronaldo, after Brazil's fifth World Cup triumph

The 2002 FIFA World Cup Korea/Japan™ was not just the first World Cup to be co-hosted; it was also the first World Cup of the new millennium and the first-ever World Cup in Asia. And there were many other new or remarkable things about this tournament as well. There was Ronaldo's spectacular return to the top of the world game after two serious injuries to his right knee and a break away from the game lasting nearly two years. There were the high-flying feats of World Cup debutants Senegal, who defeated France 1-0 in the opening match and then went on to reach the quarter-finals. Or there was Korea Republic, who just kept winning and winning, and sent a whole country into raptures of delight.

For its part, FIFA was able to learn certain lessons from Korea/Japan 2002, for example with the sale of tickets. This notwithstanding, a detailed investigation was to reveal subsequently that the ticket sales had in fact been far better organised and more successful than critics would have us believe. Or there was also the issue of the players' physical condition. Many of them seemed exhausted after a long season, as the scheduling of domestic compe-

titions by the associations had not allowed the players sufficient, if any, break before the World Cup and therefore not enabled them to prepare in an optimum manner.

All things considered, though, the end result was an extremely positive one. There were no security problems and no sight or sound of any trouble-makers. The local organising committees KOWOC and JAWOC, the football associations of Korea and Japan, as well as the authorities of both countries, ensured that the tournament ran smoothly and the events were staged impeccably with their round-the-clock security arrangements.

As a result, this World Cup became the "World Cup of Smiles", characterised by the friendship and hospitality of the Asian people, a spirit of international understanding, fair play and a sense of peace and tranquillity. More than 28 billion television viewers throughout the world, business partners, guests, media representatives, coaches and players all experienced a magnificent festival of football, a festival that is set to resume in Germany in 2006.



The Germans are usually one step ahead of us. The questions we are asking have already been answered.

FIFA President Joseph S. Blatter at the Preliminary Draw in Frankfurt in December 2003.

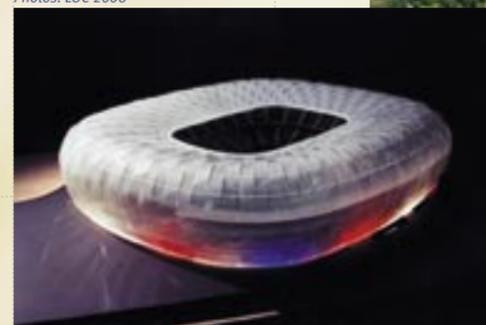
A TIME TO MAKE FRIENDS

Major sporting events make their presence felt well in advance, and this is particularly true of a football World Cup. And media pundits are especially fond of indulging in their own “scare scenarios” in the run-up to the big events: what precautions have still not been taken, which buildings will not be finished on time, and where are the main problem areas with the preparations overall? Doom and gloom have been par for the course in the run-up to every World Cup, and someone has always found something to quibble about.

With the 2006 FIFA World Cup Germany™, however, those professional pessimists might well have their work cut out. A little over two and a half years before the big football festival in their country, the German organisers provided a first taste of their expertise when they staged the Preliminary Draw in Frankfurt in December 2003, and they garnered unreserved praise for themselves as a result.

From day 1, once the World Cup had been awarded to Germany on 6 July 2000, the local

Photos: LOC 2006



organising committee immediately set to work in other areas as well. The 12 venues were announced in the spring of 2002. Consequently, with matches being played in Berlin, Cologne, Dortmund, Frankfurt, Gelsenkirchen, Hamburg, Hanover, Kaiserslautern, Leipzig, Munich, Nuremberg and Stuttgart, a reunited Germany will be able to welcome the world 17 years after the fall of the Berlin Wall.

The match schedule for the final tournament has also already been approved; this schedule was drawn up by FIFA in close co-operation with the persons responsible on the German side. In approving the schedule, the Organising Committee acceded to the wishes of the LOC to stage the opening match in Munich and the final in Berlin. The semi-finals will be played in Munich and Dortmund. Eight venues will each host five matches, while Berlin, Dortmund, Munich and Stuttgart will all be staging six games. Other points of note are that no team will play twice in the same stadium in the group stage, and there will also be at least two days between matches played in the

same stadium. In addition, each venue will play host to two matches, each featuring one of the top-seeded teams.

There was also a sense of eager anticipation prior to the announcement of the prices for the 3.2 million available match tickets. With four categories and prices ranging from EUR 35 to EUR 600, it has been possible to come up with a category and price structure that not only takes the importance of the FIFA World Cup™ into account, but also the requirements of fans in Germany and around the world.

Even at this early stage, federal, provincial and municipal governments, countless football clubs, schools and individuals throughout the country are starting to show their support for the World Cup, and are thus proving yet again what an important role football plays in our everyday lives. All of these groups and individuals, together with the German organisers, will ensure that the most important football tournament in the world is played in a country that provides its guests with the chance and the time to make friends.

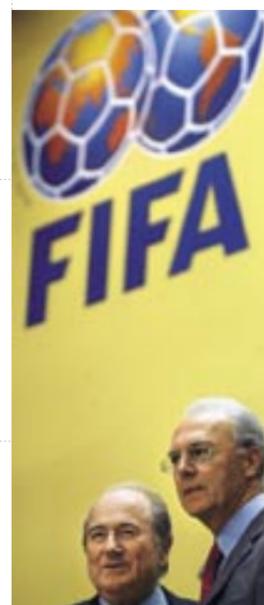


Photo: Reuters



Photo: Action Images



Photo: Reuters



Photos: Reuters

TRYING TO ACHIEVE THE IMPOSSIBLE...

One of the greatest feats in the game that any association or player can aspire to is to take part in the final tournament of a FIFA World Cup™. Indeed, in some countries, qualifying for a World Cup final tournament triggers a feeling of euphoria before the first ball has even been kicked.

Strange as it may seem to us today, the associations were not exactly queuing up to play in the first World Cup in 1930. The clubs – even at that time they were heavily involved in the discussions – did not appreciate the idea of losing their best players for two months. The world economic crisis and the long journey also deterred many associations from taking part. The FIFA President at the time, Jules Rimet, had to intervene personally and use all his powers of persuasion to get 13 associations to enter the competition. A qualifying tournament was not even necessary, and the draw was held immediately before the World Cup.

Since that time, however, the situation has turned around completely. Everyone now wants to join in the party with the big names, and each continent would like to be able to send as many representatives as possible. As a result of an increase in the number of teams at the final tournament from 16 to 24, and then to 32, it has been possible to eliminate some of the most blatant inequalities in the allocation of berths. Following the decision by the FIFA Executive Committee in Busan (Korea Republic) on 30 November, whereby the defending champions would no longer be guaranteed automatic qualification for the following World Cup

final tournament, an extra berth became available for the 2006 World Cup.

Nevertheless, this task proved to be a virtually impossible one yet again. In Madrid on 17 December 2002, the FIFA Executive Committee decided to award an automatic place to Oceania for the first time in the history of the World Cup. The South American confederation CONMEBOL was, nevertheless, extremely disappointed at this decision, as they felt the allocation ratio agreed upon did not take into account the strength or magnetism of the game on their continent. Consequently, in March 2003, they submitted a request to have the number of teams competing at the final tournament increased from 32 to 36.

However, this gave rise to yet another debate on the principles at stake, and ultimately prompted the committee to stand by its earlier decision. Although, for various reasons, it rejected the idea of increasing the number of teams at the final tournament, the committee also decided in a ballot to grant Oceania “half a place”, as had been the case in the past. The representatives of Oceania will thus continue to play for a place at the final tournament in a play-off match against a representative from South America. Up until now, the Oceania representatives have always come off second-best in these games. However, the tide could turn, and the 2006 World Cup could once again see a team from Oceania competing among the 32 finalists for the first time since 1982.



NEXT STOP – AFRICA

For four decades, the honour of being allowed to host a World Cup was shared exclusively between Europe and South America. In 1970, this elite circle was extended somewhat, when a Central American country, in the shape of Mexico, was awarded the World Cup. But it was not until the new millennium that another continent, Asia, went down in the history of the game as hosts of the most important football tournament.

The FIFA World Cup™ is a truly global event and, as the largest and most important single sporting event in the world, it should be held on the other continents as well. It was just a matter of time – and also dependent on developments around the world – before this realisation was laid down in a formal decision. Awarding the 2006 World Cup to Germany, who emerged victorious after receiving one vote more than South Africa, proved to be a decisive factor that led to some far-reaching reflection on this issue, first in the Executive Committee, and then at the FIFA Congress.

This is clearly an area where FIFA leads the way for others to follow. For reasons of solidarity, and also being fully aware of the positive knock-on effects that a World Cup will have for the host country, FIFA is probably the only international sports governing body to have spoken out explicitly in favour of taking the hosting of its most important tournament to all corners of the world. Africa has been promised the event for 2010, and four years later the tournament will once again return to South America. For the time being, no plans have yet been made beyond these dates. Instead, the bodies responsible for such decisions would first prefer to exchange ideas about how the event could or should be rotated – either by awarding

the tournament to each of the six confederations in turn over a period of a quarter of a century, or by returning to one of the “traditional” continents more frequently. Whatever is decided, however, one thing remains the same: wherever the World Cup is played, the whole world will be looking on.

BRAZIL: THE MEASURE OF ALL THINGS



The event that began life as an invitation tournament in Tunisia in 1977 has since become one of the success stories in international football and an event that now receives worldwide attention. The FIFA World Youth Championship for players aged under 20 has clearly established its place in the game over the past quarter of a century.

For just under three weeks in November and December 2003, football was king in the seven United Arab Emirates. As had been the case with previous final tournaments in this competition, the game of football won the hearts of the local population in the UAE. This was largely, although not exclusively, due to the fact that the host country's team somewhat unexpectedly qualified for the quarter-finals.

Brazilian did the samba around their opponents in the desert as well, securing the coveted title for the fourth time. Football fans were hardly surprised, either by the latest Brazilian triumph or by the fact that the four associations that reached the semi-finals were the same as those that had achieved the same feat at the U-17 World Championship in Finland just a few months earlier. And those fans were even less astonished that South America dominated the opposition in both competitions. South America is now in a class of its own as far as

youth football is concerned. It is obvious that the work carried out with young, talented footballers from Bogotá to Buenos Aires is far more geared to future success; indeed, these players are now forcing their way into the senior sides in their domestic leagues at a much younger age. Both FIFA and the local organisers had every reason to be extremely satisfied with the tournament, even given the fact that there were far fewer goals scored on average per match in the UAE (2.29) than in Argentina in 2001 (2.87) and Nigeria in 1999 (3.04) and that, sadly, two players tested positive in the competition's doping controls. Nonetheless, most of the matches proved to be exciting (half of the games in the round of 16 went into extra-time), and the action on the pitch was attractive, producing many a surprise result. One other fundamental factor in the success of the event was the efficient security measures put in place by the hosts. The military conflict in Iraq had led to the postponement of the event from spring until November/December. However, the hosts still ensured that FIFA's second most important and second largest tournament after the FIFA World Cup™ was accorded top priority in every respect.

Photos: Action Images



Photos: Action Images

FINNISH FIRST!

Launched in China PR in 1985 as the FIFA World Tournament for Under-16 Teams, the FIFA U-17 World Championship can already look back on a proud history. But that sense of history and tradition does not mean that things have to remain static. On the contrary: the tenth staging of this youth competition in 2003 was marked by a series of innovations and firsts.

On the one hand, the Finnish Football Association and its Organising Committee, who were acting as the hosts of a FIFA competition for the first time, acquitted themselves more than admirably on their debut. Indeed, they can take pride in the fact that they tackled this challenge with both flair and enthusiasm, as demonstrated by the high attendances at matches. On average, the number of fans thronging to the stadiums was twice the figure that would normally be expected for Finnish domestic league championship matches. Brazil achieved yet another first for themselves: the only association to have won this competition on three occasions. There were a number of Brazilian youth players on show in Finland who are bound to find their way into the "Seleção" sooner or later. For the first time in the history of U-17 World Championship as well, all the CONCACAF representatives reached the quarter-final stages, whereas

Africa – and again this was a first – had to stand by and watch as all of its representatives were knocked out at the group stage.

Another noteworthy innovation and yet another first was the successful staging of several matches in the final round of this tournament on artificial turf. As part of the *Goal* Programme, the latest generation of artificial turf had been laid at the Töölö Stadium in Helsinki. No fewer than 10 matches, including the final, were played on this very special type of grass carpet. FIFA also used this field experiment to carry out a wide-ranging survey among players, coaches, referees and doctors. The pleasing result of this was that, after a brief phase of getting accustomed to the particular characteristics of this playing surface, everyone concerned voiced extremely positive comments about it.

This biennial competition will next be held in 2005, when a new generation of players carrying the hopes of their respective countries will come together in Peru. And the special feature of this U-17 World Championship will remain intact: a well balanced allocation of starting places, with three teams each from Asia, Africa, South America, Europe and CONCACAF, and one representative from Oceania.





Photos: Action Images

His death is an immense and tragic loss for everyone who had the pleasure to know this wonderful man.

Cameroon coach Winfried Schäfer on Marc-Vivien Foé

A DOWNBEAT DREAM FINAL



It was as if the whole thing had been scripted. The two teams to reach the final of the 2003 FIFA Confederations Cup, hosts and reigning champions France and African champions Cameroon were the only two undefeated teams in the tournament – two teams that had severely disappointed at the previous year's FIFA World Cup™ and had a point to prove. Both teams had certainly done so in their march to the semi-finals. And so the stage would have been set for a wonderful final – had there not been a tragedy just three days before that shook the whole football world. The death of Marc-Vivien Foé during the semi-final between Cameroon and Colombia in Lyons was a bolt out of the blue and shrouded in mystery – a fact that simply served to increase the shock suffered by his team-mates, opponents, loved ones, the tournament organisers and fans alike. Foé, the 28-year-old experienced leader of the youngest team in the tournament, collapsed around 20 minutes before the end of the match without being touched by an opponent. He was carried from the pitch unconscious and sadly, immediate medical attention could not save him. Foé – married and a father of three children – died from heart failure in the medical centre of the Stade Gerland. Tragically,

he is not the only player to have passed away in this manner over the past two years, a sad statistic that serves to underline the importance of regular medical checks and “health passports” for players. The day after the tragic event, FIFA President Joseph S. Blatter personally offered his sincerest condolences to the Cameroon delegation and Foé's loved ones. He also placed great importance on attending a memorial service in Lyons on 3 July as well as the state funeral in Yaoundé four days later. The tragedy certainly overshadowed the action on the pitch. France may have claimed the title with a golden goal from Thierry Henry, but football was of secondary importance. L'Equipe, a French sports magazine, summed up the game perfectly: “Not a friendly match, but a match between friends”. The FIFA Confederations Cup will be held in Europe once again in 2005. A year before the 2006 FIFA World Cup™, the Confederations Cup will provide the German hosts with a dress rehearsal for the main event. It will also be a time for the world to make friends. After 2005, this event will be played every four years, acting as a dry run in the year before the FIFA World Cup™ finals.



A NEW DIMENSION

If we bear in mind that women's football was not granted official status within FIFA until as recently as 1986, it becomes clear just how quickly this branch of the game has developed in the last two decades or so, as well as what a promising future the women's game now has. The area in which development has been most dramatic and most noticeable is undoubtedly the technical level of players in the international game. The spectators at the 2003 Women's World Cup in the USA were treated to international football of the very highest order. The days when a few defensive slip-ups could upset the course of a match and determine the final outcome are now well and truly over. The growth of women's football in the associations, better training, more international matches, as well as increasingly intensive and rigorous preparation for major tournaments in the international women's game have all combined to boost the level still further.

Four years after the USA's triumph in a dramatic penalty shootout at the end of the 1999 FIFA Women's World Cup, this latest tournament culminated in a similarly spectacular finale. Germany deservedly won the World Cup title in the end, but not before they had netted the decisive golden goal against a strong Swedish team. The World Cup triumph of the German women's team captured the hearts of the nation's football-loving public. Live coverage at peak viewing time on a Sunday evening attracted spectacular TV audience figures, with more than 13 million viewers tuning in. This alone was sensational enough, but the German women's team even bettered the viewing figures recorded for the German men's national team, who had played a crucial European Championship qualifying game against Iceland the day before. It turned out to be an unexpected challenge for the USA to act as hosts for the tournament once again, after they had done so in 1999. The SARS epidemic meant that the most important women's tournament had to be switched from China PR to the USA. On 17 July 2003, the Chinese national

coach Ma Liangxing handed the FIFA Women's World Cup trophy over to April Heinrichs, national coach of the new host country, in a symbolic gesture during the draw ceremony to determine the groups at the Home Depot Center in Carson. Despite the extremely short preparation time, the American organisers yet again managed to deliver a well-organised and successful tournament. In 2007, China PR should be able to make up for what was denied to the country this time around as a result of circumstances beyond their control, namely the right to host another Women's World Cup following their successful staging of the competition's premiere in 1991. And perhaps the players from the Middle Kingdom will be able to land their first title as well...



Photo: Reuters



Photo: Action Images



FOOTBALL – A PILLAR OF THE OLYMPICS

Football is one of the pillars of the Summer Olympic Games. Since the retrospective awarding of the gold medal to Canada for their victory in the “unofficial” football tournament at the St. Louis Olympics in 1904, the year that FIFA was founded, football has been very much part of the Olympic movement.

Before the first FIFA World Cup™ in 1930, the Olympic football tournaments in Paris in 1924 and Amsterdam in 1928 enjoyed almost the same status as a World Cup. However, the relationship between FIFA and the IOC was not always the

most harmonious. For decades, discussions over which players were eligible to compete in the tournament soured the attitude of numerous associations towards the event. However, the liberalising and modernising of the Olympic Games over the past two decades have considerably eased any tension. Since 1992, an age limit of 23 has been in force, together with the stipulation, as of 1996, that teams reaching the final tournament may also field three players above this age. A further milestone was achieved with the acceptance of women’s football into the programme for the 1996 Games in Atlanta.

The football tournaments are one of the biggest crowd pullers at the Summer Games. At the 2000 Olympics in Sydney, more than 100,000 spectators watched the final between the eventual winners, Cameroon, and Spain at Stadium Australia, while a crowd of around 23,000 turned out at the Sydney Football Stadium to see the women’s final between the Olympic Champions Norway and the USA. In 1996, a total of 1.4 million spectators flocked to the stadiums, and around 86,000 of these watched the men’s final in the University city of Athens, Georgia, between the ultimate victors, Nigeria, and Argentina, while a crowd of over 76,000 witnessed the culmination of the women’s event with the match between USA and China PR at the same venue.

In 2004, the Olympic Games will return to their birthplace in Greece. As in the past, the football matches will be played not just at a single venue, but in five different cities: Athens, Heraklion, Patras, Saloniki and Volos.

In the men’s competition, 16 teams will be doing battle for Olympic gold. Ten teams will now be competing in the women’s event after the IOC rejected a request from FIFA to increase the entry field to 12. This question will, however, be re-examined at the next IOC Session in Singapore in 2005.



Photos: Motzsports



Photo: Reuters

HIGHLY SUCCESSFUL DEBUT

FIFA has created ten competitions in its 100-year existence. At its debut staging in Canada in 2002, the newest of these competitions, the U-19 Women’s World Championship, exceeded all expectations and provided renewed proof that the future belongs to women’s football, which can now boast its own youth World Championship as well. There were 50,000 spectators at the final; 40,000 sets of tickets were sold for Edmonton alone; and a total of 300,000 spectators watched the tournament, with an average of 11,500 present at each game. The tournament showed that interest in youth competitions is considerable – as has already been evident in men’s football with the U-17 and U-20 World Championships – and that these events have a knock-on effect for the development of football in these sectors. However, the true value of this tournament in footballing terms was amply demonstrated by the fact that some of the players involved were included in their countries’ squads for the senior Women’s World Cup in the USA just one year later.

The Canadian Soccer Association and its Organising Committee can rightly claim responsibility for a large share of the success of the tournament. The organisers were dynamic, highly motivated and more than professional in promoting the events, and they created all the right conditions for a very successful festival of women’s football. The Canadian youngsters clearly took inspiration from

the atmosphere and scaled the heights with their performances. Indeed, only a golden goal, scored by their neighbours USA in the final, prevented them from taking home the ultimate prize.

The status of women’s youth football was strengthened still further with this debut tournament in Canada, and its long-term success is now assured. The next competition in Thailand in 2004 is already eagerly awaited.



Photos: Dan Motz



Photos: FIFA Archive



RENDEZVOUS IN CHINESE TAIPEI

Seven associations submitted bids to host the FIFA Futsal World Championship 2004 – the fifth such event since the inaugural competition in the Netherlands in 1989. The honour of hosting the event was finally bestowed upon Chinese Taipei, a country that will be organising its very first FIFA final competition.

The number of associations that enrolled for the qualifying competitions underlined the ever-increasing popularity of the game, which is played in a hall and is tailor-made for fast, agile players with good technique. Even without taking the Oceanian and African associations into account,

the total number of registrations from the other continents reached 81 – a healthy increase on the figure for Guatemala 2000 (74). CONCACAF in particular has experienced a boom in futsal, with the number of teams in its qualifying round rising from 9 to 21.

Preparations for the fifth rendezvous of the futsal elite are now well underway and experts and fans alike are eagerly looking forward to seeing whether Brazil and Spain will again go head-to-head for the futsal crown – or whether the tournament in Chinese Taipei will reveal a surprise package...



Photos: Action Images

DEVELOPMENT

Research and Development are the essential components of business and industry. Only those who constantly update their product and analyse it critically will be able to maintain the quality of that product in the long term, and even improve it. Those who choose to rest comfortably on their laurels will ultimately stagnate and fall by the wayside.

This law from the world of commerce can largely be applied to football as well. FIFA is fully aware of this starting position and therefore focuses its attention on long-term and steady development at association level, as well as on promoting all facets of our sport.



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*“The stronger among us
are morally obliged to
help the weaker.”*

Joseph S. Blatter



Photos: FIFA Archive

FROM VISION TO REALITY

Nowadays, the word *Goal* no longer simply means getting the ball in the back of the net, or a target to be achieved. More and more, it is becoming synonymous with FIFA's development work, which is now earning worldwide acclaim. In 1999, FIFA President Joseph S. Blatter launched the *Goal* Programme, which provides associations with help tailored to their specific requirements. The ambitious targets of this unique development initiative were exceeded in the 1999–2002 period. The 2002 FIFA Congress acknowledged this success by approving the continuation of *Goal*, having been persuaded of the vision of the project and the long-term benefits for our sport.

The purpose of *Goal* is more than “just” the creation of infrastructures. By the year 2006, every association should have its own House of Football and its own training centre, while also being in a position to guarantee properly regulated association structures and footballing activity. One of the results of *Goal* should also be that the game of football in a given country has been both modernised and also made more professional.

The success of *Goal* can be attributed to several factors: the provision of tailor-made aid programmes, decentralised coordination, and the cooperation of FIFA, the confederations and the football associations with state and local autho-



Photos: Reuters



By 2006, every association should have its own House of Football and a training centre.

Joseph S. Blatter

rities and commercial partners. Having their own facilities can help associations to cut costs. These funds can then be used in other areas where they will bring more benefit. *Goal* projects can very often trigger additional funding from other sources, in particular from government authorities that are contributing towards financing a particular project (e.g. by donating a plot of land). During the budget period 1999–2002, in the so-called first phase of *Goal*, a total of CHF 100 million was spent on 117 projects. For the second phase, from 2003 to 2006, CHF 50 million has already been outlaid on 48 projects and a further 62 projects will be drawn up over the coming years. With the countries that have recently been selected, 166 countries will have benefited from *Goal*. A total of 179 projects are now part of the *Goal* Programme. A second *Goal* project has already been approved in eight associations. The “100,000 adidas/*Goal* balls” project is also being successfully implemented. 105 associations have received 26,000 balls; and during the period 2004–2006, a further 25,000 balls will be given away to associations each year.

Development work is, by definition, geared to the long term. But FIFA also knows how to provide

help quickly when called upon to do so. FIFA Development Officers carried out an initial assessment of the situation shortly after the situation had stabilised in both Afghanistan and Iraq, and were thus able to assist with the introduction of initial measures and projects. One indication of the quality of FIFA's work in this field is the fact that various confederations gear their own activities in this regard to similar principles and precepts to those laid down by FIFA. But there is still much to be done. Nevertheless, one thing has already become apparent: as a result of *Goal*, the vision of a football world with greater solidarity has now become reality.



“...taking into consideration that, from a medical point of view, football is not particularly good for women...”

FIFA Emergency Committee agenda, 27 February 1965



Photo: Action Images



Photo: IOC

CONSTANT PROGRESS

Male prejudice, or simply ignorance, has delayed women's integration into football for a long time. As in other spheres of society, women have had to battle for decades to be accepted.

Today, women's football has a solid foundation that is widening all the time. It is well on the way to being socially accepted, and especially in countries where it is frowned upon for women to play any type of sport. The number of women footballers is growing all over the world and standards of play are improving by the day. Every year, more and more associations launch competitions for girls and women, and the level of interest among fans, the media and business partners is growing accordingly.

But there is still much to do. In some countries with limited resources, women's football is very much the ugly duckling or there are not enough people qualified to coach and develop the game at the grassroots. According to the declaration issued at the Long Beach Symposium, the matter can be tackled from a number of angles. One of the approaches will be to promote the growth of women's football using a coordinated calendar and to appoint women to technical and managerial positions in the associations.

FIFA will be using additional methods to achieve its targets. In 2004, six courses dedicated to women's football will be held as part of Futuro III. Ten per cent of the funds available from the Financial Assistance Programme are reserved exclusively for women's football. Following the successful launch of the FIFA U-19 Women's World Championship in 2002, thoughts have now turned to options for other youth competitions in the long term. Another opening under discussion is the introduction of women's futsal tournaments, as this branch of football has a huge following in Arab countries.

FIFA's endeavours are received with wide acclaim by other organisations as well. On 7 March, the IOC awarded world football's governing body the prestigious "Women and Sport" distinction for organising the Women's World Cup. Prejudice and ignorance will henceforth be a thing of the past.

Photo: Getty Images



Photo: Reuters

A WONDERFUL YEAR

Futsal has now firmly established itself as more than just a niche player in the worldwide football community. The year 2003 proved to be a wonderful one for this burgeoning branch of the game.

A busy schedule of international matches and various permanent fixtures in the calendar in Asia (the Tiger 5s tournament - now called the KL 5s) or Europe (Genk) have helped futsal to gain worldwide attention and to stage a lively programme of matches. Scarcely a week goes by without a major domestic or international competition taking place somewhere in the world.

One reason for this continued upturn has been the efforts undertaken by FIFA to develop the sport. In 2003, 38 courses were staged for futsal coaches and referees. Teaching material that is specially designed for the requirements and target groups of futsal is now available as well; this material will be supplemented in the near future by further specifically targeted publications.

The inclusion of futsal in the *Goal* Programme has played its part in the overall positive development of the sport. And there have also been developments with the Laws of the Game for Futsal. The 2004 edition is now ready and will be complemented by a CD-ROM that explains the various stipulations, while also providing answers to 500 questions concerning the Laws.

Photo: Reuters



FAIR PLAY AND CORPORATE SOCIAL RESPONSIBILITY

66

Now, more than ever, companies and organisations find themselves in the limelight and subject to critical scrutiny from the public as to whether they are fulfilling their social obligations and behaving in a neighbourly way and showing true solidarity.

FIFA's social responsibility is not simply restricted to "doing good". FIFA also has a clear strategy to achieve a lasting effect in this area.

To this end, FIFA has maintained numerous partnerships, in some cases over several years, with various United Nations organisations, as well with various Non-Governmental Organisations (NGOs). In the areas of the rights and protection of children, equality, health and education, FIFA is helping to tackle some of the biggest social challenges.

More than 40 percent of FIFA's income goes directly towards supporting the grassroots of the game, towards development work or to partnerships with relief organisations.

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MY GAME IS FAIR PLAY

The FIFA Fair Play Campaign encompasses far more than the mere promotion of a slogan on the pitch and on advertising boards. In addition to numerous activities that are aimed at improving the sporting environment for everyone participating in the game, FIFA is also involved with promoting the ideal of Fair Play in society. FIFA is seeking to be a role model. Consequently, the principles of equal treatment, justice and solidarity must apply across the board within the football community.

As the governing body of world football, FIFA is extremely aware that its status brings an obligation to behave in a socially responsible manner. FIFA therefore uses the popularity of football as a platform to fight against social wrongs around the world by sending out clear and unequivocal

messages. FIFA's dedication to the notion of Fair Play is just part of its extensive endeavours in the area of corporate social responsibility.

These endeavours were symbolised by the introduction in 2003 of a handshaking ceremony at the end of matches. After a hard-fought game, this gesture sends out a positive signal of mutual acknowledgement, a signal that is aimed in particular at the fans all around the world. After all, despite everything else, football remains just a game.

The Fair Play logo that was originally launched in 1993 has been developed further. The new slogan "My Game is Fair Play" gives the logo a personal touch and therefore serves to strengthen its effect still further. These are not merely hollow words: they represent FIFA's confirmed intention to fulfil its moral obligations in an even more telling and extensive way. To this end, FIFA has entered into strategic partnerships with various international organisations that share similar goals. The aim is to combine the popularity and magnetism of the game of football with the experience and opportunities provided by these organisations that are crusading day in, day out for a better world... for the good of the game and, above all, for the good of the world as a whole.

"We are the Football Family, and above all we are the Fair Play Family."

FIFA President Joseph S. Blatter, 2003 Extraordinary FIFA Congress

"Without fair play, sport would be unthinkable."

FIFA Magazine, August 1988



FAIR PLAY – NOT JUST FOR ONE DAY...

FIFA again held its traditional Fair Play Day in 2002 and 2003. The aim behind this special day is to publicise this ideal around the world.

In 2002, the showcase event for the Fair Play campaign was the FIFA U-19 Women's World Championship in Canada, where numerous activities were held on 24 and 25 August. Another women's competition, the FIFA Women's World Cup USA 2003, provided a worthy setting for this initiative just over a year later during the weekend of 27–28 September. Throughout the Women's World Cup, short Fair Play adverts were shown on giant screens in the stadiums. These adverts were also part of the official international TV feed before each match, thereby allowing them to be seen by a TV audience of billions. On the Fair Play Days, all associations, as well as their leagues and clubs, are called upon to demonstrate their commitment to the idea of fair play with words and actions, both on and off the pitch. Before each Fair Play Day, FIFA sends out its own



appeal to players, match officials, fans and officials to take the notion of fair play to heart and to carry the message to the world as role models.

The FIFA Fair Play Day was introduced in 1997, and it has been an annual fixture ever since. In earlier years, different events were held in dozens of countries around the world, ranging from grassroots football right up to the highest level of the game.

The aim, however, is that these actions should not merely have an effect on the Fair Play Day itself. We are all called upon to inwardly digest the principles of the Fair Play Code and to abide by them not only in every match, but also in our everyday lives.

Photo: Action Images



Photo: Action Images

NO BLACK-AND-WHITE WAY OF LOOKING AT THINGS...

Throughout FIFA's history, the issue of excluding individual population groups has been a topic that has repeatedly given rise to heated debates, and in 1976 it even resulted in the expulsion of the South African football association in place at that time. The ostracism by the rest of the sporting world experienced by the South African apartheid state on the basis of the FIFA Statutes was certainly one of the reasons that led to far-reaching changes in South Africa. And these changes ultimately allowed the association to be re-admitted to FIFA in 1992. During a visit to FIFA headquarters in October 2003, the former South African President and Nobel Peace Prize winner Nelson Mandela acknowledged the contributions of the then FIFA President, João Havelange, and the current FIFA President, with the following words: "Both raised

a strong voice against racism at a time when many were still hesitant." Raising a strong voice and highlighting the wrongs in the world is a principle to which FIFA has remained true. Against this same backdrop, the world governing body held its first-ever Conference Against Racism as part of the Extraordinary Congress in Buenos Aires on 7 July 2001. This conference also passed a far-reaching resolution. The key items of this resolution were further reinforced one year later and gained worldwide attention when they featured as part of the 2nd Anti-Discrimination Day during the FIFA Confederations Cup in France in 2003, when football once again underlined its unequivocal stance in this problem area.

The mouthpieces for the campaign were the players of the eight competing teams, who lined up before the kick-off with their opponents and the match officials to display banners showing the slogan: "Say no to racism". By setting such an example, they were reminding society as a whole of its obligations.

Discrimination in this context refers to any form of exclusion, be it for religious, political or any other reasons. Within FIFA and the football community as a whole, there must be equality for everyone: women and men, children, different ethnic groups or disabled persons. Discrimination of any description is a scourge of society that must be combated and eliminated. And it is imperative that football uses its own unifying charisma to fight this evil.

"6 VILLAGES FOR 2006"

"6 villages for 2006" is the motto and objective of a joint campaign between FIFA and the SOS Children's Villages organisation. By the time the final whistle is blown at the final of the 2006 FIFA World Cup Germany™, SOS Children's Villages hopes to have collected sufficient donations to allow six new villages to be built on all six continents.

This action is yet another milestone in FIFA's long-standing partnership with the internationally recognised relief organisation. This commitment on FIFA's part dates back to an initiative launched by Honorary President João Havelange in 1995, which the current President is continuing as an acknowledgment of FIFA's basic social responsibility. It is FIFA's wish that the assistance it provides in the area of charity work should also create long-term benefits.

SOS Children's Villages is a private institution with no political or religious affiliation and with offices in 131 countries. As a result of the adversity suffered by countless war orphans and homeless children after the Second World War, in 1949 the Austrian Hermann Gmeiner laid the foundation stone for the world's first SOS Children's Village in the small Tyrolean town of Imst.

At the heart of the SOS Children's Village concept lies the endeavour on the part of the organisation to provide children who have lost their parents or who can no longer live with them with a permanent home and a stable environment. Four cornerstone elements play a key role in the family-like structure of the SOS Children's Village: a mother, brothers and sisters, a house and a village. Over 50,000 children and youngsters live in more than 430 SOS Children's Villages and in SOS Youth Facilities. With a further 750 institutions such as kindergartens, schools and social and health centres, this relief organisation looks after more than 300,000 disadvantaged children and youngsters worldwide.

In addition to this most recent action, FIFA is also providing financial support for the construction of sports facilities in two SOS Children's Villages: a multi-purpose sports facility in Guinea-Bissau and a new football pitch at the Children's Village at Bucaramanga in Colombia. FIFA's support for the organisation is also in evidence at its competitions, either on advertising boards or with the involvement of children who, for example, led the players onto the pitch before four games at the FIFA Confederations Cup in France in 2003.

... in the 12 years since the suspension by the 1964 Congress, progress [has been] insignificant and insufficient.

FIFA President João Havelange at the FIFA Congress in 1976 prior to the vote to expel South Africa



Photo: Action Images

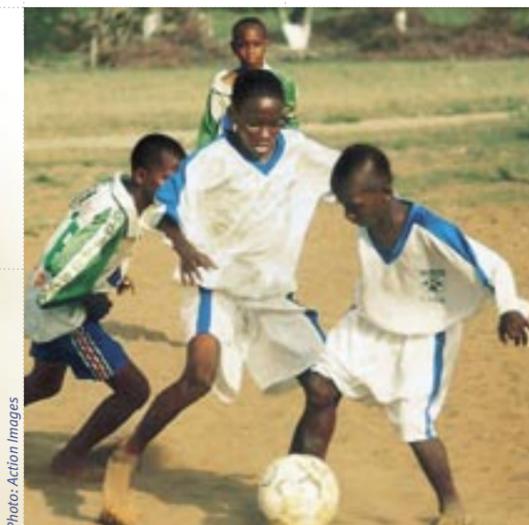


Photo: Action Images



Photo: Reuters

CAMPAIGNING FOR CHILDREN'S RIGHTS

For several years now, FIFA has maintained a partnership with the UN children's relief organisation UNICEF, using its biggest competitions as a vehicle to place emphasis on the observance of children's rights. FIFA and UNICEF have supplemented this alliance with further partnerships and specific programmes at national level, all of which are aimed at promoting the health, education and protection of children and youngsters. As is the case with SOS Children's Villages, the most important target group and the main beneficiaries are children and youngsters all around the world. This charitable commitment on FIFA's part is a logical result of the fact that, of the 250 million men, women, boys and girls who participate in our sport, more than 80 percent are children and youngsters.

Following the successful "Say Yes for Children" campaign at the 2002 FIFA World Cup™, as part of the 2003 Women's World Cup activities, FIFA and UNICEF concentrated their efforts in the educational sphere on two development areas where girls are being increasingly excluded or overlooked because of either poverty or discrimination: the right to play and the right to an education. With the "Go Girls! Education for Every Child" campaign, FIFA gave its support at the 2003 Women's World Cup in the USA to one of UNICEF's global initiatives to allow more girls to receive scholastic education. In addition, on 11 October, FIFA President Joseph S. Blatter and UNICEF Executive Director Carol Bellamy signed the "Los Angeles Declaration of Commitment" on behalf of both organisations. This declaration states that both organisations are committed to promoting and supporting the right of all children and youngsters to have access to healthy leisure activities and quality education. Thanks to a FIFA donation of USD 150,000, UNICEF also delivered more than 600 "Sport in a Box" sets to twelve countries throughout 2003. One part of these sets consists of simple sports kit and equipment, together with instructions on how to play the game of football. They were used in projects aimed at encouraging girls to go to school and to become actively involved in playing football.

"RED CARD TO CHILD LABOUR"

Football now exerts an influence on everyone and everything. For this reason, FIFA is involved with areas that go beyond the game itself. One such area is the distressing problem of child labour. For several years, FIFA has been financing part of the programmes that monitor manufacturers of sports goods in India and Pakistan to check whether they are complying with the ban on child labour. Some of this money also goes towards reintegration programmes. Experience has shown that the problem of child labour can only be overcome by implementing an extensive initiative, as a sports organisation on its own has neither the knowledge nor the means to solve this problem.



Photo: Pablo García

"This joint commitment provides proof of FIFA's social responsibility, especially where youngsters are concerned."

FIFA President Joseph S. Blatter

With this in mind, FIFA has intensified its cooperation with the International Labour Organisation (ILO) over the past two years. At the heart of the two organisations' joint endeavours lies the international "Red Card to Child Labour" campaign, which involves the world of sport and commerce and sets the tone for the fight against child labour. As part of this campaign, FIFA and ILO plan the following:

- to work out and implement a uniform strategy, whereby partner organisations become involved in the campaign;
- to coordinate and intensify the action programmes aimed at putting an end to child labour in the manufacture of sports goods and other products;
- to heighten the benefit and the effect of the ILO "Red Card to Child Labour" campaign by urging football associations and teams around the world to become involved in the campaign. In this regard, FIFA supported several ILO actions in 2003 that drew the public's attention to these problems;
- to bring together all the leading players who are involved in the fight against the use of child labour in the manufacture of products or who provide services in the world of sport, thereby allowing the effectiveness of the different projects to be assessed and new initiatives to be drawn up. Thanks to its partnership with ILO, FIFA realises that it is in a position to make wide sections of society in both the donor countries and recipient countries aware of the negative consequences of child labour and to encourage them to join the fight against it.

SCORING A VICTORY AGAINST CHOLERA

Just as they have in the past, illnesses and afflictions continue to walk hand in hand with poverty. In view of this regrettable situation, FIFA has established another partnership with the World Health Organization (WHO) and other relief organisations whose main area of activity focuses on trying to prevent illness and on providing direct aid in emergencies.

In 2003, FIFA helped to finance a project to combat cholera in Mozambique, one of the countries worst affected by this scourge. In co-operation with the Mozambique Ministry of Health, Doctors without Borders, Epicentre and the International Vaccination Centre, FIFA and WHO launched a campaign to fight this illness, which had ravaged the regions of Sofala and Gaza in particular. There were two primary objectives for this operation. First, to bring the epidemic under control by taking precautionary measures and by giving patients suitable treatment to reduce the death toll; and second, to dispense oral vaccines to prevent possible subsequent epidemics.

In the light of its social responsibility and out of concern for the future of children and youngsters, FIFA will not shy away from meeting urgent social and medical challenges head on. Together with the Swaziland football association, world football's

governing body also launched a wide-ranging HIV/AIDS information and prevention campaign to coincide with the 5th CAF U-17 Championship. This campaign also received support from CAF and Swaziland's Ministry of Health. As a result, this crucial information reached not only those involved in the footballing side of the competition, but also the public at large.



Photo: Reuters



Photo: Thomas von Ubrizsy

A GAME FOR EVERYONE

Having a passion for football can help people with severe disabilities to overcome seemingly insurmountable barriers. Anyone who has been privileged to experience the joy, enthusiasm and commitment shown by so-called disabled people on a football pitch will have been enriched by that experience.

2003 was the year of sport for people with disabilities. This was all the more reason for FIFA to intensify its relations with various institutions that are responsible for staging World Championships for disabled persons. And, as a result, FIFA supported, for the first time ever, the Cerebral Palsy World Cup, played on small pitches in the Argentine capital of Buenos Aires. Contact was also established with the International Blind Sports Federation, which is set to receive support from FIFA for the next World Cup for the Blind.

FIFA has also been on hand to provide direct aid, when necessary. For example, the world governing body provided financial support in Afghanistan as part of a development project to help disabled individuals. FIFA worked closely on this initiative with the Handicap International organisation. The focus was concentrated on three different levels:

- the creation of structures for disabled sport within the Afghanistan Football Federation;
- organising the proper training of coaches to provide instruction in the special techniques required when working with disabled footballers;
- providing material aid for local initiative committees.

In addition to this, FIFA has provided moral and financial support for smaller-scale projects, such as an international tournament for leg amputees in Sierra Leone, for example.

FOOTBALL IN A WIDER CONTEXT

Football, as an integral part of modern society, is subjected to many other influences that often threaten to restrict its autonomy.

A number of governments and supranational organisations concerned with combating doping or dealing with the legal status of footballers often presume the right to exercise authority or pass rulings that are sometimes incompatible with the characteristics and requirements of our sport.

A conflict of interests can also be detected in the international football community itself. In such cases, FIFA seeks dialogue among the various parties – associations, clubs and players – so as to reach solutions that are suitable for everyone.

The following chapter illustrates what FIFA has undertaken in these areas and where it now stands in the dialogue with external interest groups.

The question of television and marketing rights – so essential to FIFA's financial survival – is also explained.

Today, there are more than 1,500 licenced players' agents worldwide.

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1937
(from 1st January – 30th June).

Jan. 2	Buenos Aires	Paraguay - Uruguay		4 : 2	V. Fredrighi
" 3	Buenos Aires	Brazil - Chile		6 : 4	J. B. Macías
" 6	Buenos Aires	Uruguay - Peru		4 : 2	A. Vargas
" 9	Buenos Aires	Argentine - Paraguay		6 : 1	A. Tejada
" 10	Buenos Aires	Chile - Uruguay		3 : 0	J. B. Macías
" 13	Buenos Aires	Brazil - Paraguay		5 : 0	J. B. Macías
" 16	Buenos Aires	Argentine - Peru	S.A.C.†)	1 : 0	A. Tejada
" 17	Buenos Aires	Paraguay - Chile		3 : 1	A. Tejada
" 19	Buenos Aires	Brazil - Uruguay		3 : 2	J. B. Macías
" 21	Buenos Aires	Peru - Chile		2 : 2	J. B. Macías
" 23	Buenos Aires	Uruguay - Argentine		3 : 2	A. Vargas
" 24	Buenos Aires	Peru - Paraguay		1 : 0	A. Tejada
" 24	Paris	France - Austria	(1 : 1)	1 : 2	Dr. A. W. Barton
" 30	Buenos Aires	Argentine - Brazil	S.A.C.†)	1 : 0	A. Tejada
" 31	Düsseldorf	Germany - Netherlands	(1 : 1)	2 : 2	L. Leclercq
Febr. 1	Buenos Aires	Argentine - Brazil ²⁾	S.A.C.†)	2 : 0	L. A. Mirabal
" 21	Brussels	Belgium - France	(1 : 1)	3 : 1	H. S. Bockman
" 21	Prague	Czechoslovakia - Switzerland	(3 : 1)	5 : 3	L. Leclercq
" 21	Dyon	France (B) - Luxembourg	(0 : 1)	0 : 1	E. Swilens
March 7	Amsterdam	Netherlands - Switzerland	(1 : 0)	2 : 1	L. Baart
" 21	Vienna	Austria - Italy	(1 : 0)	2 : 0	O. Obmann
" 21	Stuttgart	Germany - France	(2 : 0)	4 : 0	R. Barlamina

Photo: FIFA Archive

A BALANCED MIXTURE

The question of releasing players has long led to heated debate and endless discussion. Way back in 1930, clubs were equally reluctant to give up their elite players for the World Cup on exactly the same grounds as their successors today – long absences, risks of injury and so on and so forth.

Increased internationalisation and the growth of the game, added to the fact that many players have left for foreign shores or even far-flung continents in search of success, have only served to compound this problem. Now, the level of tolerance has been stretched to the limit. This affects, above all, the players, who are at risk of burnout just like employees in other professions.

When FIFA set up the first coordinated international calendar for the period 2002–2003, some order returned to the international scene. Now, the 2004–2008 calendar has been in force since the beginning of the year, affording long-term planning. Some basic drawbacks still need ironing out, especially with regard to the domestic competition formats, some of which are too overloaded to comply with the coordinated calendar.

A FIFA working party concluded way back in 1992/1993 that the ideal size for a top division would be 16 teams and, at a stretch, perhaps 18, but certainly not more. The conclusion took into account that clubs are often involved in cup matches on top of their league commitments, and some even in two competitions with home and away legs. In some extreme cases, the 46 domestic club matches envisaged in the coordinated calendar are grossly exceeded.

FIFA's ultimate aim is to strike a balance between domestic and international club matches alongside international matches. It is in everyone's interest to regulate their competitions and leagues by complying with the upper limit. This matter will be under discussion at the Congress in Paris. However, it will be left to the associations to decide how they use the dates in the various categories. No-one is against maintaining tradition but obsolete habits serve no useful purpose in modern-day football.

INDIVIDUAL CASE MANAGEMENT

FIFA conducted doping tests for the first time at the 1966 World Cup finals. Since then, it has extended the tests to include all of its competitions, carrying out random tests in training camps and taking first-ever blood samples in addition to urine at the 2002 FIFA World Cup™. Nowadays, FIFA has a worldwide network of 140 doctors, all of whom have been trained as doping test officers at FIFA's expense. Every year, FIFA reserves huge sums of money for doping tests, investigations and research. The international harmonisation of doping tests and the FIFA Doping Control Regulations were approved by all 204 member associations at the Congress in Seoul in 2002. The positive outcome of this action was that every result since the Maradona case in 1994 had proved negative. Until December 2003. Two players were caught in the net in, of all places, the World Youth Championship in the United Arab Emirates. Traces of cannabis were detected in the German goalkeeper, Alexander Walke, and nandrolone in the Egyptian, Amir Azmy. FIFA reacted in the manner expected by the entire football family – quickly, efficiently and by evaluating the specific circumstances in each case. By the end of last year, Walke had been banned for seven months and Azmy for fourteen. FIFA's action dealt a swift blow to any critics accusing it of creating a loophole for doping offenders and undermining the battle against doping by demanding individual management of each case.

Individual case management is crucial to combating doping successfully. Standard punishments pronounced without taking account of mitigating or aggravating circumstances can more easily be contested in civil courts, as they contravene the defendant's basic right to individual judgment of his case. It would thus no longer act as a deterrent. Sentences pronounced after careful consideration of all of the facts, however, are difficult to contest and therefore constitute a better deterrent.

FIFA and other international team sports associations have been defending this point of view to a chorus of disapproval, scornful criticism as well as in negotiations with the World Anti-Doping Agency, WADA, over the past few years. Now, the WADA code is due to be signed at the FIFA Congress in Paris in May 2004. FIFA's stance is based on legal argument and is regarded as incontestable in the fight against doping. FIFA therefore remains at the forefront with its 40-year battle against this scourge.

Photo: Foto-NET/Kurt Schorrer



Photo: FIFA Archive

CLUB	AFFILIANCE	TRAINER
Lucerne	Bern (Swiss)	Ju. Winter (Swiss)
Yvertois	Sion (Swiss)	Fritz Lang (Swiss)
Grasshoppers Zurich	—	Karl Rausen (Swiss)
Young Fellows Zurich	—	Dr. R. Mihalke (Austrian)
Raio	Basel (Swiss)	Fernand Jourd'heuil (Swiss)
Nordstern Basel	Basel (Swiss)	Leo Wurmstich (Swiss)
Young Boys Bern	Fribourg (Swiss)	Leo Wurmstich (Swiss)
Grenchen	Ju. Arnoulet (Swiss)	Ju. Arnoulet (Swiss)
Basel	—	Keller (Swiss)
Chaux-de-Fonds	Valerik (Ukrainian)	Pauc (Ukrainian)
Leutkirch	Munich (German)	Karl (Swiss)
Servette	Lausanne (Swiss)	Tulla Muggen (Swiss)

Photo: FIFA Archive

TAKING STOCK

International transfers are not a recent development in the world of football. Foreign players and coaches have long been part of the scene in club football, as the list on Swiss football taken from a 1938 FIFA Bulletin shows here.

But the Bosman ruling in 1995 brought about sweeping changes in this area. The decision triggered a heated debate between the football community and the European Union and the effects are still being felt today. After seemingly endless negotiations, FIFA and UEFA reached agreement with the European Commission in Brussels on 5 March 2001 on the principles for redefining contractual rights and transfers in international football. The consensus gave rise to a complete revision of FIFA's Regulations for the Status and Transfer of Players, which came into force in September 2001.

Initial fears expressed by clubs and players' unions that the other party would benefit more from the new provisions proved, in time, to be largely unfounded. The rewritten regulations and the newly created Dispute Resolution Chamber and the Court of Arbitration for Sport recognised by FIFA, coupled with the economic downturn that limited funds for buying new players, slowed down the transfer market. FIFA helped to alleviate occasional hardship by applying transitional rules that still complied with the new regulations.



Photo: Reuters

A condition of the Brussels agreement was that discussions on the status quo would be held after a period of three years to conduct an in-depth evaluation of the effects of the new rules. This evaluation is now being carried out. Representatives from clubs and players' unions and other specialists are currently holding discussions under the guidance of FIFA and UEFA.

A number of new developments will be included in the analysis. The European Union is poised on the brink of huge expansion when ten new, largely eastern bloc member states will be taken into the fold on 1 May 2004. Agreements with some eighty other countries outside the European Union already predict equality among different nationals under certain conditions, which will, in turn, have a knock-on effect on our sport, as witnessed in the case of the female Polish basketball player, Malaja, who argued her case in court for eligibility to play in France. Seen from this angle, it is all the more essential for sports associations to have their activity and autonomy better protected by the inclusion of a special article in the project of the European Union constitution.

But it is very unlikely that it will come to a showdown with Brussels. In any case, the sports world, and especially football, will continue to protect its interests with every fibre of its being.

"We can put the yellow card back in the pocket."

Mario Monti, EU Competitions Commissioner, 5 March 2001



A LICENCE TO NEGOTIATE

When the new regulations came into force in March 2001, FIFA delegated the power to award players' agent licences to the associations, who now hold examinations for prospective agents twice per year. The associations are also the first point of contact when problems occur. The number of agents has also risen considerably in recent years. Not so long ago, there were approximately 500 licensed agents – today some 1,500 agents are active.

Companies specialising in sports management are increasingly using the services of licensed agents, who consequently do not work simply for themselves. This in itself does not pose any problems; the only difficulties arise in transfers in which a company represents two parties with two of its agents, as a conflict of interest cannot be ruled out in such cases. Family relationships can also prove

problematic – for example, if the father is the coach of a club and his son or daughter is working as an agent. Furthermore, we have also seen more and more evidence of agents forming groups, using their good relations with clubs to control the market or parts thereof. Such tactics make it even more difficult for new agents to find a foothold in a transfer market that is clearly on the decline. FIFA's legal department holds the central register of all licensed agents worldwide. As in the past, whenever international disputes arise, FIFA's legal department conducts an evaluation of the case from a legal point of view before passing the matter on to the Players' Status Committee for a decision. One thing is certain: in view of the problems and challenges mentioned above, this body's work will not diminish in the near future. Quite the opposite in fact...



Photo: Foto-NET

FOR CLUBS AND PLAYERS ALIKE

The abbreviation DRC does not stand for a newly founded football club, but for a legal body that has become so crucial to the world of modern football. Most of the work of the Dispute Resolution Chamber (DRC) focuses upon disputes relating to training compensation and matters arising between teams and players as a result of contractual breaches. The DRC was set up in conjunction with the new transfer regulations, which were drawn up in close cooperation with the EU. According to its regulations, the DRC is an internal body with the power to pass legally binding decisions. Representatives of clubs and players have equal representation in the DRC, which is always chaired by an independent person.

The DRC, in particular, has the power to decide whether a player or a club has breached a contract, and if so, whether there was just cause or sporting just cause for that breach. Furthermore, the DRC may – if requested to do so by a party – adjust training compensation fees if the original fee decided upon is clearly disproportionate to the case under review.

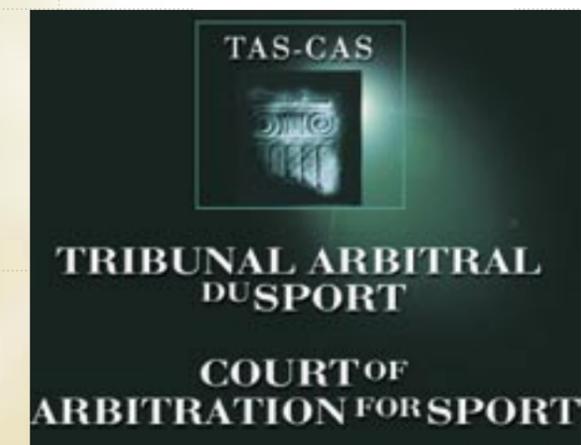
The chairman of the DRC is the chairman of the Players' Status Committee, which also appoints two of its members to act as the deputy chairmen of the DRC. The FIFA Executive Committee designates the 40 members of the DRC (20 permanent members and 20 "reserve" members) upon nominations from players' associations, clubs and/or leagues. Half of the members represent the interests of the clubs, with the other half representing the interests of the players. Not all of the members of the DRC have to be present each time the DRC convenes. Apart from in exceptional circumstances, when the DRC convenes to hear a case, the chairman usually invites two members to represent the players, and another two to represent the clubs. When inviting members to hear a case, the chairman also takes the nationalities of the parties into account, as well as any links that the DRC members may have with the parties involved. Since its creation, the DRC's decisions have enabled the chamber to create a sound judicial foundation. Fortunately, there are good working relations between the various interest groups. This has also helped the DRC to establish itself as an essential and reliable body in promoting amicable dialogue between employers (clubs) and employees (players).

LEGAL REFEREES

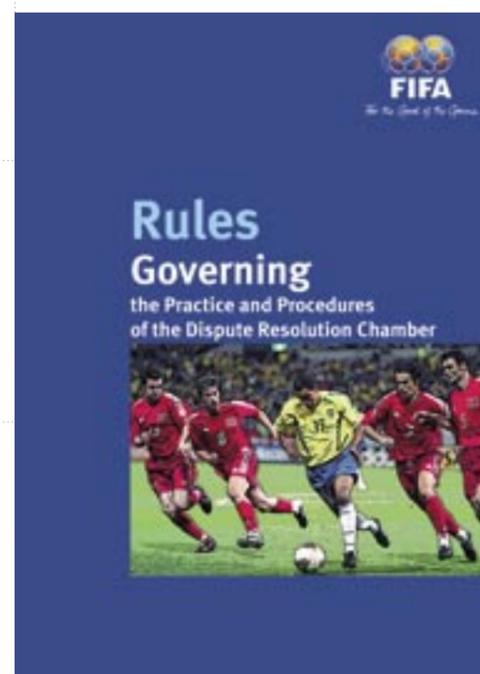
As part of its efforts to retain its autonomy from governments and supranational organisations, the world of sport has extended its group of legal bodies in recent years.

Football is no exception. In accordance with a Congress decision, FIFA originally intended to create an international arbitration tribunal for football. However, FIFA had to abandon that intention due to time pressure – it would not have been possible to create such a body by the deadline specified in the applicable regulations – as well as a lack of funds.

For that reason, FIFA decided to recognise the jurisdiction of the Court of Arbitration for Sport (CAS) in Lausanne, thereby ensuring that disputes that arose within the world of football were not taken to civil courts. The foundation responsible for CAS consequently added the names of arbitrators specialising in football to its list of official arbitrators. This list numbers 80 people – each confederation was entitled to nominate 10 arbitrators, with the players' union FIFPro and FIFA each nominating another ten.



The new FIFA Statutes make explicit reference to CAS being recognised as the arbitration tribunal. Approximately 50–60 per cent of all decisions passed by FIFA bodies are referred to CAS, which has to date received 46 cases to evaluate. Half (23) of these cases have since been settled, with FIFA's decision having been confirmed in all but one matter. That statistic is yet more proof of the quality and accuracy of FIFA's legal decisions. With the incorporation of an independent, recognised arbitration tribunal that can sit in the final instance to evaluate decisions passed by FIFA bodies, the parties involved – whether clubs, players, agents, or any other parties – are now obliged, as foreseen by the new FIFA Statutes – to settle their disputes within football structures.





MORE THAN JUST A BOX...

Ever since the 1950s, there has been a strong symbiosis between television and football – and that close relationship has been a telling factor in the rapid and successful development of both areas. Football is perhaps the most telegenic sport of all, while no medium has boosted the worldwide development of football more than television. The broadcast rights for the FIFA World Cup™ are among the most sought-after in the world. Conversely, FIFA relies heavily upon the resulting income to be able to finance its activities. In the 1999–2002 period, income from the sale of broadcasting rights accounted for 61 per cent of FIFA's total income (CHF 1.625 billion).

As already mentioned in the section on FIFA's finances, in spring 2002, the Kirch Group, which had assumed the license to market all television rights following the collapse of ISL, also filed for bankruptcy. FIFA, however, dealt with the crisis efficiently, transferring the rights and, more importantly, the duties to KirchSport AG, a company based in Switzerland. Originally under the name of Prisma Sports & Media AG, the management of KirchSport had been heavily involved in the sale of rights and other operational aspects relating to the broadcasting of the 2002 FIFA World Cup™ since 1997.

Despite those problems, the 2002 FIFA World Cup™ proved to be yet another resounding success from a television point of view. With their high-quality broadcasting of the matches in Asia, KirchSport's subsidiary Host Broadcast Services (HBS) made a significant contribution to a remarkable World Cup. Analysis of the viewing figures also revealed a number of new trends, including so-called "out of home viewing", with people following the action on giant screens in public areas, or on televisions in restaurants and countless other places. Thanks to a personal intervention from the FIFA President, World Cup matches were also beamed onto a giant screen in Kabul, the capital of Afghanistan. No fees were demanded for those rights and FIFA even donated USD 30,000 to the initiative.

More than 1.1 billion people watched the 2002 FIFA World Cup™ final with a cumulative total of over 28 billion people watching the 64 matches. Since early 2003, the sale of the rights to the 2006 FIFA World Cup™ has been handled by Infront

following a successful management buyout of KirchSport AG. Working together with HBS, Infront has since produced the signal for all FIFA competitions, with the FIFA Women's World Cup USA 2003 a particular success in terms of viewers. An average of 10 million people followed the first 90 minutes of the final between Germany and Sweden on German channel ARD (market share: 33%), with that figure even rising to 12 million (35%) in extra time. A total of over 13 million Germans watched the women's final – more than the number of people who followed the crucial EURO 2004 qualifier of the men's national team the day before. In Sweden, almost four million people tuned in to follow the action live, and according to channel TV4, no other programme in TV4 history could boast such impressive figures. Preparations are already well underway for the 2006 FIFA World Cup™ – which will be the first event to be produced in high definition – to ensure that the competition's unique atmosphere is conveyed to even the remotest corner of the world.



Photos: Reuters



Photos: Action Images

A NET AROUND THE WORLD

In November 1995, FIFA became one of the first international sports federations to launch its own website, FIFA.com. Nine years on, FIFA has considerably extended its range of activities in the world of new media.

FIFA.com, the governing body's official website, is now available in all four official FIFA languages and users from all over the world – whether members of the football family, fans or media representatives – have access to all official information on FIFA and a whole lot more besides. Since 2003, every FIFA competition has been covered in depth with a live results service, team portraits, statistics and background reports. The website also runs exclusive interviews with players, trainers and committee experts as well as the official World Rankings and an analysis of the latest standings. Reports on FIFA's development programmes also feature heavily, and there is now a dedicated section on FIFA's Centennial. The entire site was redesigned in 2003 and 2004 with a view to making it user-friendlier.

FIFAworldcup.com was launched at the Final Draw for the 2002 FIFA World Cup™ in Busan in late November 2001. Just over six months later, FIFA and partner Yahoo! recorded more than two billion page views during the final competition in Asia – a quite astonishing new world record. In 2002, FIFAworldcup.com was a resounding commercial success for all of FIFA's other partners, who benefited from an additional platform for their advertising rights.

Twelve months later, the website received yet another makeover for coverage of the FIFA Women's World Cup in the USA. The women's game had never before received such a level of promotion, with a match ticker providing coverage of all the matches in the final competition.

In early December 2003, the World Cup site was launched yet again with a new look for the 2006 FIFA World Cup™, including an area for the German LOC. A whole range of new features – such as a live match coverage service – will ensure that from the start of the qualifiers to the final whistle in Berlin on 9 July 2006, the World Wide Web will have an unprecedented level of exclusive information on the World Cup.

But FIFA is already looking to the future. World football's governing body intends to continue development in this area in the years ahead with a view to building upon this remarkable success story after 2006, when FIFA will be able to exploit the rights itself.

*FIFAworldcup.com
– one website, seven
languages, more than
two billion page views
during the 2002
FIFA World Cup™.*

MOBILE JOURNALISTS

FIFA is in contact with media from all over the world and from every sector on a daily basis. In this age of Internet and e-mail, the volume of information that is now demanded from, and provided by FIFA as punctually and comprehensively as possible, has grown exponentially. At tournaments in general, and above all at the FIFA World Cup™, this exchange of information is particularly intensive. In Japan and Korea, there were more than 3,500 accredited journalists, Internet editors and reporters working for television stations without transmission rights, in addition to 800 photographers and several thousand staff employed by television and radio stations with transmission rights. All of these had to be taken care of, assisted and provided with information before, during and after the 64 matches in the 2002 FIFA World Cup™ final tournament. It was a massive operation, and one that passed smoothly thanks to the excellent co-operation between FIFA and the local organising committees in Korea (KOWOC) and Japan (JAWOC). In addition, it was an achievement that was deservedly rewarded with an award from the International Sports Press Association (AIPS).

The World Cup in the Far East also marked a turning point in this sphere of activity. In the past, the main media centres and those at the stadiums were the main location for journalists to gather information and exchange views with colleagues. At the 2002 FIFA World Cup™, however, the spacious media centres were only well frequented on match days. On the other days, they were largely empty.

The reasons behind this development are relatively simple to explain: the media are no longer reliant on the communications infrastructure that a media centre provides. With laptop computers, mobile phones and PDAs, many representatives of the media now have all they need to allow them to research, write and send articles straight to their editorial offices. As a result, they spend almost

all their time in the places where their stories will break, namely with the teams, whose every footstep and every move they follow. The mobile journalist is no longer the exception, but rather the rule.

The planning for the media facilities and for the operational structures of the 2006 FIFA World Cup™ is therefore geared to these realisations. As part of the so-called Media Joint Meetings, FIFA is already working at this early stage with the local organising committee, with representatives of the host broadcaster, IT specialists and other experts on the infrastructure for Germany 2006. The key features of this whole concept are a comprehensive communication network, as well as downsized stadium media centres, which will still be equipped with all of the necessary facilities while also taking into account the requirements of mobile journalists.



Photo: Reuters

Photo: FIFA Archive



Official Partners of the 2006 FIFA World Cup Germany™



Photos: Reuters



ALL PARTNERS ON BOARD

If we look back at the situation just three years ago, it is quite clear that FIFA succeeded in making a virtue out of necessity in the tempestuous spring days in 2001 following the bankruptcy of its marketing partner ISL.

The commitment and skill displayed by the staff of the newly founded FIFA Marketing AG played a substantial part in ensuring that the 2002 FIFA World Cup™ ultimately proved to be another financial success. And FIFA has continued to ride on the crest of this wave of success. By March 2003, three years before the world was due to spend “time making friends” in Germany, all 15 partners were already on board for the 2006 FIFA World Cup™.

With a view to the long term, FIFA last year examined various possibilities as to how it could structure its marketing activities in the future. The solution considered to be most appropriate was to incorporate FIFA Marketing AG into the FIFA administration. On the one hand, this will guarantee a coherent policy as far as the future commercialisation of FIFA rights is concerned. And on the other hand, it means that FIFA can keep all its options open in a changed market with new spheres of activity (e.g. Internet).

The 70 or so staff members employed by the new FIFA Marketing & TV Division are currently still housed in offices in Zug. However, once the new “Home of FIFA” is ready to move into in 2006 – the year of the World Cup – they will be united under one roof with the rest of the FIFA staff.

USING THEIR HEADS . . .

As this report shows, football matches are not just won on the pitch. Although footballing success undoubtedly results from skilled footwork on the part of the players and from tactical instructions given by coaches, these players and coaches are also dependent on the professional assistance of administrators, lawyers and other sports experts. The graduates of the International Master (MA) in Administration, Law and Humanities of Sport, which is run under the patronage of FIFA and the International Center for Sports Studies (CIES) in Neuchâtel (Switzerland), certainly know how to score “with their heads”. Students on the course spend one term each at the De Montfort University in Leicester (England), the SDA Bocconi-School of Management in Milan (Italy), and at the University of Neuchâtel, where they become acquainted with every aspect of their future tasks. A special module covering the topic of communications has now been added to complete the curriculum. In addition, highly qualified specialists are entitled to apply for one of the research scholarships, which are awarded in honour of the former FIFA President, João Havelange.

The CIES has started looking beyond Europe as well. Initial pilot projects are currently in the preparation stage in Latin America. At the same time, specialists from the course have been involved in specific FIFA projects, such as the revision of the FIFA Statutes and a book chronicling the history of world football’s governing body. The activities have been rounded off with conferences featuring renowned experts, and these events have also been open to external participants.

Ninety-seven students from 40 countries and from every continent have so far enrolled on the four post-graduate diploma courses. In July 2003, an alumni organisation (CISMA – CIES International Sport Masters Alumni Association) was set up at the official graduation ceremony following the completion of the third year. There are several reasons for the success of the course, namely the quality of the partner universities and the teaching staff, the multidisciplinary curriculum, the international nature of the programme, the contacts with the world of sport, as well as the varied professional backgrounds of the students. And FIFA derives benefit from the course as well, given that some of the graduates are now working for the world governing body.

Football has to and does move with the times. As a result, the game now depends on skilled and qualified specialists who can guide it in a professional manner by keeping changes in the economy, society, law and the media constantly in focus. And, judging by the positive results so far, the CIES is the ideal way of achieving this.



Photo: FIFA

CHRONICLE

FIFA's 99th and 100th years of existence were also crammed full of activities, including competitions, committee meetings and many other gatherings. The following pages look at these and other events.

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FIFA COMMITTEES



Executive Committee Comité Exécutif Comité Ejecutivo Exekutivkomitee

for the period 2002-2004

President	BLATTER Joseph S.	Switzerland
Senior Vice-President	GRONDONA Julio H.	Argentina
Vice-Presidents	WILL David H. JOHANSSON Lennart HAYATOU Issa CHUNG Mong Joon, Dr WARNER Jack A. VILLAR LLONA Angel Maria	Scotland Sweden Cameroon Korea Republic Trinidad and Tobago Spain
Members	ALOULOU Slim D'HOOGHE Michel, Dr SASSO SASSO Isaac David TEIXEIRA Ricardo Terra BIN HAMMAM Mohamed ERZIK Senes BLAZER Chuck MAKUDI Worawi LEOZ Nicolás, Dr BHAMJEE Ismail DIAKITE Amadou KOLOSKOV Viacheslav, Dr MAYER-VORFELDER Gerhard PLATINI Michel FUSIMALOHI 'Ahongalu* OGURA Junji	Tunisia Belgium Costa Rica Brazil Qatar Turkey USA Thailand Paraguay Botswana Mali Russia Germany France Tonga Japan

Observer	ROEBECK Tautulu	Samoa
General Secretary	LINSI Urs, Dr	Switzerland

* In line with the revised FIFA Statutes, the Oceania Football Confederation is entitled to one Vice-President in the FIFA Executive Committee. This member shall be elected at the 2004 OFC Congress, which must be held before the 2004 Ordinary FIFA Congress in Paris.

Standing Committees and Judicial Bodies of FIFA Commissions permanentes et Organes juridictionnels Comisiones permanentes y órganos judiciales Ständige Kommissionen und Rechtsorgane

According to Article 34.2. and 34.3 of the FIFA Statutes, for the period 2004-2006

Emergency Committee Comité d'Urgence Comité de Urgencia Dringlichkeitskomitee

Chairman	BLATTER Joseph S.	Switzerland (FIFA President)
Members	JOHANSSON Lennart HAYATOU Issa WARNER Jack A. BIN HAMMAM Mohamed LEOZ Nicolás, Dr FUSIMALOHI 'Ahongalu	Sweden (UEFA) Cameroon (CAF) Trinidad and Tobago (CONCACAF) Qatar (AFC) Paraguay (CONMEBOL) Tonga (OFC)

Finance Committee Commission des Finances Comisión de Finanzas Finanzkommission

Chairman	GRONDONA Julio H.	Argentina
Deputy Chairman	WARNER Jack A.	Trinidad and Tobago
Members	BIN HAMMAM Mohamed BHAMJEE Ismail MAYER-VORFELDER Gerhard FUSIMALOHI 'Ahongalu	Qatar Botswana Germany Tonga

Internal Audit Committee Commission d'Audit Interne Comisión de Auditoría Interna Interne Audit-Kommission

Chairman	CARRARO Franco Dr	Italy
Deputy Chairman	SCARSELLA Basil	Australia
Members	BOUZO Farouk, Gen FERNANDES Justino, Dr SALIM José Carlos, Dr SPRENGERS Mathieu, Dr WEBB Jeffrey	Syria Angola Brazil Netherlands Cayman Islands

2006 FIFA WORLD CUP GERMANY™ Organising Committee for the FIFA World Cup™ Commission d'Organisation de la Coupe du Monde de la FIFA Comisión Organizadora de la Copa Mundial de la FIFA Organisationskommission für die FIFA Fussball-Weltmeisterschaft™

Chairman	JOHANSSON Lennart	Sweden
Deputy Chairman	GRONDONA Julio H.	Argentina
Members	WILL David H. HAYATOU Issa WARNER Jack A. VILLAR LLONA Angel Maria D'HOOGHE Michel, Dr TEIXEIRA Ricardo Terra ERZIK Senes LEOZ Nicolás, Dr MAYER-VORFELDER Gerhard PLATINI Michel AL-DABAL Abdullah ABUJOHOR Ricardo FIGUEREDO Eugenio CARRARO Franco, Dr ROTHENBERG Alan SANDU Mircea THOMPSON Geoffrey VELAPPAN Peter, Dato* OLIPHANT Molefi WICKHAM Adrian ZHANG Jilong	Scotland Cameroon Trinidad and Tobago Spain Belgium Brazil Turkey Paraguay Germany France Saudi Arabia Chile Uruguay Italy USA Romania England Malaysia South Africa Solomon Islands China PR

Germany 2006	BECKENBAUER Franz SCHMIDT Horst R.	Germany Germany
Korea/Japan 2002	CHUNG Mong-Joon, Dr OKANO Shun-Ichiro	Korea Republic Japan

2006 FIFA WORLD CUP GERMANY™ Bureau 2006 FIFA World Cup Germany™ Bureau Coupe du Monde de la FIFA Allemagne 2006 Bureau Copa Mundial de la FIFA Alemania 2006 Bureau FIFA Fussball-Weltmeisterschaft Deutschland 2006™

Chairman	JOHANSSON Lennart	Sweden
Deputy Chairman	GRONDONA Julio H.	Argentina
Members	WILL David H. HAYATOU Issa CHUNG Mong-Joon, Dr WARNER Jack A. VILLAR LLONA Angel Maria D'HOOGHE Michel, Dr LEOZ Nicolás, Dr MAYER-VORFELDER Gerhard PLATINI Michel	Scotland Cameroon Korea Republic Trinidad and Tobago Spain Belgium Paraguay Germany France
Germany 2006	BECKENBAUER Franz SCHMIDT Horst R.	Germany Germany

FIFA CONFEDERATIONS CUP GERMANY 2005 Organising Committee for the FIFA Confederations Cup Commission d'Organisation de la Coupe des Confédérations de la FIFA Comisión Organizadora de la Copa FIFA Confederaciones Organisationskommission für den FIFA Konföderationen-Pokal

Chairman	BLAZER Chuck	USA
Deputy Chairman	LEOZ Nicolás, Dr	Paraguay
Members	SNOWE Edwin HRH ABDULLAH AHMAD SHAH ASTUDILLO Oscar, Dr IYA Mohamed LISTKIEWICZ Michal STICKLER Friedrich BURGESS Mark GREENE Chet KA Sam Hyun	Liberia Malaysia Colombia Cameroon Poland Austria New Zealand Antigua and Barbuda Korea Republic
Germany 2005	SCHMIDT Horst R.	Germany

ATHENS 2004 Organising Committee for the Olympic Football Tournaments Commission d'Organisation des Tournois Olympiques de Football Comisión Organizadora de los Torneos Olímpicos de Fútbol Organisationskommission für die Olympischen Fussballturniere

Chairman	HAYATOU Issa	Cameroon
Deputy Chairman	CHUNG Mong Joon, Dr	Korea Republic
Members	KOLOSOKOV Viacheslav, Dr OKANO Shun-Ichiro FOK Timothy Tsun Ting SLAVKOV Ivan CASTEDO Walter MBONGO Sylvestre ROCHA LOPEZ Julio ROEBECK Tautulu SHADDAD Kamal, Dr ABETE Giancarlo, Dr AL-FAILAKAWI Mohammad DE GIACOMI Carlos ESPELUND Karen LEFKARITIS Marios CAMACHO-KORTMAN Yolanda	Russia Japan Hong Kong Bulgaria Bolivia Congo Nicaragua Samoa Sudan Italy Kuwait Argentina Norway Cyprus Costa Rica
Athens 2004	COMMNOS Patrick	Greece

NETHERLANDS 2005 Organising Committee for the FIFA World Youth Championship Commission d'Organisation du Championnat du Monde Juniors de la FIFA Comisión Organizadora del Campeonato Mundial Juvenil de la FIFA Organisationskommission für die FIFA Junioren-Weltmeisterschaft

Chairman	WARNER Jack A.	Trinidad and Tobago
Deputy Chairman	ERZIK Senes	Turkey
Members	ALOULOU Slim DELUCA Eduardo KREH Heinz-Herbert FAHMY Mustafa CONTIGUGLIA Robert, Dr MAGNUSSON Eggert AL-MOHANNADI Saud BROOK Hamad ANOUMA Jacques HARMON Lee	Tunisia Argentina Germany Egypt USA Iceland Qatar United Arab Emirates Cote d'Ivoire Cook Islands
Netherlands 2005	BEEN Harry	Netherlands

PERU 2005 Organising Committee for the FIFA U-17 World Championship Commission d'Organisation du Championnat du Monde U-17 de la FIFA Comisión Organizadora del Campeonato Mundial Sub-17 de la FIFA Organisationskommission für die FIFA U-17-Weltmeisterschaft

Chairman	WARNER Jack A.	Trinidad and Tobago
Deputy Chairman	OGURA Junji	Japan
Members	JAMES Anthony BOZOKY Imre, Dr ANDREW Madiu HAYDAR Hachem PATEL Suketu AL RAISI Fahad ASFURA Alfredo THEODORIDIS Theodore HÄMÄLÄINEN Pekka ABBAS Moulaye Mohamed	Jamaica Hungary Papua New Guinea Lebanon Seychelles Oman Chile Greece Finland Mauritania
Peru 2005	DELFINO Nicolas, Dr	Peru

THAILAND 2005 / CHINA PR 2007 Committee for Women's Football and FIFA Women's Competitions Commission du Football Féminin et des Compétitions Féminines de la FIFA Comisión del Fútbol Femenino y de las Competiciones Femeninas de la FIFA Kommission für Frauenfußball und die Frauenfußball-Wettbewerbe der FIFA

Chairman	MAKUDI Worawi	Thailand
Deputy Chairman	D'HOOGHE Michel, Dr	Belgium
Members	RATZEBURG Hannelore OSUNA Romer SBARDELLA Marina EL HAWARY Sahar BELKHAYAT Said STOICESCU Liana DE OLIVEIRA Luiz Miguel ADAD René JEAN-BART Yves, Dr RI Kwang Gun KING Josephine LOISEL Elisabeth AL-HITMI Aneesa, Dr HELLAND Janine	Germany Bolivia Italy Egypt Morocco Romania Brazil Philippines Haiti Korea DPR New Zealand France Qatar Canada
Thailand 2004 China PR 2007	KULKITANANTAEK Viraj ZHANG Jianqiang	Thailand China PR

The Committee will be split up for the FIFA Women's World Cup and the FIFA U-19 Women's World Championship.

CHINESE TAIPEI 2004 Futsal Committee Commission du Futsal Comisión del Futsal Kommission für Futsal

Chairman	TEIXEIRA Ricardo Terra	Brazil
Deputy Chairman	SASSO SASSO Isaac David	Costa Rica
Members	OGURA Junji VAN DER HULST Tom MELO FILHO Alvaro FOUSEK Petr KLASS Colin WILLIAMS Anthony TIMOCO Rafael AZMY Hisham BATANGTARIS Wandy COLOMBANI Armand VILAR Alberto KING LAI Richard	Japan Netherlands Brazil Czech Republic Guyana Nigeria Guatemala Egypt Indonesia Tahiti Spain Guam
Chinese Taipei 2004	CHANG Chan Wei	Chinese Taipei

VENUE TBA 2005 Organising Committee for the FIFA Club World Championship Commission d'Organisation du Championnat du Monde des Clubs de la FIFA Comisión Organizadora del Campeonato Mundial de Clubes de la FIFA Organisationskommission für die FIFA Klub-Weltmeisterschaft

Chairman	KOLOSOKOV Viacheslav, Dr	Russia
Deputy Chairman	TEIXEIRA Ricardo Terra	Brazil
Members	GULATI Sunil PINTADO David, Dr DE LA TORRE BOUVET José Albert INDRICKSONS Guntis KAWABUCHI Saburo AL-GHADAFI Saadi MC GINN John WOLANSKI Phillip	USA Argentina Mexico Latvia Japan Libya Scotland Australia

Referees and Assistant Referees Committee Commission des Arbitres et des Arbitres Assistants Comisión de Árbitros y Árbitros Asistentes Kommission für Schiedsrichter und Schiedsrichter-Assistenten

Chairman	VILLAR LLONA Angel Maria	Spain
Deputy Chairman	TEIXEIRA Ricardo Terra	Brazil
Members	MAKUDI Worawi AUSTIN Lisle BERGAMO Paolo JASSEM Ahmed LACARNE Belaid MACIEL Carlos ORTIZ José Carlos PUHL Sandor ROMO Jorge SENE Badara VAN DER ENDE Mario LULU Tinsley Johnny	Thailand Barbados Italy Bahrain Algeria Paraguay El Salvador Hungary Argentina Senegal Netherlands Vanuatu

Technical and Development Committee Commission Technique et de Développement Comisión Técnica y de Desarrollo Kommission für Technik und Entwicklung

Chairman	PLATINI Michel	France
Deputy Chairman	DIAKITE Amadou	Mali
Members	ROXBURGH Andrew RADIONOV Vladimir CURKOVIC Ivan HOWARD Dick ONIGBINDE Adegboye, Chief TEMARII Reynald SY El Hadji Malick ROEBECK Tautulu AKROMOV Rustam BILARDO Carlos BRATHWAITE Richard IORDANESCU Anghel MATURANA Francisco RUTEMOELLER Erich CHÓ Chung Yun BLANC Laurent (FIFPro) BELIVEAU Sylvie PAUW Vera	Scotland Russia Serbia and Montenegro Canada Nigeria Tahiti Senegal Samoa Uzbekistan Argentina Trinidad and Tobago Romania Colombia Germany Korea Republic France Canada Netherlands

FIFA COMMITTEES

Sports Medical Committee Commission de Médecine Sportive Comisión de Medicina Deportiva Sportmedizinische Kommission

Chairman	D'HOOGHE Michel, Dr	Belgium
Deputy Chairman	DIAKITE Amadou	Mali
Members	PETERSON Lars, Prof Dr O'HATA Nozomu, Prof DVORAK Jiri, Prof Dr GITTEHS Rudy, Dr ZERGUINI Abdelmadjid Yacine, Dr MADERO Raúl, Dr GRAF-BAUMANN Toni, Prof Dr TOLEDO Lidio, Dr YOON Young Sul, Dr KANNANGARA Siri, Dr ABDEL-RAHMAN Hosny, Prof BABWAH Terence, Dr SINGH Gurcharan, Dr	Sweden Japan Switzerland Canada Algeria Argentina Germany Brazil Korea Republic Australia Egypt Trinidad and Tobago Malaysia

Players' Status Committee Commission du Statut du Joueur Comisión del Estatuto del Jugador Kommission für den Status von Spielern

Chairman	ALOULOU Slim	Tunisia
Deputy Chairman	MAYER-VORFELDER Gerhard	Germany
Members	BLAZER Chuck MIFSUD Joseph, Dr PADRON MORALES Juan CHIRIBOGA Luis FERNANDO V. Manilal THOMSON Michael	USA Malta Spain Ecuador Sri Lanka Australia

Legal Committee Commission des Questions Juridiques Comisión de Asuntos Legales Kommission für rechtliche Angelegenheiten

Chairman	WILL David H.	Scotland
Deputy Chairman	VILLAR LLONA Angel Maria	Spain
Members	BLAZER Marci QUINTANA Javier SAHU KHAN Muhammad, Dr DAS MUNSI Priya Ranjan ROEMER Henri TOLLA-THOMPSON Justice GALLAVOTTI Mario SÁNCHEZ Reinaldo	USA Peru Fiji India Luxembourg Sierra Leone Italy Chile

Committee for Ethics and Fair Play Commission d'Éthique et de Fair-play Comisión de Ética y Deportividad Kommission für Ethik und Fairplay

Chairman	ERZIK Senes	Turkey
Deputy Chairman	BIN HAMMAM Mohamed	Qatar
Members	ABESSOLO Gabriel DAMIANI Juan Pedro HAIMES Burton K. MURRAY Les ROCHETEAU Dominique	Cameroon Uruguay USA Australia France

Media Committee Commission des Médias Comisión de Medios Informativos Medienkommission

Chairman	MAYER-VORFELDER Gerhard	Germany
Deputy Chairman	FUSIMALOHI 'Ahongalu	Tonga
Members	MICHEL'S Mick MAHJIOUB Faouzi PEREZ ARIAS Jorge MARADAS Emmanuel HUSSEIN S. Mohammad KIESE Hugo MEIER-ROEHN Gerhard BAYATLI Togay (AIPS) DICKENS Les KASSABOV Michail	Belgium Tunisia Spain Chad Iraq Mexico Germany Turkey Ecuador Bulgaria

The General Secretary may, at the suggestion of the Committee, co-opt members for special duties for a limited period.

Associations Committee Commission des Associations Comisión de las Asociaciones Kommission der Verbände

Chairman	KOLOSKOV Viacheslav, Dr	Russia
Deputy Chairman	BHAMJEE Ismail	Botswana
Members	ALOULOU Slim SURKIS Grigoriy CABALLEROS José Mauricio FIGUEREDO Eugenio HARRISON Oscar HERNANDEZ Luis KAVIZARI Cesar RAOURAOUA Mohamed SIMONET Claude STANLEY Victor ZAVRL Rudi ZLOCZOWER Ralph AL DAHAB Mohamed, Dr DADGAN Mohammad, Dr	Tunisia Ukraine Guatemala Uruguay Paraguay Cuba Rwanda Algeria France American Samoa Slovenia Switzerland Oman Iran

Football Committee Commission du Football Comisión del Fútbol Fussballkommission

Chairman	VILLAR LLONA Angel Maria	Spain
Deputy Chairman	PLATINI Michel	France
Members	BECKENBAUER Franz CHARLTON Bobby, Sir EUSEBIO Eusebio Da Silva Ferreira FACCHETTI Giacinto HAGI Gheorghe HONG Myung Bo PELÉ Edson Arantes do Nascimento PERFUMO Roberto RAMIZ WRIGHT José RUFER Wynton SANCHEZ Hugo WEAH George BONIEK Zbigniew TAYLOR Gordon (FIFPro) TSICHLAS Anastasia ABEDI PELE Abedi Pele Ayew BETTEGA Roberto ERIKSSON Sven Goran HOOPER Charmaine ABDULLAH Majid MILLA Roger RIISE Hege STOJKOVIC Dragan VELAPPAN Peter, Dato' FITSCHEN Doris	Germany England Portugal Italy Romania Korea Republic Brazil Argentina Brazil New Zealand Mexico Liberia Poland England, FIFPro South Africa Ghana Italy Sweden Canada Saudi Arabia Cameroon Norway Serbia and Montenegro Malaysia Germany

Strategic Studies Committee Commission d'Études Stratégiques Comisión de Estudios Estratégicos Strategiekommission

The Strategic Studies Committee will be composed as follows:
La Commission d'Études Stratégiques sera composée comme suit:
La Comisión de Estudios Estratégicos se compondrá de la siguiente manera:
Die Strategiekommission setzt sich wie folgt zusammen:

FIFA President	
FIFA Senior Vice-President	
Confederations' Presidents	
FIFA General Secretary	
Confederations' General Secretaries	

Marketing and Television Advisory Board Conseil Marketing et Télévision Consejo de Mercadotecnia y Televisión Marketing- und Fernsehausschuss

Chairman	GRONDONA Julio H.	Argentina
Deputy Chairman	BLAZER Chuck	USA
Members	FUSIMALOHI 'Ahongalu ENAUlt Gerard JORDAAN Danny LUDWIG Alfred KARIUKI Maina BIN NASSER Saleh Ahmed, Dr HANSEN Jim	Tonga France South Africa Austria Kenya Saudi Arabia Denmark

Goal Bureau Bureau Goal Bureau Goal Goal-Bureau

Chairman	BIN HAMMAM Mohamed	Qatar
Deputy Chairman	PLATINI Michel	France
Members	COLUNA Mario TEMARII Reynald BURGA Manuel Dr MARKOVIC Vlatko TAYLOR Harold	Mozambique Tahiti Peru Croatia Trinidad and Tobago

FIFA Medical Assessment and Research Centre Centre d'Évaluation et de Recherche Médicale de la FIFA Centro de Evaluación e Investigación Médica de la FIFA Zentrum für medizinische Auswertung und Forschung der FIFA

President	D'HOOGHE Michel, Dr	Belgium
Chairman	DVORAK Jiri, Prof Dr	Switzerland
Members	PETERSON Lars, Prof Dr GRAF-BAUMANN Toni, Prof Dr JUNGE Astrid, Dr O'HATA Nozomu, Prof GITTEHS Rudy, Dr MADERO Raúl, Dr ZERGUINI Abdelmadjid Yacine, Dr FULLER Colin, Dr ROUX Constant-Antoine, Prof EDWARDS Tony, Dr MANDELBAUM Bert, Dr ABDEL-RAHMAN Hosny, Prof CHOMIAK Jiri, Dr	Sweden Germany Germany Japan Canada Argentina England Cote d'Ivoire New Zealand USA Egypt Czech Republic

Doping Control Sub-Committee Sous-commission du Contrôle de Dopage Subcomisión del Control de Dopaje Dopingkontroll-Ausschuss

President	D'HOOGHE Michel, Dr	Belgium
Chairman	GRAF-BAUMANN Toni, Prof Dr	Germany
Members	DVORAK Jiri, Prof Dr PETERSON Lars, Prof Dr GUILLEN MONTENEGRO Jorge, Dr SAUGY Martial, Dr	Switzerland Sweden Spain Switzerland

Disciplinary Committee Commission de Discipline Comisión Disciplinaria Disziplinarkommission

Chairman	MATHIER Marcel, Me	Switzerland
Deputy Chairman	AL-KHALIFA Sheik Salman Bin Ebrahim	Bahrain
Members	ESQUIVEL Rafael BOYCE Jim BURRELL Horace LAGRELL Lars-Ake PEETERS Jan SPAHO Mehmet THAPA Ganesht HAWIT BANEGAS Alfredo MUSSENDEN Larry MADAIL Gilberto, Dr SAHU KHAN Muhammad, Dr NAPOUT Juan Angel TAQI Asad MENAHEM Itzhak HIRSCH Guenter, Prof	Venezuela Northern Ireland Jamaica Sweden Belgium Bosnia-Herzegovina Nepal Honduras Bermuda Portugal Fiji Paraguay Kuwait Israel Germany

Appeal Committee Commission de Recours Comisión de Apelación Berufungskommission

Chairman	SALGUERO Rafael	Guatemala
Deputy Chairman	VARA DE REY Fernando	Spain
Members	PEÑA GUTIERREZ Edgar DE GAUDIO Carlo FARRUGIA John ILESSIC Marko NICHOLAS Tai CHIMILJO Bertie, Dr ADIAGODO Martin GAGATSISS Vassilis MAKAKOLE Thabo KHEK Ravy KOUTSOKOUMNIS Costakis ACOSTA ESPINOSA Francisco KOH John LAKSHMANAN P. P. CRESCENTINI Giorgio	Bolivia Italy Malta Slovenia Cook Islands Belize Benin Greece Lesotho Cambodia Cyprus Ecuador Singapore India San Marino

Dispute Resolution Chamber Chambre de Résolution des Litiges Cámara de Resolución de Disputas Kammer zur Beilegung von Streitigkeiten

Members		
Employers	CHIBOUB Slim DIALLO Philippe GALLAVOTTI Mario GAZIDIS Ivan HARA Akihiko MITRAKAS Peter SAGARDY Juan Antonio AMORETTY SOUZA Paulo, Dr STRAUB Wilfried WATKINS Maurice	Tunisia France Italy USA Japan Australia Spain Brazil Germany England
Employees	COLUCCI Michele FILGUEIRAS Julio HUERTA José Maria MOVILLA Gerardo MURPHY Michael PIAT Philippe SCHWAB Brendan TAYLOR Gordon (FIFPro) VAN SEGGELEN Theo to be announced	Italy Uruguay Mexico Spain South Africa France Australia England Netherlands AFC
Alternative Members		
Employers	BIN NASSER Saleh Ahmed, Dr HEREDIA RUBIO Rafael JENSEN Claus Rode KHOZA Irvin MORTAGUA Antonio NIKITIADIS George PHILLIPS Jean-Marie COLMAN Antonio STOROZENKO Sergiy to be announced	Saudi Arabia Mexico Denmark South Africa Portugal Greece Belgium Paraguay Ukraine AFC
Employees	AGREN Per CARRACA Antonio ELENSKI Alexandre KERR John MARTORELLI Rinaldo José MAYEBI David SOTO OLIVARES Carlos RYBAK Frank SIMEOFORIDIS Theofilos to be announced	Sweden Portugal Russia USA Brazil Cameroon Chile Germany Greece Comnebol

Goal Development Officers Responsables du développement Goal Oficiales de desarrollo Goal Entwicklungsleiter (Goal Development Officers)

FERNANDO V. Manilal	Sri Lanka
ISMAIL Taha, Dr	Egypt
KABLAN Sampon	Cote d'Ivoire
LOOK LOY Keith	Trinidad and Tobago
MAHELODI Asnford	Botswana
MAYNE-NICHOLLS Harold	Chile
ONGUENE MANGA Jean	Cameroon
SALCEDO Hugo	USA
SAMUEL Paul Mony, Dato'	Malaysia
TCHOUKHRI Valeri	Russia
TURNER Glenn	New Zealand



Committee Meetings March to December 2002

04.03.2002 Bureau Organising Committee for the Olympic Football Tournaments
 05.03.2002 Committee for the FIFA U-19 Women's World Championship
 05.03.2002 Committee for Women's Football and the FIFA Women's World Cup
 05.03.2002 National Associations Committee
 06.03.2002 Organising Committee for the FIFA U-17 World Championship
 06.03.2002 Committee for FIFA Youth Competitions
 06.03.2002 Protocol Committee
 07.03.2002 Executive Committee
 07.03.2002 Football Committee
 07.03.2002 Organising Committee for the FIFA World Cup
 08.03.2002 Executive Committee
 20.03.2002 Referees' Committee
 21.03.2002 Sports Medical Committee
 26.03.2002 Players' Status Committee
 26.04.2002 Players' Status Committee
 03.05.2002 Executive Committee
 14.05.2002 Players' Status Committee
 24.05.2002 Referees' Committee
 24.05.2002 Committee for Security Matters and Fair Play
 25.05.2002 Organising Committee for the FIFA World Cup
 26.05.2002 Executive Committee
 27.05.2002 Protocol Committee
 31.05.2002 Executive Committee
 27.06.2002 Referees' Committee
 28.06.2002 Executive Committee
 15.08.2002 Committee for the FIFA U-19 Women's World Championship
 31.08.2002 Committee for Women's Football and the FIFA Women's World Cup
 18.09.2002 Players' Status Committee
 23.09.2002 Executive Committee
 03.10.2002 Players' Status Committee
 18.10.2002 Consultative Committee
 28.10.2002 Referees' Committee
 28.10.2002 Futsal Committee
 29.10.2002 National Associations Committee
 29.10.2002 Bureau Organising Committee for the Olympic Football Tournaments
 30.10.2002 Sports Medical Committee
 30.10.2002 Organising Committee for the FIFA U-17 World Championship
 30.10.2002 Committee for FIFA Youth Competitions
 31.10.2002 Organising Committee for the FIFA Confederations Cup
 31.10.2002 Players' Status Committee
 01.11.2002 Football Committee
 01.11.2002 Committee for Women's Football and the FIFA Women's World Cup
 02.11.2002 Goal Bureau
 02.11.2002 Technical Committee
 03.11.2002 Statutes Revision Committee
 04.11.2002 Statutes Revision Committee
 25.11.2002 Statutes Revision Committee
 16.12.2002 Organising Committee for the FIFA World Cup
 17.12.2002 Executive Committee

Results of FIFA competitions

2002 FIFA World Cup Korea/Japan™
 2002 FIFA World Cup Korea/Japan™
 Korea/Japan, 31 May – 30 June 2002
 Host cities in Korea: Seoul, Incheon, Suwon, Daejeon, Daegu, Jeonju, Gwangju, Ulsan, Busan, Seogwipo
 Host cities in Japan: Yokohama, Sapporo, Miyagi, Niigata, Ibaraki, Saitama, Shizuoka, Kobe, Osaka, Oita
 Spectators: 2,705,197

World Champion: Brazil
 Germany – Brazil 0:2 (0:0)
 Referee: Pierluigi Collina (ITA)
 Match for third place: Korea Republic – Turkey 2:3 (1:3)
 Referee: Saad Mane (KUW)

FIFA U-19 Women's World Championship Canada 2002

Canada, 17 August – 1 September 2002
 Host cities: Victoria, Vancouver, Edmonton
 Spectators: 295,133

World Champions: USA
 Canada – USA 0:1 aet (0:0)
 Referee: Dianne Ferreira-James (GUY)
 Match for third place: Brazil – Germany 1:1 aet, 3:4 PSO (1:1, 1:0)
 Referee: Mayumi Oiwa (JPN)

FIFA Confederations Cup France 2003

France, 18 – 29 June 2003
 Host cities: Paris/St-Denis, Lyons, St-Etienne
 Spectators: 367,931

Winners: France
 Cameroon – France 0:1 aet (0:0)
 Referee: Valentin Ivanov (RUS)
 Match for third place: Colombia – Turkey 1:2 (0:1)
 Referee: Mark Shield (AUS)

FIFA U-17 World Championship Finland 2003

Finland, 13 – 30 August 2003
 Host cities: Helsinki, Tampere, Lahti, Turku
 Spectators: 183,616

World Champions: Brazil
 Brazil – Spain 1:0 (0:0)
 Referee: Eric Braamhaar (NED)
 Match for third place: Colombia – Argentina 1:1 PSO 4:5 (0:1),
 Referee: Eddy Maillet (SEY)

FIFA Women's World Cup USA 2003

USA, 20 September – 12 October 2003
 Host cities: Foxboro/Boston, Philadelphia, Washington, D.C., Columbus, Portland, Carson/LA.
 Spectators: 479,814

World Champions: Germany
 Germany – Sweden 2:1 aet (1:1, 0:1)
 Referee: Floarea Ionescu (ROM)
 Match for third place: USA – Canada 3:1 (1:1)
 Referee: Tammy Ogston (AUS)

FIFA World Youth Championship UAE 2003

United Arab Emirates, 27 November – 19 December 2003
 Host Cities: Abu Dhabi (3 stadiums), Al Ain, Dubai (2 stadiums), Sharjah
 Spectators: 592,100

World Champions: Brazil
 Spain – Brazil 0:1 (0:0)
 Referee: Roberto Rosetti (ITA)
 Match for third place: Colombia – Argentina 2:1 (1:1)
 Referee: Matthew Breeze (AUS)

Committee Meetings 2003

20.02.2003 Media Committee
 20.02.2003 Referees' Committee
 21.02.2003 Players' Status Committee
 22.02.2003 Statutes Revision Committee
 03.03.2003 Marketing and Television Advisory Board
 04.03.2003 Committee for Women's Football and the FIFA Women's World Cup
 04.03.2003 National Associations Committee
 05.03.2003 Internal Audit Committee
 05.03.2003 Organising Committee for the FIFA World Cup
 05.03.2003 Consultative Committee
 06.03.2003 Executive Committee
 06.03.2003 Strategic Study Committee
 10.04.2003 FIFA/UEFA Consultative Committee
 30.04.2003 Sports Medical Committee
 01.05.2003 Goal Bureau
 01.05.2003 Football Committee
 03.05.2003 Executive Committee
 13.06.2003 Internal Audit Committee
 16.06.2003 Organising Committee for the FIFA Confederations Cup
 27.06.2003 Organising Committee for the FIFA Confederations Cup
 28.06.2003 Executive Committee
 11.08.2003 Organising Committee for the FIFA U-17 World Championship
 29.08.2003 Organising Committee for the FIFA U-17 World Championship
 19.09.2003 Committee for Women's Football and the FIFA Women's World Cup
 08.10.2003 Committee for Women's Football and the FIFA Women's World Cup
 14.10.2003 Players' Status Committee
 15.10.2003 Goal Bureau
 16.10.2003 Bureau 2006 FIFA World Cup Germany
 17.10.2003 Executive Committee
 17.10.2003 Statutes Revision Committee
 28.10.2003 Referees' Committee
 28.10.2003 Sports Medical Committee
 29.10.2003 Bureau Organising Committee for the Olympic Football Tournaments
 29.10.2003 National Associations Committee
 29.10.2003 Futsal Committee
 30.10.2003 Players' Status Committee
 31.10.2003 Organising Committee for the FIFA Club World Championship
 31.10.2003 Technical Committee
 31.10.2003 Football Committee
 24.11.2003 Internal Audit Committee
 25.11.2003 Committee for FIFA Youth Competitions
 03.12.2003 Committee for Security Matters and Fair Play
 03.12.2003 Organising Committee for the FIFA World Cup
 04.12.2003 Executive Committee
 22.12.2003 Disciplinary Committee

Committee Meetings February 2004

16 February Referees and Assistant Referees Committee
 17 February Goal Bureau
 18 February Internal Audit Committee
 18 February Finance Committee
 19 February Organising Committee for the FIFA Club World Championship
 19 February Players' Status Committee
 29 February Executive Committee

In the years covered by this report, the following persons were awarded the FIFA Order of Merit:

- Nelson Mandela, former president of the Republic of South Africa and a Nobel Peace Prize winner – by overcoming apartheid, he paved the way for South Africa to be re-admitted to FIFA.
- Kofi Annan (Ghana), UN Secretary-General – for the cooperation between FIFA and various UN organisations.
- Mohamed El-Deeb (Egypt) – for his services to Egyptian football.
- Hans Bangerter (Switzerland), UEFA General Secretary 1960–1989 – for his contribution to establishing and expanding UEFA, and to the introduction of European club competitions.
- René Hüsey (Switzerland), winner of many Swiss titles as a player and coach – for his many years of services on the Organising Committee for the FIFA World Cup™ and other FIFA committees, as well as for his work as a FIFA instructor.
- Miljan Miljanic (Yugoslavia) – for his achievements as a player and coach, as well as for his many years of service as a FIFA instructor.
- Dr Nicolás Leoz (Paraguay), CONMEBOL president since 1986 and member of various FIFA committees – for his unwavering commitment to world football, and to football in South America in particular.
- Jim Fleming (Canada), former president of the Canadian FA – for his services to Canadian football and his work on FIFA bodies.
- David Kipiani (Georgia, posthumous) – successful forward and coach for many years.
- Dr José Ermirio de Moraes Filho (Brazil, posthumous) – for decades of service to football in Sao Paulo, Brazil and various FIFA bodies.
- Santiago Bernabeu (Spain, posthumous) – for his achievements as a player, secretary, and member of the board at Spanish giants Real Madrid, and for his 35 years as club president.
- Valery Lobanovsky (Ukraine, posthumous) – for his many years as a successful coach of the national teams of the former USSR, Ukraine, UAE and Kuwait, as well as the club Dynamo Kiev.
- Scheikh Fahad Al-Ahmad Al-Sabah (Kuwait, posthumous) – FIFA vice-president 1990, for his many years of service to sport and football in Kuwait and Asia.

At the Extraordinary Congress in Doha in 2003 and at the last meeting of the FIFA executive in London at the end of February 2004, one list was particularly long, namely that of the names of deceased friends from the world of football. In some cases, fate had dealt them a particularly brutal blow. Millions of fans in the stadium in Lyons and at home saw the Cameroon player, Marc-Vivien Foé, suddenly collapse for no apparent reason during the FIFA Confederations Cup in France on 26 June 2003. Despite immediate attempts to revive him, the 28-year-old died in the medical wing of the stadium shortly after the semi-final. The football world also lost the young 24-year-old Hungarian international, Miklos Feher, who, like Foé, died from cardiac failure under similarly tragic circumstances towards the end of a league game with his club, Benfica Lisbon, on 25 January this year.

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In Guatemala, Danny Ortiz (27), Municipal's goalkeeper, collided with a rival striker in a derby in Guatemala City on 29 February 2004 and died in hospital from his injuries. Another tragedy occurred in Ukraine when the 18-year-old international, Andrej Pawitskij, collapsed and died during training with Arsenal Kiev in early March 2004. One month earlier, Schalwa Apchazawa (23) from Georgia suffered the same fate in the Ukrainian first division.

Many former great players such as Fritz Walter and Helmut Rahn (two members of the 1954 German World Cup winning team) and Lothar Emmerich (1966 World Cup runner-up with Germany) are no longer with us. South America is also mourning many heroes such as Dida (world champion with Brazil in 1958), Leonidas da Silva (top goalscorer in the 1938 World Cup with Brazil), Roque Gaston Maspoli, Juan Schiaffino, Eusebio Tejera and Julio Perez (1950 world champions with Uruguay), while Wales lamented the loss of its greatest ever player, John Charles, in February 2004. Laszlo Kubala died at the age of 74 on 17 May 2002. During his long career, Kubala played for three different countries – Hungary, Czechoslovakia and Spain. Another World Cup

protagonist died on 15 June 2002: Said Belqola, the Moroccan referee who officiated at the 1998 World Cup final, passed away after a serious illness. FIFA also had reason to bemoan the loss of several people who had left an indelible mark on the fate of world football's governing body over the years. Jacques Georges (France), FIFA honorary member, former FIFA vice-president and UEFA president, died at the age of 87 on 26 February 2004. A member of the FIFA executive from 1983 to 1994, Georges also acted as chairman of the Finance Committee and Technical Committee. Alfonso Senior (Colombia), another honorary member of FIFA and member of the Executive Committee from 1970 to 1986, died one month earlier on 25 January 2004 at the age of 91. A founder of the Colombian football association, Senior chaired the Players' Status Committee as well as a number of other bodies.

Nabon Noor (Indonesia), a former member of the Media Committee and holder of the FIFA Order of Merit, also died in early 2004 at the age of 75, as did Joab Omino (Kenya), a member of the FIFA Disciplinary Committee at the age of 64.

FIFA lost another honorary member when Rito Alcantara (Senegal) passed away in 2003. Alcantara died in his hometown of Dakar on 8 February at the age of 81. A pharmacist by profession, he belonged to the FIFA executive between 1968 and 1988. He was also a member of a number of committees and chairman of the FIFA Sports Medical Committee from 1983 to 1988. Javier Arriaga (Mexico), a member of the FIFA Referees' Committee and a holder of the FIFA Order of Merit, died in August 2003.

On 13 May 2002, Valery Lobanovsky (Ukraine) passed away after suffering a stroke. He could look back upon many years as the coach of a number of national teams, but his greatest hours were with the club side Dynamo Kiev. FIFA awarded him a posthumous Order of Merit in recognition of his achievements.

FIFA will cherish the memory of the foregoing dignitaries as well as those mentioned below.

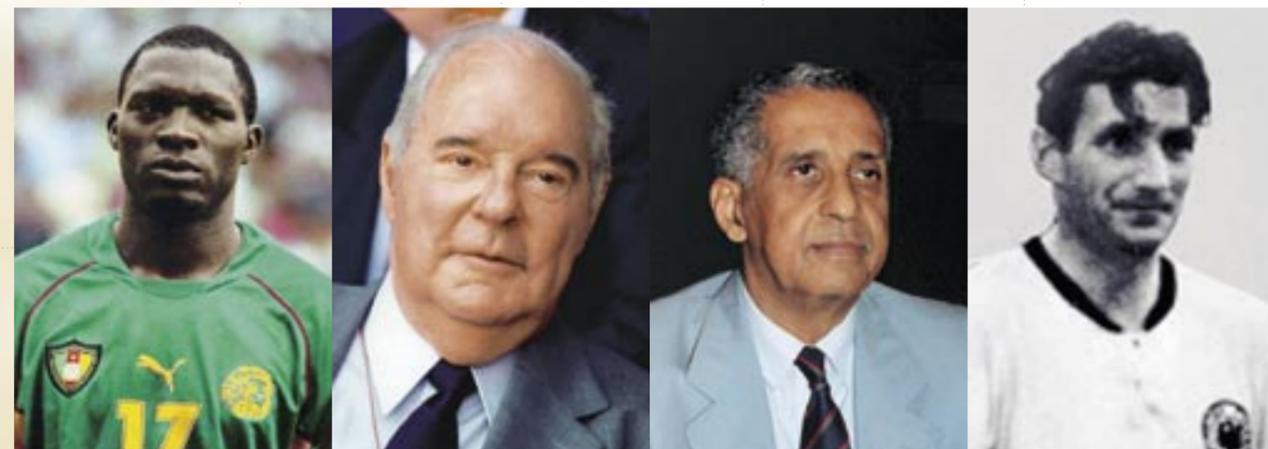


Photo: Reuters

Photo: FIFA Archive

Photo: FIFA Archive

Photo: Corbis

Players:

- Mario Zatelli, France
- Albeiro Usuriaga, Colombia
- Mauro Ramos, Brazil
- Hernan Gaviria, Colombia
- Milton Javier Flores Miranda, Honduras
- Joel Antonio Martins, Brazil
- Milos Milutinovic, Yugoslavia
- Jefferson Gottardi, Bolivia

Coaches:

- Peter Russel, Australia
- Edward Thomson, Australia
- Guy Thys, Belgium
- Clive Charles, USA

Referees:

- Edgar Ulisses Rangel, Mexico
- Brian Precious, New Zealand
- Carlos Raul de Leon Acosta, Uruguay
- Elias Herve Ndo, Burkina Faso
- Ikurangi Tiro, Cook Islands

Officials:

- Heinrich Röhliberger, Switzerland
- Baudoin Kurara Mpova, DR Congo
- Khairi Nuri Khaled, Libya
- Maran Djurowicz, Poland
- Brendan Menton, Ireland Republic
- Mohamed Ahmed, Egypt
- HRH Prince Takamado, Japan
- Shizuo Fujita, Japan
- William Drennan, Northern Ireland
- Sir Bert Millichip, England
- Gianni Agnelli, Italy
- Albert Batteux, France
- J.S.N. Anandaraja, Sri Lanka
- U. Rudolph Rothenbühler, UEFA

Other friends:

- Michael Gschliesser, SOS Children's Villages
- Prince Alexandre de Merode, Belgium, IOC member

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THE FUTURE

FIFA is now 100 years old, and the organisation can look back on a long and distinguished past. But more important still is the fact that a promising future awaits world football's governing body. The football family is invited to shape this future anew every day, and to meet all of the challenges that lie ahead together: For the Good of the Game.

In 2006, for the first time in many years, all the FIFA staff members will be united under one roof, in the new "Home of FIFA."

FUTURE CHALLENGES

Football has once again captivated the world over the last two years. The game has provided us with moments of fascination, emotion, passion, drama - and even tragedy, when I think back to the death of Marc-Vivien Foé. But football has also shown the world the social and cultural role that it can play; this has been especially apparent in the sphere of education. Our sport has long been, and still remains, a school of life and a great provider of hope.

FIFA can look back on the successful completion of the 1999–2002 World Cup cycle, which was without question the most difficult period in our organisation's 100-year history, leaving aside the

two World Wars. The kick-off to the 2006 FIFA World Cup™ campaign also proved to be more than successful, with a festive and exciting preliminary draw ceremony in Frankfurt am Main.

In the run-up to the Centennial Congress, the FIFA World Cup™ will have been awarded to an African country. Given the importance of Africa for world football, it is only fitting that the 2010 World Cup should be staged on this continent. It will also be an expression of our hope and trust in this continent, which is so richly blessed with talent whose potential has yet to be fully tapped. And if everything goes according to plan, we can all look forward to the Football Family being able

to move into its new headquarters, "The Home of FIFA" in Zurich, in 2006, the year of the World Cup.

So is everything rosy in the FIFA garden? Unfortunately not: if we look at the doping cases in various associations and, much worse still, the two positive findings at last year's FIFA World Youth Championship. Regrettably, we have also seen a lack of discipline and respect at different levels of the game. Not only has there been a growing disrespect for football's institutions, but also for the game itself, at the expense of fair play and the traditional values of the game – solidarity, universality and working for the common good. It is not acceptable for club players to call upon civil courts to deal with football-specific disputes; nor is it correct for associations to fail to submit cases in which breaches of the game's rules have occurred to their disciplinary bodies for immediate action. Yet another disturbing aspect is the financial situation of many clubs and the lack of control exerted over these clubs by their associations. There is also a glut of football in the game's top leagues and on television; this leads to a loss in revenue (from television, advertising and gate receipts) and it ultimately causes the clubs to fall into financial difficulties. Furthermore, all parties are not adhering to the international calendar ratified by the 2000 FIFA Congress, and conflicts have therefore arisen between clubs (and their players) and national teams, with each trying to defend their differing interests.

And, finally, sport is all too frequently being used as a political football for governments and supra-national organisations to kick around for their own aims. If, for example, the status of sport and its specific characteristics are not expressly laid down in an article in the new EU constitution, we run the risk of sport's autonomy being curtailed – with unthinkable consequences.

Sport in general, and football in particular, is willing to exercise its key role in society and to accept the responsibility that goes hand in hand with this. We in the football family are fully aware of the precept of solidarity, and we shall do our utmost to find an amicable solution to the problems and to show ourselves to be good "corporate citizens" in society as a whole.

The united football family can make a considerable contribution to a better understanding between the peoples of this planet in 2004. The game can also actively send out a message of peace. Indeed, this very same message has already met with a positive response, with the award of the American Global Award for Peace in New York in 2003.

Let us therefore unite our efforts for the good of our society as a whole. After all, only football is capable of moving humanity to the extent that it does, and we want to celebrate our sport and its universality with the whole world. For we should never forget that we are, and always will be, the FIFA Fair Play Family.



Photo: Kurt Schorer

