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208 associations, one mission:
For the Game. For the World.
Dear members of the international football family,

QUO VADIS, FOOTBALL? The question, in spring 2008, is more topical than ever. Our sport, which is a source of fun and games for one billion people around the globe, providing them with a worthwhile occupation or even a livelihood and subjecting them to a whole gamut of emotions, has reached an important juncture.

This poses major challenges, primarily for FIFA. As the world governing body, it is our duty not only to manage and promote football but also to keep guiding it towards the future. In doing so, FIFA is not swayed by selfish interests, which are usually motivated by financial considerations. Our sport should, above all, strive to maintain its multi-faceted and beneficial qualities and preserve its spirit as "the beautiful game". FIFA and I, as your President, are duty-bound by this responsibility. In keeping with the new slogan passed by the Congress in Zurich twelve months ago, "For the Game. For the World.", we are trying to achieve this duality and to fulfill the demands that all of you – associations, confederations, clubs, players, coaches, referees, attendants, officials, financial partners, media and, naturally, fans – consequently make on us.

The ever-growing complexity of the environment around football does not make our work simpler – quite the contrary. FIFA faces never-ending challenges caused by constant political and economic constraints as well as social and cultural restrictions. The standard on which we have based all of our endeavours is our mission to develop the game, touch the world and build a better future. In other words, whereas in the past we concentrated on developing football and organizing competitions, now FIFA has created a third dimension for the 2007-2010 World Cup cycle, namely to use football as a means of triggering social progress.

This report, which I am sending you ahead of the 58th FIFA Congress in Sydney on 29 and 30 May 2008, deals with these points and shows how FIFA intends to respond to them. Our report will this time appear not only in print but, as from mid-May, when you will already be holding it in your hands, as an e-book, in an effort to make the information available to a wider audience.

I hope that you will read this account of our activities with critical interest. I am already looking forward to being able to exchange views with you at the Congress in Sydney.

Joseph S. Blatter
FIFA President
Review of the past twelve months at FIFA
For the Game. For the World.

Beginning with the inauguration of the Home of FIFA and the Congress in Zurich, continuing with the FIFA World Cup™ Preliminary Draw in Durban and ending with the inclusion of the clubs in the football family, FIFA has an eventful 12 months to report on, in which it has brought many changes, all in keeping with its new slogan, “For the Game. For the World.”

According to the 2006 Big Count survey, the findings of which were officially presented at the 57th FIFA Congress in Zurich on 30 and 31 May 2007, 270 million people around the world are actively involved in our sport, either as players, coaches, referees, elected officials or sports doctors.

In representation of this movement, which unites over a billion people worldwide when relatives and close friends of those involved in the sport are taken into account, delegates from FIFA member associations met in the city where the governing body has had its headquarters since 1932 and also attended the official inauguration of the Home of FIFA. “The Home of FIFA is your home – come on in,” said FIFA President Joseph S. Blatter to the representatives of FIFA’s member associations and numerous guests from the world of politics, business and culture during his welcome address. “It has been built on a foundation stone that contains earth from your home countries, so it is actually on your ground. We couldn’t have wished for more solid foundations.”

The inauguration provided a fitting curtain-raiser for the Congress. The meeting of world football’s parliament will particularly be remembered for the admission of Montenegro as the 208th member of FIFA, Joseph S. Blatter’s re-election for a third term of office, and a number of landmark decisions for the future of football, which offers society a symbol of hope and integration, beyond the confines of the pitch.

Third pillar
Over the past three decades, FIFA has worked hard to promote development in football and the professionalisation and commercial value of its competitions, particularly the FIFA World Cup™. As a reflection of football’s increasing importance in society, FIFA has taken a vital step forward in its mission by accepting its social responsibility and promoting the development of society through football.

The key values on which all FIFA’s efforts are founded are authenticity, unity, performance and integrity. Authenticity means that football should remain a simple, fascinating game for everyone concerned. Unity helps to further solidarity throughout the entire football community, regardless of ethnic roots, gender, language or religion. Performance is important, as football can only preserve and continue to spread its appeal if it is also played at the very highest level and as an unparalleled emotional experience. Integrity is also indispensable, as fair play, tolerance and transparency must constitute the guiding principles of our sport. FIFA’s mission, “Develop the game, touch the world and build a better future”, is based on these values. This mission and its underlying values and claim are not mere buzzwords but will be deeds realised at every level of the football pyramid, starting with the players themselves and stretching from clubs right up to the leagues, the associations and the confederations. “For the Game. For the World” is FIFA’s new slogan. It implies both an opportunity and a challenge: an opportunity for FIFA and the football community to help build a better future as well as a challenge to fulfil our social responsibility while at the same time safeguarding the game.
From Task Force to Strategic Committee

FIFA has always followed up its words with actions. The Task Force “For the Good of the Game”, created at the 2005 FIFA Congress in Marrakech to conduct a thorough analysis of the financial, political and organisational aspects of football, adopted a number of principles at its meetings in Zurich. A large number of these principles were put into practice during the period covered by this report. This chapter and those that follow provide a comprehensive overview of the measures adopted.

In the area of finance, the FIFA Club Licensing Regulations came into force at the beginning of 2008, introducing provisions governing club ownership and greater transparency with regard to ownership, finances and corporate governance. The Players’ Agents Regulations, containing new provisions regarding fees and the period of validity of licences, also came into effect at the same time. Furthermore, since mid-August 2007, before the commencement of the preliminary competition for the 2010 FIFA World Cup™, FIFA has been monitoring all betting activities surrounding World Cup qualifying matches with assistance from the Early Warning System GmbH company in order to pre-empt any fraudulent behaviour or attempts to fix matches. Progress was also made in relations between politics and football. The European Reform Treaty, which was agreed by the heads of state and government of the 27 EU member states in Lisbon on 18 October 2007, contains a first-ever reference to the specific nature of sport. According to article 149 of the treaty, the Union will contribute to the promotion of European sporting issues, while taking account of the specific nature of sport, its structures based on voluntary activity and its social and educational function. FIFA, the IOC and other sports federations had been vigorously lobbying for such recognition of sport’s status for a number of years. At the same time, FIFA is determined to build on this historic achievement, in particular as it relates to the drafting and implementation of the relevant provisions. It remains FIFA’s firm intention to maintain football’s autonomy. All stakeholders need to have the strength and the courage to accept that responsibility and to settle footballing matters themselves.

Nevertheless, the subject of sport and politics is likely to remain an issue, as shown by regular cases of attempts by governments to interfere in association affairs. A standard agreement to define respective jurisdictions and spheres of influences and standard proceedings for elections at association level, the establishment of national dispute resolution chambers with equal representation and national sports arbitration tribunals should also bring improvements.

Reconciliation with the clubs

In January 2008, FIFA and UEFA also managed to sever the Gordian knot that had formed in their relationship with clubs. At a historic meeting at the Home of FIFA, FIFA, UEFA and several top European clubs signed a declaration of intent which opened a new chapter in relations between associations and clubs.

These meetings and agreements are the result of negotiations and discussions under the aegis of the Task Force “For the Good of the Game” and the new Strategic Committee, which paved the way for such issues as the international match calendar, the release of players to national teams and clubs’ financial involvement to be resolved. The diplomacy of the FIFA and UEFA Presidents, who had directly targeted the clubs, produced the final breakthrough. Both sides – FIFA and UEFA on the one hand and the clubs on the other – agreed to compromise, thus enabling football to take a giant step forward.

As a result of the negotiations, the G-14 interest group, which was never recognised by FIFA, became obsolete. In response to the FIFA President’s call at the Congress in Zurich and as part of the declaration of intent, the group also withdrew all of its claims. For their part, FIFA and UEFA undertook – pending approval by the relevant bodies – to compensate clubs for the release of players for European Championships and World Cups. These measures were being finalised at the time of drafting and printing this report.
Continuity at the top

A key reason for the détente in sports-political relations in the past 12 months was the uncontested re-election of Joseph S. Blatter at the Congress in Zurich in May 2007. Returned to office by acclamation and with a standing ovation, the President began his third term of office with renewed energy.

In his presidential address, Blatter spoke of the challenges that lay ahead and called on the delegates to help FIFA and the global football community to set a new course. He also made the resolution of the above-mentioned major sports-political issues a priority, while emphasizing FIFA’s duty to assume more social responsibility. This prompted FIFA to take a new direction in connection with the award of FIFA World Cups™. In 2000, the FIFA Executive Committee agreed to rotate the hosting of FIFA World Cups™ among the different continents. This decision made it possible to award the 2010 World Cup to South Africa and the 2014 World Cup to Brazil as representatives of South America. However, restricting the eligibility to bid to countries from a single continent led to the undesirable side-effect of there only being one country in the running to host the 2014 World Cup. Due to the enormous interest in hosting the most important single-sport event in the world, at the end of October 2007 the FIFA Executive Committee decided to abandon the rotation principle and open up the bidding to all continents except those who had been awarded the previous two World Cups.

New administration

The commencement of the President’s third term of office was accompanied by a number of personnel changes in the FIFA administration. Urs Linsi left his position as General Secretary in mid-June 2007, with former Director of Marketing Jérôme Valcke appointed as his replacement by the FIFA Executive Committee on 27 June. The new General Secretary’s main task in the second half of the year was to reinvigorate and restructure the FIFA administration. As a service provider for member associations and a centre of expertise in planning and staging FIFA competitions, the general secretariat will, in future, be even stronger than before. The new structures and processes will ensure that FIFA is always able to fulfil its obligations to its partners. As this report went to press, the FIFA administration comprised over 300 employees from over 30 countries.

Positive financial results

The financial results for the first year in the 2007-2010 cycle were also a cause for satisfaction. Despite a number of one-off payments — most notably the MasterCard case — FIFA succeeded in keeping its expenses in line and recorded a slight increase in equity. All things considered, income of USD 882 million, expenditure of USD 833 million and a surplus of USD 49 million represent a more than acceptable outcome, while FIFA’s net assets stood at USD 643 million at the end of 2007. The change of reporting currency from Swiss francs to US dollars in accordance with IFRS guidelines, which require balance sheets to be drafted in the currency in which an entity primarily conducts its business, was completed without a hitch. Despite the continuing turmoil surrounding the dollar, FIFA can look to the future with confidence, having already made the necessary hedging arrangements. There is no light without shadow, however. The contractual dispute with MasterCard, with which FIFA had been burdened for more than a year, was settled out of court in June 2007 at a cost of more than USD 90 million. FIFA deliberately chose this course to avoid lengthy legal proceedings. Furthermore, the settlement of the MasterCard case paved the way for new partners Visa, who now provide committed support for FIFA and its numerous activities across the globe. This completes the field of six FIFA Partners for the 2007-2014 period.

Doreen Nabwire, representing Kenya’s Mathare Youth Sports Association, drew her country’s name at the draw in Durban.
Associations

Clear commitment to maintaining independence

The 208 member associations of FIFA are important players in the football family. As umbrella organisations of clubs and leagues at national level and FIFA’s extended arm for the promotion and control of football in their respective areas, they fulfil a key role.

TO ENSURE THE EQUITABLE ADMINISTRATION of football, it is crucial for FIFA to protect the associations from internal conflict (such as financial and administrative problems) as well as external, and above all, political interference. That is easier said than done as power struggles in associations or with political authorities and bodies can only be resolved by careful intervention and long-term normalisation measures.

It does not take much to upset the fragile balance, as is reflected in the work of the Associations Committee. Sports ministries frequently place the independence of associations in doubt. In doing so, they are quick to wield the weapon of accusation and blame against senior association figures, a move that more than once has subsequently proved to be nothing more than an obvious manoeuvre to gain influence. Elections to association bodies are also delicate affairs. Interested parties often directly or indirectly undermine statutory procedures, be it through attempts to put pressure on candidates or to nominate people who are not even eligible for election under the statutes.

In cases such as these, FIFA proceeds according to established procedures in cooperation with the confederation of which the association concerned is a member. The parties involved are brought around the table. The appointment of a transitional or normalisation committee provides respite to allow further steps, such as new elections etc., to be planned and instigated. Subsequently, FIFA representatives and the relevant confederation help the association with new elections, which they also monitor locally to ensure they are held correctly. Once the situation has returned to normal and the association is able to go about its duties without hindrance, FIFA closes the file upon completion of a probationary period.

In the period covered by this report, FIFA and the confederations had cause to intervene in some 20 associations for varying reasons (see FIFA.com > About FIFA). The problems are not just on one particular continent either. In the long term, FIFA intends to implement a whole series of measures in an attempt to find a solution. A standard agreement should see the establishment of mutual spheres of competence and influence in the relationship between government and associations, while a standard election procedure should help to avoid problems in appointing new association executives in future.

Legal matters
Active on all fronts

There was no shortage of work for FIFA’s Legal Affairs Advisory Division over the period covered by this report following milestones such as the decisions by the 2007 FIFA Congress to revise a number of provisions in the regulations on transfers and players’ agents and introduce an early warning system to monitor betting activities.

THE CONGRESS IN ZURICH approved a number of amendments to the FIFA Statutes. As such, FIFA is now entitled to appeal to the Court of Arbitration for Sport against any doping decisions passed by its member associations or by the confederations. This right of appeal is an important step forward in football’s fight against doping and has its basis in the World Anti-Doping Code. The Congress also strengthened FIFA’s position by approving an amendment to article 62 of the statutes. As a consequence, the associations are now obliged to insert a clause in their statutes or regulations, stipulating that all disputes affecting the football family may not be taken to ordinary courts of law.

Further issues affecting the statutes will also be presented to the Congress in Sydney for decision, including a provision to protect and maintain the system governing the promotion and relegation of clubs (see also Chapter 5). In the last few months, the legal department that specialises in commercial law has also conducted a review of all documents relating to the award and organisation of FIFA events. One upshot of the review is that all the relevant requirements have been laid down in a contract that will be used in future for both competitions and the FIFA Congress.

Early warning system passes first test

In accordance with a decision by the Congress, FIFA developed an early warning system for sports betting in preparation for the qualifying matches for the 2010 FIFA World Cup™ and for the general protection of football’s integrity. The company founded for this purpose, Early Warning System GmbH, which has its own staff and offices in Zurich, has been operational since 1 July 2007. No irregular betting patterns were detected during the first phase of the World Cup preliminary competition.

FIFA’s actions are intended to prevent sports betting from having any negative impact on football matches and, at the same time, raise awareness of this problem throughout the entire football community. To achieve these goals, FIFA will offer support from a technical perspective and in terms of personnel through Early Warning System GmbH. Through the company, FIFA has signed contracts with bookmakers and betting organisations, under which the latter will be required to report any irregular betting activities.

The ever-increasing range of sports bets now available, largely as a result of advances in new media and internet technology, is having a growing influence on football at national and international level. Experts estimate that over EUR 100 billion is spent on betting every year, leading to a risk of money laundering and other forms of organised crime.

The ever-increasing range of sports bets now available, largely as a result of advances in new media, is having a growing influence on football at national and international level.

2018 World Cup bidding supervised by Ethics Committee

The FIFA Ethics Committee, chaired by Lord Sebastian Coe, will be playing a central role in the bidding procedure for the 2018 FIFA World Cup™. As FIFA will be producing the protocol for the bidding, the chairman of the Ethics Committee was asked to define the relevant principles to oversee the procedure and is working with members of the committee to this end. If there are issues relating to a particular bid, the Ethics Committee members of the relevant country will step aside so as to avoid conflicts of interest.

To achieve this objective, the independent judicial body agreed at its plenary meeting in Zurich on 18 December 2007 to broaden its remit. In future, in addition to the member associations, the confederations and the Executive Committee, both the chairman and the deputy chairman of the Ethics Committee will, at their discretion, also be able to seek clarification on issues brought to their attention through different channels and bodies from those stipulated in the FIFA Code of Ethics.

With regard to irregularities that had occurred in the selection of Kenyan referees and assistant referees for the 2007 FIFA List of International Referees, the committee found it had a case to answer and passed its first judgment. As a result, three former Kenyan officials were banned from taking part in any football-related activity for unethical behaviour and bribery as a result of their involvement in the irregularities surrounding the selection of Kenyan referees and assistant referees for the 2007 FIFA List of International Referees.
Football can be played anywhere, any time – all you need is a ball, some players and a little space.
Development programmes
On a higher strategic plane

As part of its threefold mission to develop the game, touch the world and build a better future, FIFA's development programmes represent one of the three pillars on which FIFA's activities rest. The development programmes represent the first pillar and provide the foundations that help to raise football standards around the world.

THE GOAL PROGRAMME and the Financial Assistance Programme (FAP), both launched in 1999, are comparable to a backbone supporting an ever-growing body of initiatives to professionalise the operations and activities of FIFA's member associations. 2007 was a year of transition that saw these two programmes further refined. 2008 will see revisions of the relevant regulations and other measures to take the programmes one step further strategically.

Goal, with development offices dotted around the world, is the focal point as well as the driving force behind FIFA's football development work and it has now successfully established itself as a powerful brand. In the next few years, FIFA will be concentrating on breathing life into the "hardware", that is to say infrastructure such as football turf pitches, technical centres and association headquarters, by providing help with the "software", in terms of competition organisation and technical know-how, etc.

Goal Football: the success story continues

FIFA's work continued to pay dividends in 2007 with the inauguration and opening of 26 Goal projects, namely eight association headquarters, five combined projects (association headquarters/technical centre), five technical centres, seven artificial turf projects and one other project. By the end of 2007, a total of 189 countries had benefited from the Goal Programme through 316 individual projects. The objective of building a House of Football for each association has been realised. 170 projects have been completed and the remainder will soon be operational. What is more, 115 associations have been granted a second project and 12 have also been given the go-ahead for a third.

Technical experts have also helped to define the "Goal Football" programme, which will start in 2008 with five to ten pilot projects building on infrastructure projects (association headquarters, technical centres and artificial turf pitches). "Goal Football" will further improve the promotion, organisation and quality of football and youth football in particular. The third regional Asian office was opened in Amman (Jordan) in late September 2007, with the office in Moscow closing its doors for the final time at the end of December. FIFA currently has 12 regional offices that are responsible for implementing its development programmes and other projects at a local level.

San Marino (left) and Sudan are two of the many countries with successful Goal projects.

Goal has now successfully established itself as a powerful brand.

Another new development saw the unveiling of a new, more dynamic Goal logo in line with FIFA’s brand architecture. This fresh look is the ideal representation of the Goal Programme’s new direction as it shifts its focus to the organisation of football in FIFA’s member associations.

FAP: 15 per cent for women’s football

The FAP is the most notable of FIFA’s development programmes. Ever since its launch in 1999, it has been vital for the smaller associations and confederations in particular. Indeed, it is fair to say that many associations would struggle to fulfil their statutory obligations were it not for the FAP funding of USD 67 million that is paid out every year. Although it is indeed a sizeable figure, it cannot possibly cover the ever-increasing number of activities undertaken by the associations, which is why FIFA has decided to provide its associations with more support in their efforts to market football. FAP funding has also proven its worth in developing the women’s game. Therefore, at its meeting in Tokyo on 15 December 2007, the FIFA Executive Committee decided to increase the percentage of FAP funding that associations must use to promote women’s football from 10% to 15% (USD 37,000 per year). This increase reflects the growth in women’s football, a game that continues to go from strength to strength.

Every year, respected local and international auditors supervise the use of funding provided through the Financial Assistance Programme. As in 2006, the vast majority of audit reports were positive in 2007 and only a few associations had to be warned as to their conduct. In addition, FIFA conducted a survey among its members to ensure that they were acting in accordance with the FIFA Standard Statutes and having their accounts audited by an external company. It also checked how the FAP revision process could be combined with statutory audits in future. The results are now being incorporated into the revised FAP regulations that are being drawn up with FIFA’s external auditors KPMG. The process will be completed soon and the revised regulations will be submitted to the Executive Committee for approval later this year.
Win in Africa with Africa
Solidarity and justice for African football

On 15 May 2004, South Africa was given more than just a FIFA World Cup™. The first FIFA World Cup™ on African soil shows at the same time a strong commitment to a continent which gives so much to football on a daily basis and provides the best leagues across the globe with numerous talented players.

Football development means investing in people and society at large. Football is an education for life. Win in Africa with Africa makes these goals become reality, thus building a legacy for African football. The core aims are to improve football facilities and general access to football and to enhance football management skills and the quality of sports medicine across Africa.

As a first step, 52 artificial turf pitches will be built across Africa with 27 already completed and the rest to be finalised by June 2008. To support and improve football in general, analyses and reform plans have already been conducted in 21 countries. In addition, 11 pilot projects are currently underway in Kenya, Cameroon, Morocco, Angola, Senegal, Tanzania, Cape Verde, Comoros, Burundi, Equatorial Guinea and Gabon, handled by FIFA’s Member Associations & Development Division with the aim of supporting the reorganisation of national football league formats, improving the professionalism of local training courses for coaching and refereeing as well as providing equipment for clubs.

Events and academic initiatives

More tournaments than ever before have been allocated to the African continent. Egypt and Nigeria will play host to the FIFA U-20 and U-17 World Cups, while South Africa will host both the FIFA Confederations Cup in 2009 and the 2010 FIFA World Cup™.

One very special project in Win in Africa with Africa was the creation of a complete and unique archive of African football, including footage of fantastic football action and historic moments that was previously scattered around the continent. To honour the contribution of the African continent to football, this unique collection of documentation will be made available to fans of the African game in a box set containing 7,000 documents, 2,000 photos, exclusive interviews, the complete collection of several African football publications as well as a first ever video compilation of all the goals scored by African teams at FIFA World Cups™.

To ensure the smooth running of professional football in Africa, it is important that sports administrators are up to their tasks. Win in Africa with Africa builds on the success of the International Center for Sports Studies (CIES) in Neuchâtel (Switzerland) through an extensive partnership with selected African universities to give students a solid grounding in areas as diverse as communications, law, finance, management, organisation of sporting events and marketing. A team of top-quality teachers make these management tools more effective by adapting them to meet local needs. A start was made at the Cheikh Anta Diop University in Senegal in April 2006 and was followed by the Nelson Mandela Metropolitan University in South Africa, which is currently running its first course. In 2008 two further partnerships will start, one with the University of South Africa, whose distance-learning courses began in February 2008, and the other with Cairo University (Egypt) from September.

Even when all the infrastructure is in place, football still needs communication to be successful. Media plays an important role in spreading the message, helping to build brands and create anticipation as well as awareness, thus ensuring interest from sponsors. As part of Win in Africa with Africa, FIFA, with the help of experts, is also working on educational training for print, radio and television journalists with a view to leaving a lasting legacy. For the Game. For the World. For Africa!
FOLLOWING THE SUCCESS of its standard and refresher courses, in 2007 FIFA focused on follow-up work in the shape of member association courses led by FUTURO III participants (national instructors) and supervised by FIFA experts. The overall aim is for highly qualified instructors to eventually hold such courses in their home regions and act as consultants for FIFA’s development offices and member associations. With that in mind, FIFA will step up its drive to educate regional instructors in all areas in 2008.

As member associations often experienced problems when organising courses (changing dates or cancelling a course at the last minute, leaving it too late to make contact with customs authorities and therefore not having the necessary material available at the beginning of the course), FIFA felt compelled to impose stricter guidelines and, when necessary, hold the relevant associations responsible.

Long-term benefits

There is a great deal of work associated with Com-Unity seminars, both before and after the event. But for FIFA, it is all about quality rather than quantity, which is why the year 2007 saw only six seminars that focused on using football as a catalyst to develop the social, cultural and economic aspects of a country as well as a platform for communication. The seminars also concentrated on building and nurturing relations between the football family (including clubs), governments and the media.

New Zealand and Chile also hosted two women’s football Com-Unity seminars for the first time ever. These seminars are part of the legacy programme and they will help the Chilean and New Zealand associations with their marketing drives for the U-20 and U-17 Women’s World Cups later this year and with the promotion of women’s football. Current and former players as well as coaches from the world of women’s football, including Marta, Sissi, Doris Fitschen, Brandi Chastain, Tony DiCicco, Michele Cox, Steffi Jones, Carolina Morace, Hope Powell and others helped to make these seminars a resounding success. In 2008, in addition to the “FIFA ambassador programme”, the host countries will organise international tournaments, regional Com-Unity seminars and coaching/refereeing courses to publicise the two tournaments and promote the development of women’s football.

Education and technical development

Quality and sustainability

Some 6,652 people attended the 147 courses, seminars and workshops that FIFA organised in 2007, and once again, FUTURO III was at the centre of this education drive.
*Cups and with the promotion of women's football.*

The Chilean and New Zealand associations will receive assistance with the introduction of educational programmes in women's football, focusing in particular on how to manage football clubs in a professional manner. First of all, the league system is analysed together with the association and the league, and if necessary, changes are made. The educational programme will be officially launched in 2008 and also offered to associations belonging to other confederations. As in previous years, FIFA once again enjoys flawless cooperation with Olympic Solidarity (OS) of the International Olympic Committee in 2007. It is the associations that benefit from these initiatives as well as specially tailored educational programmes for teachers, educators and members of humanitarian organisations will be at the centre of these efforts.

The second, crucial objective for 2008 will be the introduction of educational programmes in women's football. Courses for various levels, from grassroots right up to professional football, are currently being developed and they will be launched in the second half of 2008. In addition to all of this, FIFA will also provide yet more support for the member associations' technical departments through consultancy, seminars and courses, while also evaluating the entire Com-Unity programme before re-launching it. Last but not least, and as previously mentioned, 2008 will also see a number of follow-up actions in the FUTURO III programmes.

Special Com-Unity seminars for women's football were held for the first time. The Chilean and New Zealand associations will receive assistance with the marketing of the U-20 and U-17 Women's World Cups and with the promotion of women's football.

## Programme expansion

The range of courses on offer will be extended in 2008 with the addition of new programmes. One of the main focus areas will be on grassroots sport, where a cooperation agreement between member associations and authorities will help to introduce and promote football for boys and girls between the ages of six and 12 in schools, communities, humanitarian organisations, etc. Mini-competitions and national tournaments (for example between schools and/or regional select XIs) competitions between communities and regions, popular events with the involvement of parents, schools and communities as well as specially tailored educational programmes for teachers, educators and members of humanitarian organisations will be at the centre of these efforts.

### Courses and seminars by type

#### Courses for associations

- **Coaches**: 9 courses | 315 participants
- **Female coaches**: 7 courses | 245 participants
- **Referees**: 17 courses | 595 participants
- **Female referees**: 2 courses | 80 participants
- **Admin. and management**: 7 courses | 245 participants
- **Football medicine**: 2 courses | 80 participants
- **Youth football**: 4 courses | 140 participants
- **Goalkeeping instructors**: 4 courses | 140 participants

#### Com-Unity seminars

- **6 seminars**: 900 participants
- **Women's football**: 2 seminars | 1,000 participants

#### Futsal and beach soccer courses & seminars

- **Futsal coaching courses**: 12 courses | 420 participants
- **Futsal refereeing courses**: 9 courses | 315 participants
- **Beach soccer coaching courses**: 3 courses | 105 participants
- **Beach soccer refereeing courses**: 2 courses | 70 participants
- **Futsal and beach soccer seminars**: 5 seminars | 152 participants

#### Olympic Solidarity courses

- **11 courses**: 385 participants

#### FUTURO III courses

- **Refereeing**: 2 courses | 50 participants
- **Coaching**: 2 courses | 50 participants
- **Admin. and management**: 6 courses | 210 participants
- **Football medicine**: 3 courses | 105 participants

#### FUTURO III refresher courses

- **Refereeing**: 6 courses | 150 participants
- **Coaching**: 2 courses | 50 participants
- **Admin. and management**: 4 courses | 140 participants

#### FUTURO III follow-up courses

- **Admin. and management**: 2 courses | 70 participants

#### FFFT courses (FIFA's Flying Teaching Team)

- **2 courses**: 70 participants

#### Other seminars

- **Women's football seminar**: 6 seminars | 270 participants
- **FIFA instructors seminar**: 6 seminars | 150 participants
- **Regional artificial turf seminar**: 1 seminar | 50 participants

#### Win in Africa with Africa courses

- **Admin. and management**: 1 pilot course | 40 participants
- **Coaching**: 2 pilot courses | 80 participants

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**FIFA courses and seminars: statistics**

- **Africa**: 46
- **North, Central America and the Caribbean**: 18
- **South America**: 16
- **Oceania**: 11
- **Europe**: 25

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**Women's football courses and seminars**

- **4652 participants**
- **160 participating associations**
- **147 courses and seminars in total**
A strong declaration of commitment
Watershed year for women’s football

The year 2007 was just what lovers of women’s football had been waiting for as it proved that women’s football is developing in leaps and bounds. Complementing strong activity by the member associations, the confederations worldwide and FIFA initiatives took the women’s game to a new level of competitive excellence and global acceptance.

Accordingly, records for TV audiences for the flagship event for women’s football were smashed, with 200 territories taking up the rights to show the FIFA Women’s World Cup. An incredible 12 million people watched the opening game in China and the numbers physically present in China’s state-of-the-art stadiums were also just as impressive. The average attendance of 37,218 was only a hundred or so shy of the record set by the USA in 2003. What was even more memorable however, was the spirit and sportsmanship of the Chinese fans. The Local Organising Committee and the Chinese football community can certainly take a bow for their exceptional efforts. They created what will be a launch pad for the eventual FIFA Women’s World Cup 2007 winners and now hosts of the next edition in 2011, Germany, to take the more beautiful game into the next stratosphere.

Legacy approach

Before the next FIFA Women’s World Cup in 2011, FIFA U-20 Women’s World Cup 2008 hosts Chile and FIFA U-17 Women’s World Cup 2008 hosts New Zealand will be working with FIFA to adopt a legacy approach around their respective tournaments. This means the focus will not only be on running a splendid event but on ensuring that a long term benefit is left for women’s football in each country. To this end, FIFA has already supported a number of initiatives in these host countries, including tournaments, women’s football-specific Com-Unity seminars, coaching, and refereeing courses.

Supporting what FIFA is doing in elite competition with education and activities at local and conference level is essential to ensure the healthy growth of the women’s game. For this reason, FIFA has continued to invest in women’s football-specific seminars (host countries in 2007: Ghana, Belarus and Angola) with up to 15 members associations participating) and coaching courses, with the recipients in 2007 being Bolivia, Djibouti, and Romania.

Symposium highlights

how investment pays off

Perhaps the most significant initiative in terms of education around women’s football for the wider football community, however, was the attendance of a total of close to 500 member association presidents or general secretaries together with their person responsible for women’s football as well as confederation representatives and other guests at the 4th FIFA Women’s Football Symposium. The seminar was held on the two days prior to the spectacular final between Germany and Brazil and featured presentations covering topics from the development of elite female coaches and referees and the marketing and promotion of women's football through to the development of grassroots programmes and the incorporation of girls into them. Participants were also the recipients of a new Health and Fitness for the Female Football Player publication – a topic that was also presented at the symposium.

At the closing of the 4th FIFA Women’s Football Symposium, a declaration containing recommendations to develop women’s football further was announced. Since this time, significant progress has already been made on the constituent recommendations, most notably the increase in Financial Assistance Programme (FAP) funding designated for women’s football from 10% to 15%. The member associations also received a CD with a copy of all the presentations. A comprehensive women’s football resource kit, which includes the case studies presented at the symposium, facts and figures on women’s football, information on the FIFA Ambassadors for women’s football, plus CDs and DVDs containing promotional clips was sent to the member associations in the second half of 2008. The feasibility of other recommendations from the symposium, such as the increase of teams eligible to play in the FIFA Women’s World Cup from 16 to 24, is currently being researched.

What is clear from the symposium and activity around women’s football at all levels is that the potential of women’s football has certainly registered and that investment in this sector is starting to pay off for everyone. Some prominent examples at member association level include the Netherlands adding to the growing list of countries offering women the opportunity to play in a domestic league in clubs attached to the men’s professional clubs, and the Algarve Cup recording its first ever profit. However, there were two specific statistics that really portrayed the underlying work and investment of FIFA and its affiliates in the women’s game, and they were firstly, that the world ranking featured over 150 teams for the very first time and secondly, over 26 million girls and women were specified on the FIFA Big Count survey as being registered to play women’s football. With a commendable number of women’s international games (443) recorded for 2007, one would not be dreaming to imagine that the rate of this exponential growth will soon see all 208 members of the FIFA football family fielding women’s football teams. And FIFA will also be stepping up to support them when they do.
Beach soccer
A sport rooted in ... sand

Although beach soccer originated at the feet of former football stars, who did so much to popularise it, nowadays it is the preserve of young players such as Madjer, Amarelle, Buru and Benjamin, who owe at least part of their training to the sport.

IN 2008 the FIFA Beach Soccer World Cup will say goodbye to Rio de Janeiro (Brazil), where it has been nurtured over the past decade, and travel to Marseilles on the old continent. This vital step in the development of the sport was not taken lightly, but was diligently prepared by FIFA to ensure that the success story will continue.

Between 2005 and 2006, FIFA gave careful consideration to the steps it should take to develop the sport in a balanced yet purposeful manner. Training, which was previously non-existent in beach soccer, has of course made a key contribution to the game’s steady growth. To address this problem, FIFA drew up the first ever universal beach soccer coaching manual and booklet of instructions for referees. In 2007, these two publications finally saw the light of day and became global reference works on beach soccer. As its title, From Beginners to Competition Level, suggests, the coaching manual sets out a systematic training process. Perhaps the best endorsement of the manual’s benefits came during the first seminar for beach soccer instructors in Zurich from 25 to 28 September 2007, when 13 specialists from all over the world subjected it to thorough scrutiny before approving it for use on FIFA courses. On those same dates, seven experts on beach soccer refereeing met in Zurich to put the finishing touches to the materials prepared by FIFA specialists to standardise and improve the level of refereeing in the sport worldwide. These two groups of specialists are responsible for spreading knowledge of the game all over the world through FIFA courses and seminars.

In 2007 FIFA ran four pilot beach soccer courses in an attempt to refine and improve its educational output to guarantee the future success of its teaching programme. FIFA invited 14 African countries and various CAF officials to seminars in Mozambique in April and Casablanca (Morocco) in July to brief them on the development of futsal and beach soccer on the continent. These events gave a clear indication of the enormous interest in developing the sport shared by these countries. Furthermore, from 4 to 7 July 2007, FIFA organised a dedicated beach soccer seminar for European countries. This training programme, together with the interest shown by FIFA member associations, will ensure that the sport will develop appreciably over the next few years. 

THE FOOTBALLING WORLD is preparing for the return of futsal to Brazil, the country that pioneered this wonderful sport together with Uruguay and the home of samba futsal, impossible feints, spectacular dribbling, breathtaking acrobatics, where players dance with the ball before conjuring up miraculous finishes ... in short, the home of futsal magic.

In October 2008, FIFA will organise the FIFA Futsal World Cup in South America’s largest country, a competition that for the first time will be contested by 20 teams, a number that is set to rise to 24 in the future. The Executive Committee approved this increase in 2007 in order to meet the demand of member associations – headed by African countries – for more opportunities to take part in this festival of futsal. FIFA expects a minimum of 110 associations to take part in the various preliminary competitions organised by the confederations.

To contribute to the success of these competitions and ultimately, the World Cup, FIFA organised numerous training activities throughout 2007. No fewer than 21 courses focusing on either coaching or refereeing were held last year, benefiting more than 500 people. The courses were offered at beginners, intermediate and advanced level, the aim being to improve the skills of those new to the sport as well as continue development in those countries which have been progressing for several years. Seminars were also organised and the year began with a seminar for futsal referee instructors in Bangkok, Thailand, attended by representatives from 13 AFC countries. This first regional seminar for instructors illustrated the passion felt for the game and its development in this part of the world and was testament to the AFC’s commitment to promoting it. Subsequently, FIFA invited 14 countries and various CAF officials to seminars in Mozambique in April and Casablanca (Morocco) in July to brief them on the development of futsal and beach soccer on the African continent. One of the outcomes of these seminars has already been mentioned, namely the increase in the number of places at the FIFA Futsal World Cup.

Finally, 2007 saw the additional development of a website which is due to be launched in 2008, providing member associations with a reliable means of rapidly circulating information about the sport. The new website is devoted to futsal administration, coaching and refereeing, and we are convinced that it will help to popularise and improve the quality of futsal worldwide.
DEVELOP THE GAME

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Football for Health
Research and knowledge in practice

Playing football promotes health – but it also poses risks. Practical research that can be related to day-to-day situations allows players to be well informed and doctors to become experts in their field.

THE AIM of the Sports Medical Committee (chairman: Dr Michel D’Hooghe) and the FIFA Centre for Medical Assessment and Research (F-MARC, chairman: Professor Jiri Dvorak) is to implement scientific findings in the day-to-day activities of team doctors, players, coaches and team officials alike.

Training for doctors
Football medicine is a highly specialised discipline for which doctors must be specially trained. In a variety of FUTURO III courses throughout 2007, doctors from 28 different countries were given practical instruction in the prevention, treatment and aftercare of the most frequent injuries as well as in optimum training and nutrition for athletes and anti-doping measures. In future, the contents of these courses will serve as a training option on the internet. Experience has shown that sports doctors find a virtual network preferable to attending courses.

Sharing knowledge
As players, coaches and referees are just as hungry for information, the results of the research are not only published in medical magazines but also available in layman’s language. Following the successful publication of documents on nutrition and doping, a health guide for women players was drawn up in 2007, providing answers to various questions in simple language. A detailed report entitled “Players’ Health”, covering subjects such as medical check-ups, precautions, injury, nutrition and doping was recently added to the information on these important target groups on FIFA.com.

Preventive measures for professional players
In an unprecedented clinical trial, the medical findings of all of the players involved in the 2006 FIFA World Cup™ were anonymously sifted with a view to establishing a link between their basic state of health and possible heart conditions. As the survey proved to be worthwhile (despite the widely differing conditions in the teams’ own countries), it was recommended that similar tests be conducted for the 2007 FIFA Women’s World Cup too.

Once the findings have been determined, the medical questionnaire will gradually be improved with a view to using it at all FIFA tournaments.

Preventive measures for amateurs
F-MARC’s proven preventive programme was developed into the all-round warming-up programme, F-MARC 11+. Research in Norway has since revealed that injuries to young female players diminished by almost a third. The programme will therefore be introduced in other countries.

Optimum player care
Building on the success of the first FIFA Medical Centre of Excellence opened at the Schulthess Clinic in Zurich, last November the Sports Medical Committee granted the same official title to five other institutions around the world. After undergoing a comprehensive application process to prove their clinical, educational and research expertise, the new centres in Auckland, Johannesburg, Kawasaki, Munich and Santa Monica will, under this seal of approval, offer players of all categories expert football medical care ranging from initial medical examinations to the prevention of injuries, advice on performance and the diagnosis and treatment of injuries.

Other FIFA Sports Medical Committee and F-MARC projects:
- Football for Health: football as an all-round approach to preventing illness
- Analysis of injuries during FIFA tournaments
- Injuries among referees
- Football played in extreme conditions: high altitudes and temperatures, Ramadan
- Determining age through MRI at U-17 tournaments
- Use of medication in professional football
- Ethnic differences in levels of testosterone
- Revision of the World Anti-Doping Code

http://en.fifa.com/aboutfifa/developing/medical/index.html
FIFA Quality Concept for Football Turf

Marks of quality

FIFA Quality Concept for Footballs

Ever since 1 January 1996, the only footballs that have been used in competitions organised by FIFA and the six confederations are those that have passed specific tests and met the exacting requirements of the FIFA Quality Concept for Footballs. These balls receive one of two quality marks: FIFA INSPECTED or the highest mark, FIFA APPROVED. Apart from certifying footballs and futsal balls, the quality concept has also developed new guidelines and special tests for beach soccer balls. Since 2006, only these certified balls have been used at the FIFA Beach Soccer World Cup. Overall, more than 150 sporting goods manufacturers are now part of the FIFA Quality Concept and more than 15 million FIFA-checked balls have been sold.

FIFA's new brand architecture has also helped to give the FIFA Quality Concept a whole new look and feel with redesigned quality marks. What has not changed, however, is the quality because FIFA still insists on only the very best.

The objectives of the FIFA Quality Concept are to create recognised standards, ensure global consistency and increase product quality, all for the benefit of players. These objectives are then applied to footballs and football turf surfaces all around the world.

“As world football’s governing body, we have the responsibility to support any move to improve football equipment.”

FIFA President Joseph S. Blatter
Stadiums and security

For the good of the public

After the milestone laid down in circular no. 1055 in October 2006, FIFA launched its global security programme on the ground. No fewer than 124 stadiums were inspected by a pool of FIFA inspectors comprising 27 senior security officers, who also paid a follow-up visit on 72 occasions.

**THE MEMBER ASSOCIATIONS** participating in the 2010 FIFA World Cup South Africa™ preliminary competition with the greatest needs in terms of maintenance or development of new infrastructures were required to meet the minimum FIFA standards before hosting any matches in this competition. After the first inspection visit, FIFA provided each venue with a catalogue of measures and recommendations to be implemented prior to the beginning of the competition.

In addition to the inspection of the stadium infrastructure, a security seminar was also offered on-site by the FIFA security officers in order to further enhance and support the drafting and implementation of security plans for matches. The local and national authorities were also invited to attend the meetings and inspections alongside the member associations as in the majority of cases they are key to the overall success of match organisation and the further development and maintenance of the sports facilities.

The final round of inspections and follow-up inspections will be completed in the first half of 2008, before the vast majority of preliminary competition matches for the 2010 FIFA World Cup South Africa™ have been played.

The past year also saw the publication of a revised version of FIFA’s book *Football Stadiums: Technical Recommendations and Requirements*. This fourth edition is the definitive practical tool for all those who need to renovate their existing facilities or who wish to build brand-new, state-of-the-art arenas.

After the first inspection visit, FIFA provided each venue with a catalogue of measures and recommendations.
Technique, dynamism and elegance. Women’s football is developing apace.
The Tremendous Success of last year’s FIFA Women’s World Cup in China has naturally raised expectations for the two Olympic tournaments in Beijing in 2008. Athens 2004 demonstrated that the standard of play is increasing all the time, partly because these competitions now enjoy unqualified acceptance. Argentina won the men’s tournament four years ago, with Carlos Tevez, now with Manchester United, the shining light. The stocky striker was head and shoulders above the rest that Greek summer.

The USA took the women’s honours. If they are to repeat the feat, the Americans will have to overcome Germany, who lifted the World Cup in 2007 and are now out to win Olympic gold in China. The USA will have to manage without their influential captain, Kristine Lilly, however, who has taken time out to have a baby.

Immediately after the final of the U-17 World Cup the focus will turn to Chile and the U-20 Women’s World Cup. Will Korea DPR succeed in repeating their coup of Russia 2006 and lift the trophy?

Futsal is coming home

In 2007, Brazil impressively staged the FIFA Beach Soccer World Cup, which this year is set to thrill the crowds in the French city of Marseilles. Nevertheless, the home of the five-time World Cup winners will still have the pleasure of hosting an event in 2008 when the FIFA Futsal World Cup guests in Uberlandia, Brasilia and Rio de Janeiro. Futsal is thus returning to the place where it has enjoyed huge popularity for many decades: South America.

Premiere

Women’s football will witness a premiere in October and November 2008 with the staging of the first U-17 Women’s World Cup. The overriding aim is to level off standards in the women’s game even earlier by pitting the world’s best teams against each other. Hosts of the inaugural competition are New Zealand, who qualify automatically as Oceania’s sole representatives. The remaining slots will be divided equally among the other confederations, with three teams representing each continent.

Dress rehearsal for 2010

Following the successful staging of the Preliminary Draw for the 2010 FIFA World Cup™ in Durban, South Africa’s next big test is just around the corner. The dress rehearsal for 2010, the FIFA Confederations Cup, is scheduled to take place in June 2009.

Eight teams will cross swords in five stadiums during this miniature version of the World Cup. World champions Italy and South Africa, as hosts, have already qualified, and the gathering of the world’s top sides will also serve as an important pointer for Carlos Alberto Parreira’s South Africa. These two teams will be joined by the winners of the six continental championships. Over the years, the FIFA Confederations Cup has evolved from an invitation-only tournament to a kind of “championship of championships”. It is also considered a serious test with a view to the FIFA World Cup™.

Busy schedule

The 2010 FIFA World Cup South Africa™ takes place in two years’ time. There is still plenty of football to be played until then, however, with the Olympic Football Tournaments and two women’s youth World Cups, amongst others, coming up.

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FIFA competitions in 2008-2009

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The premier title in world futsal is up for grabs for the sixth time; Brazil have lifted the trophy three times, current holders Spain twice.

The FIFA Club World Cup will return to Japan in 2008, while the host countries of the 2009 and 2010 events have yet to be decided.

The Preliminary Draw, held against the backdrop of a varied, colourful and exciting show in Durban on 25 November 2007, marked the first major highlight in the run-up to the 2010 FIFA World Cup™ in South Africa.

The performances during the show in Durban were varied and well balanced. Several events were held in Durban to tie in with the draw, such as the presentation of the official World Cup poster, depicting the continent as a human profile that symbolises all African fans from Morocco in the north all the way down to South Africa. The world premiere of the film, More than a Game, recounting the true and moving story of the heroic political prisoners on Robben Island who founded their own football association (Makana Football Association) during their incarceration, also took place.

Joseph S. Blatter made the most of his stay by viewing the construction site of the Moses Mabhida Stadium in Durban, where South Africans in huge numbers paid tribute to him for his unwavering commitment to ensuring that the FIFA World Cup™ be staged in their country and on their continent for the first time ever. The general consensus on the draw in Durban that it had been short but sweet. The hosts of the 2010 FIFA World Cup™ had passed their first test in style – and they truly earned the audience’s thunderous applause at the end.

Symbolic World Cup poster

The ticket prices for the 2010 FIFA World Cup™ tickets are comparable to those of 2006.
FIFA Women’s World Cup China 2007

Another quantum leap

Despite great anticipation in the build-up to the FIFA Women’s World Cup China 2007, the tournament still exceeded all expectations both in terms of action on the pitch and popularity with television viewers and fans in the stadiums.

**THE UNDOUBTED SUCCESS** of the FIFA Women’s World Cup in China was the culmination of many factors, the most significant contribution coming from the teams’ overall technical improvement. It was eventual winners Germany – a nation of women’s football machines – and fellow old stagers USA, Norway and Brazil that once again dominated the proceedings. But who would have thought that in their second game, Germany would be held to a goalless draw against the team everyone fell in love with – England? Or that undisputed crowd favourites Brazil would go right to the wire with a plucky, never-say-die Australian side who were just pipped 3-2 in the dying minutes? And who could have predicted that two of the world’s five top-ranked sides, Sweden and Denmark, would go out in the first round?

FIFA President Joseph S. Blatter offered the following insight into how the women’s game had progressed: “Generally speaking, I think there has been a big improvement in the individual technique of all the teams and also in the rhythm and speed of the games. There has also been an improvement in tactics – although not with all of the teams. Compared to the 2003 FIFA Women’s World Cup in the USA, it’s obvious that women’s football has now reached a very good level, but not yet on all of the continents. As it is our duty to develop women’s football everywhere, we’ll be holding the U-17 and U-20 Women’s World Cups in regions where development is required.”

It was reassuring to see that emphatic winning margins such as Germany’s 11-0 opening win over Argentina were the exception rather than the rule, such chasms having been the source of criticism of the standard of women’s football in the past. But these supposedly weaker teams also now boast a crop of outstanding players to keep an eye on in the future. An average of 37,218 spectators flocked to each match and people in 200 countries (an increase of 25% on the FIFA Women’s World Cup USA 2003) tuned in to watch the 32 games on television. The most outstanding player in the tournament was Brazilian striker Marta who thrilled the fans with her skill and finishing prowess.

But, of all people, it was Marta who missed a penalty in the final, her effort being saved by German goalkeeper Nadine Angerer. In the end, goals from Birgit Prinz and Simone Laudehr were enough to secure a deserved third World Cup title for Germany. The euphoria that the Germans’ triumph generated back home was immense, giving us all an early taste of what lies in store for us when Germany host the FIFA Women’s World Cup in 2011.
FIFA youth events
Action packed with huge crowds

Argentina claimed yet another title at youth level by winning the FIFA U-20 World Cup Canada 2007. Nigeria tasted glory in the FIFA U-17 World Cup in Korea Republic – their third world title at U-17 level.

The FIFA U-20 World Cup Canada 2007 was a tournament of superlatives, with a record-breaking number of almost 1.2 million spectators flocking to the 52 matches. The event was also a resounding success in terms of television coverage as the games were broadcast live in more than 200 countries.

Argentina beat the Czech Republic in an action-packed final, going on to win 2-1 after the exceptional Sergio Agüero had brought the South Americans level. The 20-year-old striker pocketed the trophy for top goalscorer and also took home the award for best player. In addition to Agüero, many other youngsters such as Éver Banega (also Argentina), Alexis Sánchez (Chile) and Diego Capel (Spain) made their mark and this will surely not be the last time that we will hear from them. The tournament’s surprise packages, however, were Austria, who finished in a richly deserved fourth place. Paul Gludovatz’s charges impressed many with their performances on the pitch. Meanwhile, all four African teams in the tournament reached the last 16.

By contrast, there was great disappointment for the Canadian hosts who lost all three group matches without scoring a single goal and exited the tournament at the end of the group stage.

Nigerian hat trick
Nigeria completed a hat trick of FIFA U-17 World Cup titles – all won on Asian soil. Spain completed a somewhat less happy hat trick by losing in the final for a third time. Third place was claimed by player of the tournament Toni Kroos and his German team-mates.

While the Nigerian players celebrated victory with gold medals draped around their necks and their wonderful supporters joining in at the Seoul World Cup Stadium with traditional folk dances, the vanquished Spanish players sat on the ground dejected, tears rolling down their cheeks. The exciting, entertaining final in front of a 36,125 crowd had ended goalless after 120 minutes, yet the Nigerians ultimately emerged from the decisive penalty shootout as 3-0 victors. Following on from 1991 and 2003, it was the third time that the Spaniards had reached a U-17 World Cup final only to fall at the final hurdle. It should be noted, however, that Spain had been deprived of their most influential player, Bojan Krkic, who was suspended.

The final – as well as the play-off for third place in which Germany defeated Ghana 2-1 thanks to an injury-time winner – epitomised the basic philosophy that the vast majority of the teams had shared during the tournament’s previous 50 matches. Their primary objective was to score goals and rather than avoid conceding them. And so it was that attacking football triumphed over defence. The tournament saw 165 goals in all, at an average of 3.17 per match, and the Germans emerged the most potent team of all with a haul of 20 goals.

FIFA's youth competitions provide an ideal launch pad and constantly bring new stars to the fore.

The FIFA U-17 World Cup in Korea Republic was a feast of youth football.

Canada 2007 exceeded expectations and produced a worthy winner in Argentina.

African hat trick
Canada 2007 exceeded expectations and produced a worthy winner in Argentina.

FIFA's youth competitions provide an ideal launch pad and constantly bring new stars to the fore.
FIFA Club World Cup Japan 2007

AC Milan claim crown

The Italian giants won the FIFA Club World Cup in Japan in December 2007 by defeating Argentina’s Boca Juniors 4-2 in the final. The player of the tournament was FIFA World Player Kaká.

Alessandro Nesta gave AC Milan a 2-1 lead in the final, but it was what was to happen right after his goal that would actually decide the match. After seeing Boca Juniors’ Hugo Ibarra hit the post, AC Milan’s Brazilian star Kaká charged down the other end of the pitch and gave the Italians a two-goal cushion. Filippo Inzaghi then scored his second goal of the evening and although Pablo Ledesma reduced the arrears to 4-2, it was scant consolation for Boca.

The fans in the Yokohama International Stadium had been treated to a dramatic final high on quality and full of goals, but before that, they had shown almost as much enthusiasm for the play-off for third place, mainly because Japan’s Urawa Red Diamonds were playing African representatives Étoile Sportive du Sahel (Tunisia). Urawa eventually won on penalties. This tournament was also the first to use an “intelligent ball”, in other words a ball with an integrated microchip, and the test was certainly well received.

Although the FIFA Club World Cup will return to Japan in 2008, the FIFA Executive Committee will soon designate the hosts for 2009 and 2010. By the end of 2007, four member associations had notified FIFA of their interest in hosting the event.

FIFA Beach Soccer World Cup 2007

Farewell to the Copacabana

The FIFA Beach Soccer World Cup Rio de Janeiro (2-11 November 2007) had it all: spectacular action, wonderful entertainment and a fantastic atmosphere. Brazil defended their title and Buru was named as the best player.

Just like a classical three-act play, the FIFA Beach Soccer World Cup 2007 in Rio de Janeiro November 2007 was the culmination of a spectacular three-year success story for Brazil as hosts of the competition. After an impressive inaugural tournament in 2005 in which Eric Cantona’s French side surprised the world by taking the title, followed by a strong consolidation of the event in 2006 when Alexandre Soares’ Brazilian team thrilled the home fans with victory, the auriverdes did not disappoint their fans in the third act on the beautiful Copacabana beach. A capacity crowd of 10,000 packed the stadium hours before the final before cheering their idols to victory over surprise packages Mexico. Led by defender Buru, who scored an astounding ten goals in five matches to win the top goalscorer and best player awards, the Brazilians extended their winning streak to 58 matches. So the curtain has now fallen on the Copacabana and the FIFA Beach Soccer World Cup will now go “on tour”. The first stop will be in Marseille in July 2008 before moving on to Dubai in 2009.
FIFA/Coca-Cola World Ranking
Consolidation and change

The FIFA/Coca-Cola World Ranking was redesigned in 2006 and proved its worth throughout 2007. Instead of serial conquerors Brazil, another South American team in the shape of Argentina topped the world ranking at the end of the year.

THE INTERNATIONAL MATCH CALENDAR was again filled to bursting point in 2007 with the CONCACAF Gold Cup, Copa América, Asian Cup, the FIFA Women’s World Cup in China and the start of the preliminary competition for the 2010 FIFA World Cup South Africa™ creating an ideal environment for a meaningful world ranking. Compared to 2006, the number of women’s matches remained constantly high whereas the number of men’s games played increased by 125. If the recent trend continues as it has over the past ten years, the year 2008, when the qualifiers for the 2010 FIFA World Cup™ in South Africa will be in full swing, could potentially better the record 1,065 matches that were played in 2003.

Argentina ahead of Brazil

South American teams continued to dominate the world ranking elite in 2007, although world champions Italy swapped leadership with Argentina and Brazil in a total of six changes at the top. But as the surefire leaders at the end of 2007, it was Argentina that qualified for the title of “Team of the Year”. There was, however, no change at the helm of the women’s world ranking. Germany managed to cling to pole position on the strength of their victory in the Women’s World Cup last year. Brazil joined the upper crust while England broke into the top ten for the first time. However, it was not only the major football nations who hit the headlines in the FIFA world rankings. In 2007, the minnows of Mozambique took everyone by surprise by winning the “Best Mover of the Year” title. Last year, the African team climbed up to 75th position from 128th.

Important

Knowing where you stand and whether you have really raised your game – the FIFA world rankings have become an integral part of international sports reporting and the benchmark for FIFA’s member associations. They are also a reference point for a host of objective statistics on the current performance of individual teams. The teams’ positions in the world rankings were, for instance, decisive in the seeding system for the preliminary draw of the 2010 FIFA World Cup South Africa™ and for the final draw of the FIFA Women’s World Cup in April 2007.

“A” match statistics
FIFA World Player Gala 2007

Kaká and Marta the best

The two Brazilians were voted FIFA World Player and Women’s World Player of the Year for 2007, respectively. Their country’s triumph at the FIFA World Player Gala in Zurich on 17 December 2007 was crowned by Pelé’s acceptance of the FIFA Presidential Award.

2007 NOT ONLY SAW Kaká triumph with AC Milan in the UEFA Champions League and FIFA Club World Cup but he was also voted the winner of the Ballon d’Or in a poll of football journalists. The icing on the cake came when the vast majority of national team coaches and captains of 160 countries chose the 25-year-old attacking midfielder as FIFA World Player for 2007, ahead of Lionel Messi (Barcelona and Argentina) and Cristiano Ronaldo (Manchester United and Portugal). Kaká polled 1,047 votes – more than fellow first-time nominees Messi (504) and Ronaldo (426) put together.

Kaká’s triumph and Pelé’s tears

Kaká is the fifth Brazilian winner of the accolade, following in the footsteps of Romário (1994), Ronaldo (1996, 1997 and 2002), Rivaldo (1999) and Ronaldinho (2004 and 2005). Sharing in Kaká’s joy was none other than his legendary countryman Pelé. The FIFA Player of the Century, three-time world champion and scorer of more than 1,000 goals, to mention but a few of his achievements, proudly presented Kaká with his trophy.

Minutes earlier, Pelé had himself stood in the glittering limelight of the world-famous Zurich Opera House to accept the FIFA Presidential Award, in recognition of his outstanding contribution to football from the hands of FIFA President Joseph S. Blatter and Sir Bobby Charlton. A packed audience, which included 150 media representatives, gave Pelé a standing ovation and lengthy applause which moved the 67-year-old to tears.

Brace for Marta

Another victorious Brazilian was Marta, who received the FIFA Women’s World Player of the Year award for the second year running. The 21-year-old, who was best player and top scorer at the FIFA Women’s World Cup China 2007, polled 988 votes from 137 countries, relegating the 2003, 2004 and 2005 winner Birgit Prinz of Germany (507) and fellow Brazilian Cristiane (150) to the runners-up spots.

The 60-minute broadcast was shown in around 140 countries and embellished with a variety of musical highlights. A special mention should be made of the FIFA Fair Play Award won by Barcelona, a club that has traditionally rejected lucrative shirt sponsorship deals and whose scarlet-and-blue shirts have carried the UNICEF logo since 2006. Over a five-year period, “Barça” will be donating a total of EUR 7.5 million to HIV/AIDS projects run by the United Nations’ Children’s Fund.
Communications

Taking huge strides

The world of communications is forever on the move with the media landscape changing constantly and new technology providing users with all manner of options that they had previously never even dreamt of. FIFA is leading the way.

“ONE CANNOT NOT COMMUNICATE” is one of five axioms that Paul Watzlawick listed in his communications theory. He argued that people communicate as soon as they come into contact because every form of behaviour is a kind of communication in its own right. In the world of football, which directly or indirectly affects more than a billion people every day, there is obviously an extensive exchange of information.

Yet the challenge is to use communications and all of the tools that go with it to constantly stay on top of the flow of information and not be swamped by it. FIFA has been following a consistent strategy for more than ten years now, collating information and evaluating, editing and adding to it before making it available to the appropriate target groups through the correct channels. That is not to say that the human touch has been neglected, however, as FIFA’s divisions and departments answer hundreds of telephone enquiries day in, day out.

FIDOM – FIFA’s electronic memory

The sheer amount of information means that electronic media platforms have to be developed and used in a consistent manner. The FIFA Document Management System (FIDOM) now has approximately 40,000 documents relating to the history of football and FIFA that can be accessed from anywhere in the world and at any time.

FIDOM also has a “baby sister” that goes by the name of FIDOMpix, a database of photographs that meets all of FIFA’s specific requirements. Only internal FIFA users can currently use FIDOMpix to peruse more than 8,000 photographs, although that figure is increasing every day as photos flood in from various tournaments, events and trips around the world.

Inside out

At present, only FIFA employees can search for and use FIDOM documents and pictures. It is, however, being discussed whether the entire FIFA family (associations, confederations, committee members, etc.) could be granted access to certain types of documents such as media releases, activity reports and competition regulations. The FIFA extranet project will have a key role to play in this regard. Already up and running, however, is the FIFA Media Channel, a password-protected application that provides registered media representatives with various kinds of information, having first been introduced for the 2002 FIFA World Cup™ to address the limitations of the media intranet, which at the time was only available at the media centres. After expanding the media channel for the 2006 FIFA World Cup™ in Germany, FIFA then moved quickly to turn it into a permanent information and communications platform for the media. More than 3,000 users have already registered for the service, but this number is expected to surpass the 10,000 mark by 2010 because, in future, all accreditation applications will be processed via the FIFA extranet.

FIFA.com – setting new standards

FIFA.com has also been setting new standards for football websites since early June 2007. Having totally redesigned its homepage, FIFA now boasts an integrated communications platform that is the perfect blend of internet, television and print media. FIFA.com is a “Web 2.0” site that gives football fans all around the world access to the passion that they all share. As well as up-to-date news, in-depth reports, interviews, facts and figures, fixtures and results, the new website also has a unique selection of free videos and a substantial interactive section. FIFA.com TV also provides fans in all corners of the globe with a free, interactive video service so that they can follow the action from all FIFA competition matches. By doing so, FIFA has reacted to the most significant developments in the interactive world. The type of information that was on the official 2006 FIFA World Cup Germany™ website – which broke all records with 4.2 billion page views during the month-long event – has also been incorporated into the new-look homepage.

The entire FIFA.com package is rounded off with other FIFA services, from ticketing and accommodation for all FIFA events right through to the media channel. The local organizing committees of FIFA’s many events also provide crucial information on the relevant competition and the host cities.

FIFA.com is available in all four official FIFA languages (English, French, German and Spanish) as well as the local language for FIFA competitions (e.g. Korean for the FIFA U-17 World Cup, simplified Chinese for the FIFA Women’s World Cup 2007). The new website has also been developed in line with Web Accessibility Initiative (WAI) guidelines for people with disabilities.
From donations for a good cause to an active, socially responsible approach: FIFA’s humanitarian commitment has been totally transformed.
Corporate social responsibility
Development through football

FIFA has a long humanitarian tradition and has been supporting social and human development initiatives for decades.

**IN 2005, THE CONGRESS** of world football’s governing body decided to add a new pillar to FIFA’s mission (“build a better future”). Since then, FIFA has been devoted to helping others to help themselves through socially responsible, involved, and committed development cooperation. FIFA aims to make a major contribution to the achievement of the UN Millennium Development Goals and has decided to assign at least 0.7% of its total revenue to its social development initiatives.

FIFA is convinced that the driving force of our social commitment can be – and must be – football itself. Football has a positive effect on those who play it, both in terms of health (physical activity) and life skills (the values of team sport). But beyond that, the game serves as an effective tool for social development and has become a fundamental instrument in the work of hundreds of organisations and communities across the globe.

FIFA sees it as its duty to spearhead a concrete contribution to sustainable Development through Football to strengthen and support the successful efforts it has made over the past decades to develop football itself. In 2005, world football’s governing body was one of the first sports federations to create an internal corporate social responsibility department to manage the organisation’s duties towards people, society and the planet. On top of the numerous grassroots programmes it supports, FIFA uses its major competitions – including the FIFA World Cup™ – as platforms for advocacy and fundraising campaigns.

Football can be – and must be – the driving force of our social commitment.
Football for Hope

Football’s commitment to social development

The Football for Hope Movement is the key element of the strategic alliance between FIFA and streetfootballworld, created to enhance dialogue and collaboration among football associations, committed clubs and players, professional leagues and commercial partners as well as local organisations advancing social development.

THE OBJECTIVE of the Football for Hope Movement is to establish a quality seal for sustainable social and human development programmes focusing on football as the central tool in the areas of Health Promotion, Peace Building, Children’s Rights & Education, Anti-Discrimination & Social Integration and the Environment, thus supporting best practice in these fields. The programmes must be aimed at children and young people and use football as an instrument to promote participation and dialogue. The movement aims to fully utilise the power of football in society to contribute to the achievement of the UN Millennium Development Goals.

streetfootballworld – a global network

streetfootballworld is a social profit organisation that brings together relevant actors in the field of Development through Football worldwide, strengthening local organisations that use the potential of football to achieve sustainable social development.

The streetfootballworld network consists of around 80 of these local organisations, which are active in more than 40 countries. The idea of the network is based on the need of local organisations to become visible to potential partners and the public and gain access to existing knowledge and experience in the field.

streetfootballworld thus supports social change on a global scale through cooperation at all levels of society and a new conception of partnership between economic and social entrepreneurs.

The objective of Football for Hope is to build a better future through football.

**Strategic alliance**

FIFA and streetfootballworld have been using football as an instrument for social development for many years in a variety of ways. However, it was not until 2005 that the two entities started working together in order to maximise the potential of football, agreeing on a series of key elements for their alliance.

Selected organisations in the field of Development through Football receive financial support from Football for Hope in order to implement sustainable local projects. The projects are evaluated with a special focus on their relevance within the overall strategy of the implementing organisation. Particular emphasis is placed on projects that entail a major step forward in the organisation’s development.

Running on a four-year cycle to tie in with the FIFA Confederations Cup, the Football for Hope Forum sees practitioners and researchers discuss future paths and concrete solutions to challenges in the field of Development through Football. The forum offers practical training while at the same time providing every participant with the opportunity to contribute to the “bigger picture”.

The Football for Hope Movement has also developed a special toolbox of resources for practitioners of Development through Football. Available online and as a hard copy, it provides coordinators with a practical guide to improving their existing programmes and/or creating new ones.

**Focus on 2010**

In the past, FIFA has launched large awareness or fund-raising campaigns for a good cause within the framework of the FIFA World Cup™. In 2010, football itself will be the driving force behind the official campaign. The world of professional football and fans all over the world will donate a small sum for each goal scored in the FIFA World Cup™ qualifiers.

The revenue from the campaign will lead to the construction of at least 20 centres with sports, health and educational facilities across Africa. The centres will consist of a mini-pitch with surrounding grandstands, providing local communities with access to counselling, health and education services.

The Football for Hope Centres will be located on the sites of existing implementing partners, strengthening their activities in the community in order to improve basic education, prevent diseases and promote health as well as encourage the social integration of minorities and disadvantaged populations.

Every four years, the Development through Football family comes together to celebrate the social dimension of the game. As an official event of the 2010 FIFA World Cup™, the Football for Hope Festival brings together delegations representing outstanding organisations in the field. Football on small pitches, new contacts and a warm welcome from the local host community – the festival will provide the experience of a lifetime for young people from all around the world as well as one of the highlights of the FIFA World Cup™ in South Africa.
Football for Hope ... on the ground

The main beneficiaries – and at the same time the engine – of the Football for Hope Movement are organisations that use football as a tool for social development within the framework of sustainable, long-term programmes. The programs presented here are only a few outstanding examples of work in the field of Development through Football and are implementing partners of the Football for Hope Movement.

and the Environment. Many organisations make use of the beautiful game to consolidate an environment of social change in their local context. The six organisations presented here are only a few outstanding examples of work in the field of Development through Football and are implementing partners of the Football for Hope Movement.

Thematic field: Anti-Discrimination & Social Integration

Street League

United Kingdom

Founded in 2001, Street League is today the strongest Football for Hope organisation in the United Kingdom. Street League uses football in combination with education and training programmes to transform the lives of homeless and dispossessed people. It builds on the principles of inclusiveness, sustainability and diversity, with the aim of promoting healthy lifestyles, social integration, crime reduction, non-formal education and long-term employment.

Thematic field: Children’s Rights & Education

Colombianitos

Colombia

Since 2002, Colombianitos has been using football to promote education and reduce crime and drug abuse in Colombia, targeting both young boys and girls who have been affected by violence and/or extreme poverty. Their football-based programme, "Goals for a Better Life", has so far successfully supported a very effective recreational and educational approach to education. Supplemented by artistic and cultural elements, the programme aims to help young people adopt positive lifestyle habits.

Thematic field: Anti-Discrimination & Social Integration

Defensores del Chaco

Argentina

Based in greater Buenos Aires, Defensores del Chaco provides opportunities created for and by young people that live in a context of uncertainty and limited opportunities. The objective is to contribute to social change through the formation of community leaders and sustainable projects that address the problems affecting the community. The football-based programmes utilise the fútbol callejero (streetfootball) method, which seeks to tap into the full potential of football by applying special rules that integrate social and community values into the game.

Thematic field: Environment

Mathare Youth Sports Association

Kenya

One of the leading organisations in the Development through Football community, this Nairobi-based organisation involves approximately 20,000 young people. Mathare Youth Sports Association (MYSA) is making great strides towards helping young people become responsible citizens and develop healthy bodies and minds. The organisation’s activities include providing training and organising tournaments in the 16 most deprived areas of Nairobi. Young people are involved in leadership training, environmental cleanups, HIV/AIDS awareness programmes and other community service activities.
FOR THE ELEVENTH YEAR RUNNING, FIFA held World Fair Play Days from 21 to 23 September 2007 to coincide with the United Nations International Day of Peace (21 September), an invitation to all nations and people to honour a cessation of hostilities around the world.

The world governing body also devoted the quarter-final matches of the FIFA Women’s World Cup in the Chinese cities of Tianjin and Wuhan on 22 and 23 September to a special activity on the pitch that was broadcast to 200 territories across all six confederations. Shortly before kick-off at those particular games, both team captains read out a declaration to support fair play on the pitch and in society.

As in previous years, FIFA invited all of its 208 member associations to join in the celebrations and highlight the values of fair play through various activities and community-based projects at all levels, from grassroots to top-flight football.

Throughout the year, FIFA acknowledges teams’ behaviour on and off the pitch in each of its competitions by awarding the FIFA Fair Play Trophy, medals and diplomas as well as a cheque for adidas equipment for youth teams. In addition, the annual FIFA Fair Play Award at the FIFA World Player Gala in December honours outstanding gestures of fair play. In 2007, the award went to Barcelona, who provide UNICEF with one of their most lucrative assets, advertising space on their shirts, free of charge while also making a donation to the organisation’s fund.

Memorable match for Mandela

Some of the best players in the world from the past and present took part in a gala match to celebrate Nelson Mandela’s 89th birthday in Cape Town on 18 July 2007. The “90 Minutes for Mandela” tribute match between an Africa XI and a Rest of the World XI enabled FIFA, the South African Football Association and the Nelson Mandela Foundation to highlight the values of fair play and the fight against discrimination of any kind.

On the eve of the game, Brazilian football legend Pelé, three-time African Footballer of the Year Samuel Eto’o (Cameroon) and FIFA Vice-President Jack Warner personally delivered a special birthday gift to the legendary South African statesman in Johannesburg – an official jersey for the match with Mandela’s name and the number 89 on the back and 46664 on the front, symbolising his campaign to raise global awareness about HIV and AIDS.

FIFA also awarded honorary member status to the Makana Football Association, which was founded during apartheid by inmates of the notorious prison on Robben Island. During periods of internment that sometimes lasted decades, the association and the game of football itself provided the prisoners with a meaningful and fulfilling pastime and particularly helped to uphold values such as tolerance, inclusiveness, reconciliation, openness and peace.

Fair play and anti-racism

Stand up and be counted

As the world’s most popular sport, football is a universal language that can help bridge all social divides. Although fair play is a principle that applies all year round, the FIFA Fair Play Days provide a particular focal point.
Football for Health
Play against disease
The global popularity of football makes it the ideal educational tool for effective health care and preventing diseases. We just need to use it.

Fighting lifestyle diseases
In the developed world, football has proved highly valuable as a health-enhancing leisure activity that helps to fight lifestyle diseases such as obesity, diabetes, high blood pressure and heart disease. A recent study in Denmark showed that playing football regularly is more beneficial to the health of an unfit population than jogging, cycling or doing nothing. This landmark study by a renowned institute of the University of Copenhagen justifies F-MARC’s ongoing research into the effects of regularly playing football on the health of unfit men and women of different ethnic groups. Further studies are planned in Denmark, Switzerland and the USA in 2008, while researchers in Germany will investigate the effect of playing football regularly on heavily overweight children.

Football for Health in Africa
“The F-MARC 11 for Health in Africa” is an educational and interventional programme to tackle the “big three” diseases – HIV, malaria and tuberculosis – but it also intends to promote general health care, prevention and individual responsibility among football players. Educational material to best convey the eleven fundamental messages to the intended target group of 10- to 14-year-old girls and boys is currently being developed. The effect of the programme will be tested in a pilot project in 2008.

However, lifestyle diseases are also on the rise in Africa. Therefore, the Football for Health in Africa research project also includes an investigation into the prevalence of risk factors for these diseases in Uganda. This project is in collaboration with the Ugandan Ministry of Health, the World Diabetes Foundation and the World Health Organization and will reveal highly valuable information on this new challenge to the developing world.

Football, more than any other sport, can have a positive effect on player health.

Health is the most important thing. Whether in the western world … or in developing countries.
Always close to the action: football and television have enjoyed a successful partnership for decades.
Strategic work
Making deeds follow words

The work of the Task Force “For the Good of the Game” established at the 2005 FIFA Congress in Marrakech has borne fruit. After a thorough discussion of the problems in today’s game by the three working groups for financial matters, political matters and competitions, a number of practical measures have been passed. Good progress has also been made with additional projects designed to meet the forthcoming challenges.

Responsibility

For implementing the decisions and continuing the discussions has since been handed to FIFA’s new Strategic Committee, which was launched at the Zurich Congress. A decisive factor in the success of the work of the Task Force and the Strategic Committee has been the involvement of all the stakeholders in the football family, i.e. players, clubs, national leagues and associations and confederations in the discussions and decision-making processes.

In October 2007, the FIFA Executive Committee discussed seven pressing issues in the modern game with the aim of creating specific regulations or tightening the existing provisions. These issues were: an electronic transfer matching system, third-party influence on clubs, an early warning system to combat illegal betting, the new regulations for players’ agents, the promotion and relegation system in club football, the application of standard electoral procedures at association level and the establishment of arbitration tribunals with equal representation at national level. All matters, then, whose resolution, as already mentioned elsewhere in this report, is of crucial importance for the further development of the game.

To this can be added FIFA’s recent successes in the sports-political arena, such as the agreement reached with the clubs, the recognition of the specificity of sport in the new EU treaty (see Chapter 1) and the advances in the debate surrounding the 6+5 rule (see separate article). The following overview of the decisions taken by the FIFA Executive Committee, the objectives of the measures that came into force on 1 January 2008 and specific examples taken from the world of football serve to illustrate FIFA’s strategic approach.

Principle

Whereas transfers are still conducted via fax by the clubs concerned, a system that makes use of the opportunities provided by the internet is now in the planning stage. The system also involves the electronic processing of payments, which are to be made strictly between the relevant clubs. It also provides for the storage of important data to check the legality of transfers.

Objective

The advantages are twofold. First of all it makes transfers much easier, thereby leading to greater transparency as far as money streams are concerned (where the transfer compensation comes from and where it goes).

Start Date

A total of 30 countries have been selected for a pilot phase and their associations were introduced to the system on 1 January 2008.

Example

FIFA received no fewer than 25,000 international transfer certificates in 2006, many of them containing discrepancies. Such irregularities will be detected by the electronic system in future. This will also allow the relevant authorities to secure the necessary evidence in cases resulting in criminal proceedings.
Early warning system to combat illegal betting

**PRINCIPLE** This is a monitoring system for the prompt detection of betting irregularities relating to football that provides FIFA with reliable information on potential match-fixing at an early stage. The early warning system was first tested at the 2006 FIFA World Cup Germany™. At the end of May 2007, the FIFA Congress passed a resolution to use this system to monitor betting activity during qualifying for the 2010 FIFA World Cup™ and at the finals in South Africa.

**OBJECTIVE** The early warning system is intended to prevent illegal betting for the purpose of match-fixing and thus new cases of corruption within the game.

**START DATE** The early warning system is now in use in the preliminary competition for the 2010 FIFA World Cup™, having already demonstrated its deterrent effect in 2006.

**EXAMPLE** In Germany in 2005, a referee admitted to fixing certain matches but was not allowed to grant third parties a say in transfer agreements or professional contracts, thus denying them the opportunity to influence the autonomy and internal operations of the clubs or the performance of the teams concerned.

New players’ agent regulations

**PRINCIPLE** First introduced in 2000, the Players’ Agents Regulations needed to be updated to reflect current development trends within the game. From now on, the players’ agents licence has to be renewed rather than be issued for life, the aim being to ensure players’ agents are always familiar with the latest rules and regulations. The disciplinary measures against players’ agents who knowingly violate the existing regulations have been dramatically tightened. To further improve transparency within the transfer system, players now have to pay their agents themselves. Accordingly, players’ agents will in future be paid only by the players under their charge.

**OBJECTIVE** While FIFA cannot gain complete control over the activities of players’ agents, for example in cases where a player uses a close relative or a lawyer – a rigorous control will play an important role because they can help to prevent potential abuse while at the same time reinforcing the rights and obligations of players’ agents, as has been called for, incidentally, by the European Union.

**START DATE** The new regulations came into force on 1 January 2008.

**EXAMPLE** A player managed by an agent signed a contract with a club guaranteeing him an annual salary of EUR 1 million. After two seasons, the agent informed him that a different club would be prepared to pay him EUR 2 million per year. As a consequence, the player concerned terminated his contract to allow him to play for the new club. When the matter was taken to court by the previous club, the player was suspended by FIFA’s Dispute Resolution Chamber for breach of contract. His agent was also sanctioned.
6+5 rule
Sport’s political tightrope

FIFA PRESIDENT JOSEPH S. BLATTER believes that the 6+5 rule, which in effect obliges club teams to begin each game with at least six players who are eligible to play for the national team of the country in which the club is domiciled, is essential to restoring balance within the game.

By recruiting increasing numbers of players from all over the world over the years, clubs initially lost their local identity, followed by their regional identity and finally even their national identity. The rule is designed to counter this trend, which has had a negative impact on the performance of national teams (England being the most prominent example) and other excesses. FIFA intends to present the relevant proposal together with a timetable for its implementation at the FIFA Congress in Sydney.

Several of the game’s leading figures, including Manchester United manager Sir Alex Ferguson and FIFA Football Committee chairman Franz Beckenbauer, take a positive view of the rule. Indeed the Football Committee feels that the 6+5 rule is necessary and also recommendable from a moral point of view, yet has certain doubts about its effectiveness.

Blatter now hopes to remove such doubts and political concerns by convincing those who express them of the need for such a rule. Mindful of the political realities, the FIFA President does not intend to wield the 6+5 rule as a weapon against supranational organisations, for example, but rather wishes to persuade them of the correctness of FIFA’s approach by pointing to the EU Reform, which makes express reference to the special nature of sport.

PRINCIPLE As the associations are the bedrock of FIFA, it is of enormous importance, as shown in Chapter 1, that association electoral are as transparent as possible and, above all, take place free of government interference and in strict compliance with the rules. In future, this is to be ensured by the application of standard electoral procedures.

OBJECTIVE The aim is for member elections at associations to be completely impartial. This should also significantly reduce the number of irregularities in the staging of these elections. In countries with many years of experience of holding democratic elections, however, the existing electoral system will not need to be changed provided it complies with the standard electoral procedures.

START DATE Having been ratified by the FIFA Executive Committee in October 2007, the standard electoral procedures have been available to associations since 1 January 2008 and are to be applied by the associations the next time they hold an election.

EXAMPLE In recent years, FIFA has had to take action during association elections in Azerbaijan, Burundi, Iran, Oman, Peru, the Central African Republic, Tajikistan, Togo and Yemen following attempts at intervention by government institutions there.

PRINCIPLE The Dispute Resolution Chamber, which began its work in Zurich in 2001, operates on the basis of parity between players and clubs and has achieved settlements in numerous disputes between the two parties. It has been so successful that FIFA proposed that such chambers be set up at all associations and to this end signed an agreement with the international players’ organisation, FIFPro, in 2006.

OBJECTIVE To ease the workload of FIFA’s Dispute Resolution Chamber and offer players and clubs the general opportunity to have their interests represented within their association in the event of a dispute, which is far from being the case everywhere at the moment.

START DATE A pilot phase serving as a practical trial for the establishment of arbitration tribunals with equal representation at all member associations began in 15 selected countries in January 2008.

EXAMPLE Some 900 disputes were referred to FIFA’s Dispute Resolution Chamber in 2007 and although it is difficult to express in terms of numbers, it is safe to say that the new national arbitration tribunals will have no shortage of work in settling disputes between players and clubs with regard to their professional contracts.
TO SAFEGUARD and improve this essential quality, the FIFA Executive Committee resolved, at its Tokyo meeting in mid-December, to introduce an ambitious and groundbreaking Refereeing Assistance Programme (RAP). The RAP is primarily designed to professionalise the training and working environment of referees at national and international level and has two interlinked parts: a) the preparation of potential match officials for the 2010 FIFA World Cup™ and the professionalisation of refereeing at the top level; b) the development of refereeing at association level.

To this end, refereeing development officers will work closely with instructors all over the world to ensure a uniform approach. They will also aspire to establish close working relationships with the confederations, the member associations and FIFA’s development officers. A large number of courses and seminars backed by various technological aids (including internet resources) will be organised as part of the programme, which is being funded by FIFA to the tune of USD 40 million.

“NO” to technology, “YES” to the human touch

At its Annual General Meeting in Gleneagles, Scotland in early March, the International Football Association Board (IFAB) decided to put goal-line technology on ice and to stop all related tests until further notice. The human aspect of the game, the universality of the Laws of the Game, as well as the simplicity and efficiency of the technology were all taken into consideration.

IFAB also approved a proposal from FIFA to conduct an experiment involving two additional assistant referees who will mainly focus on fouls and misconduct in the penalty area. The competition in which this test will be conducted will be decided at a later date.

Regarding the Laws of the Game, IFAB decided to set a fixed size of 105 metres in length and 68 metres in width (instead of a minimum and maximum length – from 100 metres to 110 metres – and a minimum and a maximum width – from 64 metres to 75 metres – as mentioned in the previous text).

Finally, as the last major revision of the text of the Laws of the Game was conducted over a decade ago, since when many additions and amendments have been made to the Laws themselves and various publications and teaching materials produced, IFAB decided to approve the latest revision, which contains no major changes in terms of content but merely simplifies the wording of the Laws.

The human factor is part and parcel of football’s attraction.

Referees and the Laws of the Game

Ambitious development programme

There is no game without referees. Football’s future is largely dependent on the quality of officiating. The International Football Association Board has also stressed the importance of the human factor.
Innovations are ongoing in the area of TV & marketing in particular as world football’s governing body entered 2007 with a shake-up of its commercial and TV strategy.

**FIFA successfully implements new TV & marketing strategy**

Innovations are ongoing in the area of TV & marketing in particular as world football’s governing body entered 2007 with a shake-up of its commercial and TV strategy.

**THIS WENT FAR** beyond the change of the actual sponsorship structure, which now has three distinct categories: FIFA Partners with close links to FIFA and all its projects in the 2007-2014 period, FIFA World Cup Sponsors with global rights to the 2010 and 2014 FIFA World Cups™ and the FIFA Confederation Cups, and National Supporters for each FIFA competition, i.e. national companies that are granted local sponsorship rights for the relevant event.

By opening the first FIFA Official Store at Changi airport in Singapore, FIFA entered a new area to strengthen its ties with football fans across the globe as well as to enhance its corporate brand on a global scale. The shop concept has created a memorable experience for fans of football and fashion alike by offering a unique range of official merchandise inspired by the past, present and future of the game and at the same time using the revenue to support FIFA’s activities in football development and corporate social responsibility.

The TV Division also successfully managed to bring the entire broadcast operation in house, ranging from the actual sale of rights, the development of a comprehensive in-house footage archive (FIFA Films) to client servicing and the overall event operation. This new approach ensured new heights in TV coverage for FIFA events in 2007 such as the FIFA U-20 World Cup in Canada and the FIFA Women’s World Cup in China.
FIFA Partners in 2007

Beyond the pitch

The year 2007 marked the start of a new era for FIFA. World football’s governing body launched its new marketing hierarchy by granting the six top-level FIFA Partners an unprecedented opportunity to reach football fans around the globe and share their passion. FIFA’s Partners also support world football’s governing body beyond its major events in activities ranging from football development work to events to “touch the world and build a better future” through the Football for Hope Movement. These partnerships will be in place until at least 2014.

FIFA and adidas have one of the longest and most successful partnerships in sports marketing history. Over the past 35 years, they have proved to be a winning team. The world’s leading football brand worked closely with FIFA on a variety of projects in 2007, from development programmes all around the world to support for the FIFA Women’s World Cup. Their cooperation also includes FIFA’s grassroots events, the FIFA Goal Programme and the FIFA World Cup™.

Like FIFA, Coca-Cola seeks to celebrate the passion of football fans all around the world. The firm played an active role in supporting all of FIFA’s events in 2007, helping to unite fans and players at the FIFA Women’s World Cup and the FIFA U-20 World Cup. Through unique initiatives such as the flag-bearer programme, which gives youngsters a chance to carry a team’s national flag onto the pitch at FIFA tournaments, Coca-Cola enables fans to become involved in the game in new, refreshing ways.

Emirates helped bring young fans closer to their football heroes in 2007 by inviting them to join the airline at FIFA tournaments around the world. In addition to donating tournament tickets, Emirates’ award-winning cabin crew took part in FIFA medal ceremonies and the airline supported FIFA.com match pages, providing users with up-to-date information on FIFA events.

Sales

First Indian FIFA World Cup Sponsor on board

In 2007, Satyam, a leading global consulting and information technology services provider, became the first Indian company to sign up as a FIFA World Cup Sponsor.

THIS HISTORIC AGREEMENT awarded Satyam the global rights for the 2010 FIFA World Cup™ in South Africa, the 2014 FIFA World Cup™ in Brazil and the two FIFA Confederations Cups which fall within the 2007-2014 period. The partnership also represented the first major sponsorship deal for the IT services company – a further indication of the enduring appeal of football. As the Official IT Services Provider for the 2010 and 2014 FIFA World Cups™, Satyam, which already enjoys a business relationship with FIFA, will play a crucial role in developing the core IT event management system for FIFA and its service partner for IT, accommodation and hospitality – MATCH AG – as well as local organising committees during the next seven years.

With a presence in 57 countries around the world, Satyam can fully leverage its global expertise and therefore enable FIFA not only to deliver world-class events but also focus on generating a long-lasting legacy for the host countries through hiring and educating local event staff. Satyam was the fourth company – after Anheuser-Busch, McDonald’s and MTN – to join the proposed six-member FIFA World Cup Sponsor line-up under FIFA’s commercial hierarchy, which comprises six FIFA Partners, six FIFA World Cup Sponsors and six National Supporters. FIFA has already signed contracts with adidas, Coca-Cola, Emirates, Hyundai, Sony and Visa as FIFA Partners. In addition, Telkom SA was also announced in 2007 as the second National Supporter of the 2010 FIFA World Cup™ after FNB. ●

Satyam chairman and founder B. Ramalinga Raju and FIFA President Joseph S. Blatter set the seal on the Indian IT company’s sponsorship of the FIFA World Cup™.
Looking Ahead

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**Market research**

**FIFA pioneers new technology in research reporting**

Research reports can often be rather dry and dense – useful information is invariably lost amid a deluge of remarkably similar-looking charts and graphs. With that in mind, FIFA wanted to breathe life into the findings from its most recent consumer research so that they would jump off the page and be noticed.

**To this end,** FIFA has experimented with new technology to showcase the key facts from the spectator survey conducted during the FIFA Women’s World Cup China 2007: a multimedia online e-report. The FIFA research e-report 2007 can be clicked through much like a book, but it also allows the reader to watch videos, listen to music and interviews as well as delve deeper for additional information. Like a gold mine, readers can plunge vertically down through a subject matter and then burrow horizontally to follow a vein in search of further bounty.

So what did we find out from our research conducted at three stadiums during the FIFA Women’s World Cup China 2007? Somewhat surprisingly, the average spectator is male, is 26 years old and a university graduate with an above-average salary living in a household of three persons. A large majority of the respondents said that they are themselves keen football players and are also actively involved in sport in general. Women’s football is the third most appealing sport after men’s football and basketball: interestingly, men rate it more highly than women, while women clearly favour badminton over both men’s and women’s football. FIFA also sought to present the research within the context of the evolution of the women’s game and its growing popularity as a spectator sport. Bouncing back from decades of restrictions on the grounds that the sport was not suitable for female players, the women’s game is growing faster than any other area. Today, over four million female players are registered with football associations worldwide, which represents an increase of 54 per cent over the past six years. Nearly 10 per cent of the world’s football players are now women. This impressive growth is reflected in the increasing importance of the FIFA Women’s World Cup – and its growing popularity is clearly confirmed by the findings in the FIFA research e-report 2007. The e-report 2007, which also includes a review of the FIFA U-20 World Cup Canada 2007, can be accessed at: http://www.fifa-e-researchreport.com.

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**Pioneering branding initiative**

**Qualifying matches in 2010 look**

Exciting clashes, joyful and often heartbreaking matches … that is the FIFA World Cup™ in a nutshell. There may still be two years to go until the first FIFA World Cup™ in Africa kicks off on 11 June 2010, but the ball is already rolling at the many qualifying matches all around the world.

**To allow football fans** to taste the passion of the FIFA World Cup™ and to connect them directly with the event, FIFA has for the first time developed a special visual identity for more than 800 qualifying matches across the globe. Each association taking part in the preliminary competition has been provided with several branding elements including the 2010 FIFA World Cup South Africa™ emblem and a “qualifiers” word mark to deck out its stadiums with a 2010 touch.

The qualifiers kit consists of an advertising board that should ideally be centrally positioned on the perimeter of the pitch so it can be easily recognised as part and parcel of the 2010 FIFA World Cup™. In addition, each association has received special fabric badges to be applied to the shirt sleeves of all jerseys during their qualifying matches. These badges have become a traditional icon at all major international football competitions, granting significant camera exposure and awareness for the upcoming event. To conclude the look, a 2010 FIFA World Cup™ flag is hoisted at all qualifying matches alongside the teams’ flags as well as the FIFA and FIFA Fair Play flags to underline the importance of the qualifiers as part of the FIFA World Cup™.

This pioneering branding initiative has been received with great enthusiasm by the participating member associations. Several have even extended the use of the “qualifiers” mark even further to additional stadium locations such as giant screens and to print material like tickets and match programmes, thereby making them unique football memorabilia.

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**http://www.fifa-e-researchreport.com**
Merchandising
FIFA enters retail world

“Think globally, act locally” is the motto behind FIFA’s wish to strengthen its ties with football fans across the globe. Thanks to its new retail strategy, world football’s governing body will now have much more than just a temporary host-country presence in the run-up to and during FIFA events. In January 2008, the first permanent FIFA Official Store opened its doors at Singapore’s Changi airport, showcasing a concept that is expected to reach all confederations. FIFA’s pioneering concept has created a memorable experience for fans of football and fashion by offering a unique range of FIFA-branded merchandise inspired by the past, present and future of the game. Up until early 2008, FIFA only opened event-related stores in host countries before and during flagship events such as the FIFA World Cup™ and the FIFA Women’s World Cup. In keeping with that tradition, on 25 November 2007 the first ten temporary official 2010 FIFA World Cup™ points of sale, operated by Edgars Consolidated Stores (EDCON), were opened throughout South Africa, the host country of the 2010 FIFA World Cup™. Another 150 stores will follow in the months ahead.

Merchandising has become a huge part of the football experience. Football fans do not only dress up in the colours of their favourite team but also in the colours of tournaments like FIFA’s flagship events to express their passion for and commitment to the game. Designers have initially created five unique clothing lines for the FIFA Official Store, reflecting the heritage and dynamism of football. From vintage-style jerseys that honour FIFA World Cups™ of the past to casual wear and high-end apparel, each item bears the “Official Licensed Product” logo as a seal of quality. The lines – Code, Trophy, Editions, Events and Sports Graphics – are targeted at male and female consumers of all ages and will appeal to football fans and trendsetters alike. The basic product designs focus on unforgettable moments from the history of FIFA’s competitions. The first collection celebrates the 1954 FIFA World Cup™ in Switzerland with a collection of apparel for all teams who participated in the event that was made famous by the “miracle of Berne” when West Germany secured their first FIFA World Cup™ crown with a 3-2 victory over favourites Hungary. The 1954 final was symbolic of football’s ability to trigger positive social change. All FIFA-branded products will highlight the vast heritage of football and its fascinating stories.

Global Brands Group, FIFA’s exclusive Master Licensee until 2014, is operating this global retail concept. adidas, a long-term partner of world football’s governing body, has teamed up with the FIFA Official Stores to showcase their wide range of football gear. The FIFA stores will be essential to the global enhancement of the FIFA brand and to spread FIFA’s mission to “Develop the game, touch the world and build a better future” across all continents. Anyone who visits the stores will be transported into another world where they can relive historic moments from FIFA’s rich history.

Official 2010 FIFA World Cup™ points of sale have already enjoyed considerable success in their short history.
Television
Up to new heights

2007 was a very special year for FIFA's TV Division with the start of full in-house management of broadcast and media rights activities, ranging from sales to the servicing of broadcasters for events from Blue Stars via Beach Soccer and the FIFA Women's World Cup to the Preliminary Draw for the 2010 FIFA World Cup™ in Durban.

**FIFA’S TV DIVISION** has implemented a structure that integrates the key service providers within the team to ensure smooth operations. Within this structure, HBS is the host broadcaster for the 2010 FIFA World Cup™ as well as the production consultant for other FIFA competitions. This includes providing support in the appointment of the host broadcaster for all FIFA competitions other than the FIFA World Cup™ and the FIFA Confederations Cup.

FIFA TV appointed the following companies as host broadcasters in 2007:
- CBC for the FIFA U-20 World Cup Canada 2007
- SBS for the FIFA U-17 World Cup Korea 2007
- CCTV for the FIFA Women’s World Cup China 2007
- Globo for the FIFA Beach Soccer World Cup Brazil 2007
- HBS acted as the host broadcaster for the Preliminary Draw for the 2010 FIFA World Cup™
- NTV acted as the host broadcaster for the FIFA Club World Cup Japan 2007 by Dentsu

These host broadcasters produced the feed in accordance with FIFA’s production guidelines and standards to safeguard the highest international quality and unbiased coverage. FIFA TV’s team also includes the FIFA Broadcaster Servicing Team (outsourced to Infront Sports & Media) for day-to-day matters related to the servicing of FIFA’s broadcasters.

Delta Tre, Europe’s leading sports technology company, is the graphics supplier and ensures world-class graphics from all events. In addition, FIFA TV has entered into a cooperation with Sony to create high-definition (HD) content from selected events and matches until 2010. This new structure has enabled FIFA to deliver more hours of broadcasts from various events to the entire world, thereby ensuring new records in terms of TV coverage for all events. The detailed TV reports are still being finalised but the results are encouraging as they show a significant increase in viewing figures. The placing of rights in key territories early in the event cycle is paying off – not only in terms of the coverage of events but also with regard to pre-event cooperation with FIFA Media Rights Licensees and better promotion of events in the respective territories.

The FIFA TV team also achieved its sales goals in 2007. Major deals involved the appointment of German channels ARD/ZDF as the media rights licensee for FIFA events including the FIFA World Cup™ until 2014. Furthermore, FIFA’s partnership with the European Broadcasting Union (EBU) has been extended to include the 2014 FIFA World Cup™. In line with the Win in Africa with Africa initiative, FIFA has worked actively in Africa to finalise the rights packages in the continent that will host the 2010 FIFA World Cup™. The FIFA Executive Committee has also decided to push ahead with negotiations with the AUB (African Union of Broadcasting) for the sub-Saharan region, including a consortium for Nigeria (OSMI-NTA-BON). Furthermore, several broadcast rights deals have also been concluded in Asia with the support of Football Media Services (FIFA’s sales representative for selected territories in Asia). In February 2008, FIFA launched a mobile contents project for the 2010 FIFA World Cup™ to give mobile rights-holders and consumers easy access to FIFA content and information worldwide.
FIFA Films
Relive historic moments

FIFA took further steps during 2007 to consolidate its vast heritage of audiovisual images from its events and football around the world in one location, and to further strengthen the internal organisation around FIFA Films.

The FIFA Films archive boasts the most extensive FIFA World Cup™ footage around.

These steps will enable the entire football family to access and relive historic moments from football's rich history. New processes and products have given FIFA a solid platform for further sales growth, exploitation and visibility in the years to come. Whether it is images from Brazil's first-ever victory in the FIFA World Cup™ in 1958 or footage of Maradona's unforgettable performance at Mexico '86, all of the greatest football moments are available at FIFA Films. The FIFA Films archive boasts the most extensive FIFA World Cup™ footage around with over 30,000 hours of reels and video tapes dating as far back as 1930, the year of the first FIFA World Cup™ in Uruguay.

It also includes moving images from all FIFA competitions to date such as the various World Cups at youth level as well as events for women, futsal and beach soccer. In addition, it provides unique footage of FIFA's other activities such as the various draws and galas – to name but a few. For full matches as well as official films, formats include 16mm, 35mm and standard-definition (SD) television format. High-definition (HD) footage has been around since 2002, starting with the FIFA World Cup™ in Korea/Japan. The 2006 FIFA World Cup™ was the first to be fully produced in HD.

FIFA Films also actively supported the production of documentary films at the FIFA Women's World Cup 2007, such as The Best Women in the World (an official FIFA documentary film of the event), which had its free-TV premiere in Germany on 2 January 2008, and two other films – one from Australia and another from New Zealand – that will also have their premieres in 2008. All of this will raise the profile of the women's game and is a direct result of FIFA's continual efforts to showcase its events not only from the traditional competition programming perspective.

In the years to come, FIFA will continue to upgrade the service and technology level of FIFA Films to turn it into a state-of-the-art archive by 2010 and the next FIFA World Cup™ in South Africa. Footage enquiries can be sent to info@fifafilms.com. FIFA Films delivers custom-made packages of archive footage to approved clients and is serviced by Infront Sports & Media in Zug, Switzerland.

IN 2007, FIFA commissioned experienced TV crews to capture dramatic and heart-warming stories within 26 vignettes as part of “Football's Hidden Story”. For millions of people around the world, football is more than just a game. These stories feature ordinary people living extraordinary lives with football enhancing their existence.

Take Dennis Parker, 33 years old, from Tubmanburg in Liberia. Dennis had to have one of his legs amputated just below the knee after being injured in the civil war and found himself begging on the streets. Today he is a hero, a star goalscorer for the Liberia Amputee Sports Association, one of half a dozen teams who field more than 150 players – almost all of them, like Parker, victims of the civil war that wrecked the country. Or take the moving story of the Drus youth team from the Golan Heights that in January 2008 played a historic match on Israeli territory against a mixed team of Jews and Arabs. Such a match had not been possible since 1967, but football unites – more than one team of Jews and Arabs. Such a match had not been possible since 1967, but football unites – more than one

The programme aims to testify to the role of football as a source of encouragement and hope, while affirming the true meaning and power of the world's greatest game and spreading it across the world. The hidden stories are distributed, free of charge, to worldwide TV networks every two weeks and the first ten stories were released in 2007. To enable everybody to have access to these unique stories, all episodes are published after release in the “About FIFA – Corporate Social Responsibility” section of www.FIFA.com. Broadcasters can also request the material via: http://www.footballshiddenstory.com.

Each episode is carefully selected and the themes are designed to reflect key dates in the football calendar or international football tournaments so that they take on added interest for broadcasters looking for issue-related programmes. Written versions of the 26 topics are released in full. Each episode has an accompanying set of photographs, in their home country until the written story is released to broadcasters.

Behind the hype and headlines about football there is another side to the game, one with touching stories that show how the game has given people all around the world hope and a sense of purpose.

Football’s Hidden Story
Ordinary people with extraordinary lives
Reflections: results, lists, awards and a tribute to those who are no longer with us.
Awards
Four well-deserved honours

The 57th FIFA Congress in Zurich saw four distinguished figures from the world of football named as either a FIFA Honorary Vice-President or as an honorary member of the world governing body.

LENNART JOHANSSON
FIFA Honorary Vice-President

Lennart Johansson (Sweden), who served as UEFA President and as a FIFA Vice-President for 17 years, was named as a FIFA Honorary Vice-President. By conferring this title upon him, FIFA paid tribute to Johansson’s work on various bodies, particularly as chairman of the Organising Committee for the FIFA World Cup™ for the 1998, 2002 and 2006 events. Throughout his many years in football, whether initially as a club and association president or later at UEFA and FIFA, Johansson served football at all levels with a pronounced sense of modesty, generosity and determination. During his presidency of UEFA, he oversaw the creation of the Champions League, the construction of the European governing body’s current headquarters on the banks of Lake Geneva and the introduction of various development programmes for youth and women’s football.

DAVID H. WILL
FIFA Honorary Vice-President

As the FIFA Vice-President representing the four British associations, David H. Will (Scotland) always played a special role in linking the Executive Committee with the cradle of the modern game. With his sharp legal mind, dedication and enthusiasm, he played an integral role in setting the course for some of world football’s most strategic initiatives. His desire to work in a team and combine individual interests with the common good was always for the benefit of the game, whether as the chairman of the Referees Committee, the Legal Committee, the Associations Committee or the FIFA World Cup™ ticketing sub-committee, or in his hugely important role on the International Football Association Board. FIFA conferred the title of Honorary Vice-President upon him in recognition of his enormous contribution to the game.

GERHARD MAYER-VORFELDER
Honorary member

Gerhard Mayer-Vorfelder (Germany) gave sterling service to the world of football in various guises, for which FIFA named him as an honorary member. He was, for example, a key figure in ensuring that Germany was awarded the 2006 FIFA World Cup™ and then helped to make the event such a resounding success at all levels. Mayer-Vorfelder first sat on the FIFA Executive Committee from 1992 to 1998, followed by a second stint between 2002 and 2007. He also chaired the Media Committee and the Players’ Status Committee and was a member of both the Finance Committee and the Organising Committee for the FIFA World Cup™. “MV”, as he is known in footballing circles, joined the UEFA Executive Committee in 2000 and is now a vice-president of the European body.

ISAAC DAVID SASSO SASSO
Honorary member

FIFA also named Isaac David Sasso Sasso (Costa Rica) as an honorary member in recognition of his tireless work for the good of the game. After a successful career as a businessman, Sasso Sasso used his experience to help develop football in his home country. During his time as president of the Costa Rican FA, Costa Rica qualified for the 1990 FIFA World Cup™ in Italy and advanced to the round of 16. Sasso Sasso served both CONCACAF and the FIFA Executive Committee with distinction for many years. He was also a member of the Organising Committee for the Olympic Football Tournaments and as the deputy chairman of the Futsal and Beach Soccer Committee, he also played a key role in the development of two disciplines that have blossomed and gone from strength to strength in recent years.
Committees

Executive Committee

President
Blatter, Joseph S. Switzerland

Senior Vice-President
Grondona, Julio H. Argentina

Vice-Presidents
Hayatou, Issa Cameroon
Chung, Mong Joon Korea Republic
Warner, Jack A. Trinidad and Tobago
Villa Lona, Angel Maria Spain
Platini, Michel France

Members
D’Hooghe, Michel Belgium
Temarii, Reynald Tahiti
Thompson, Geoff England

Emergency Committee

Chairman
Blatter, Joseph S. Switzerland

Members
Hayatou, Issa Cameroon
Villa Lona, Angel Maria Spain
Platini, Michel France

Finance Committee

Chairman
Grondona, Julio H. Argentina

Members
Hayatou, Issa Cameroon
Villa Lona, Angel Maria Spain
Platini, Michel France

Internal Audit Committee

Chairman
Carrao, Franco Italy

Members
Zhang, Jiong China PR
Madal, Gilberto Portugal

Organising Committee for the FIFA World Cup™

Chairman
Hayatou, Issa Cameroon

Deputy Chairmen
Grondona, Julio H. Argentina
Platini, Michel France

Members
Warnier, Jack A. Trinidad and Tobago
Temarii, Reynald Tahiti

Organising Committee for the FIFA Confederations Cup

Chairman
Hayatou, Issa Cameroon

Deputy Chairman
Grondona, Julio H. Argentina
Platini, Michel France

Members
Warnier, Jack A. Trinidad and Tobago
Temarii, Reynald Tahiti

Organising Committee for the Olympic Football Tournaments

Chairman
Chung, Mong Joon Korea Republic

Deputy Chairman
Chiboub, Slim Tunisia

Members
Hayatou, Issa FIFA representative to the IOC and other international organisations (ASOIF/GAISF)

FACTS AND FIGURES

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Committees

Organising Committee for the FIFA U-20 World Cup

Chairman
Warner, Jack A.
Trinidad and Tobago

Deputy Chairman
Eric, Suresh
Turkey

Members
Deluca, Eduardo
Argentina

Fahmy, Mustapha
Egypt

Al-Moharradi, Saad
Ghana

Brook, Hamad
United Arab Emirates

Harmon, Lee
Cook Islands

Artattima, Henri-Thierry
Tahiti

Teixeira, Marcos Antonio
Brazil

Hernández, Luis
Cuba

Organising Committee for the FIFA U-17 World Cup

Chairman
Warner, Jack A.
Trinidad and Tobago

Deputy Chairman
Oguna, Ufuji
Japan

Members
James, Anthony
Jamaica

Haydar, Machem
Lebanon

Patel, Suketu
Seychelles

Asfura, Alfredo
Chile

Delfino, Nicolas
Peru

Makry, Leonid
Armenia

Musulín, Mohammed
Saudi Arabia

Muñino, John
Nigeria

Pohlan, Alvar
Estonia

Thappa, Ganeish
Nepal

Tranquet, Jacques
France

NIGERIA 2009

To be appointed

Germany 2011

To be appointed

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

Chairman
Makudi, Worawi
Thailand

Deputy Chairman
O’Neill, Michelle
France

Members
Adamu, Aminu
Nigeria

Ratzenburg, Hannelore
Germany

Ouma, Romer
Brazil

El Hawary, Sahar
Egypt

Lloyd, Elisabeth
France

Holland, Janine
Canada

Carter, Kathy
USA

Gao, Michelle
New Zealand

Lu, Tracy
China PR

Smidt Nielsen, Lone
Denmark

Simmons, Kelly
England

Simoes, Rená
Brazil

Elsandorin, Susanne
Sweden

Kim, Sun Hui
Korea DPR

Wesley, Sombo
Ireland

GERMANY 2011

To be appointed

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

Chairman
Blazer, Chuck
USA

Deputy Chairman
Beckenbauer, Franz
Germany

Members
Shardelle, Marina
Italy

Stoivos, Liana
Romania

Ramos, Cristina
Philippines

Domanski-Lyfors, Marika
Sweden

Sierra, Celina
Colombia

Heinrichs, April
USA

Organising Committee for the FIFA U-20 World Cup

Chairman
Blazer, Chuck
USA

Deputy Chairman
O’Neill, Michelle
France

Members
Adamu, Aminu
Nigeria

Ratzenburg, Hannelore
Germany

Ouma, Romer
Brazil

El Hawary, Sahar
Egypt

Lloyd, Elisabeth
France

Holland, Janine
Canada

Carter, Kathy
USA

Gao, Michelle
New Zealand

Lu, Tracy
China PR

Smidt Nielsen, Lone
Denmark

Simmons, Kelly
England

Simoes, Rená
Brazil

Elsandorin, Susanne
Sweden

Kim, Sun Hui
Korea DPR

Wesley, Sombo
Ireland

Organising Committee for the FIFA Women’s World Cup

Chairman
Makudi, Worawi
Thailand

Deputy Chairman
O’Neill, Michelle
France

Members
Adamu, Aminu
Nigeria

Ratzenburg, Hannelore
Germany

Ouma, Romer
Brazil

El Hawary, Sahar
Egypt

Lloyd, Elisabeth
France

Holland, Janine
Canada

Carter, Kathy
USA

Gao, Michelle
New Zealand

Lu, Tracy
China PR

Smidt Nielsen, Lone
Denmark

Simmons, Kelly
England

Simoes, Rená
Brazil

Elsandorin, Susanne
Sweden

Kim, Sun Hui
Korea DPR

Wesley, Sombo
Ireland

To be appointed

Organising Committee for the FIFA Club World Cup

Chairman
Kokoskov, Viacheslav
Russia

Deputy Chairman
Lev, Nicolai
Paraguay

Members
Chiboub, Slim
Tunisia

India

U-20 CHILE 2008

Mayne-Nicholls, Harold
New Zealand

Seater, Graham
New Zealand

MEXICO 2008

Juvencio, Ricardo
Brazil

Gonzalez, Antonio
Brazil

Bolívar, Hugo
Paraguay

To be appointed

U-17 CHILE 2008

South Korea

New Zealand

Australia

FIFA U-17 Women’s World Cup

Chairman
Blazer, Chuck
USA

Deputy Chairman
Beckenbauer, Franz
Germany

Members
Shardelle, Marina
Italy

Stoivos, Liana
Romania

Ramos, Cristina
Philippines

Domanski-Lyfors, Marika
Sweden

Sierra, Celina
Colombia

Heinrichs, April
USA

Members
Blazer, Chuck
USA

Beckenbauer, Franz
Germany

Holland, Janine
Canada

Carter, Kathy
USA

Gao, Michelle
New Zealand

Lu, Tracy
China PR

Smidt Nielsen, Lone
Denmark

Simmons, Kelly
England

Simoes, Rená
Brazil

Elsandorin, Susanne
Sweden

Kim, Sun Hui
Korea DPR

Wesley, Sombo
Ireland

To be appointed

Organising Committee for the Women’s World Cup

Chairman
Blazer, Chuck
USA

Deputy Chairman
Beckenbauer, Franz
Germany

Members
Shardelle, Marina
Italy

Stoivos, Liana
Romania

Ramos, Cristina
Philippines

Domanski-Lyfors, Marika
Sweden

Sierra, Celina
Colombia

Heinrichs, April
USA

Members
Blazer, Chuck
USA

Beckenbauer, Franz
Germany

Holland, Janine
Canada

Carter, Kathy
USA

Gao, Michelle
New Zealand

Lu, Tracy
China PR

Smidt Nielsen, Lone
Denmark

Simmons, Kelly
England

Simoes, Rená
Brazil

Elsandorin, Susanne
Sweden

Kim, Sun Hui
Korea DPR

Wesley, Sombo
Ireland

To be appointed

Organising Committee for the Women’s World Cup and the FIFA Women’s Football Committee

Chairman
Blazer, Chuck
USA

Deputy Chairman
Beckenbauer, Franz
Germany

Members
Shardelle, Marina
Italy

Stoivos, Liana
Romania

Ramos, Cristina
Philippines

Domanski-Lyfors, Marika
Sweden

Sierra, Celina
Colombia

Heinrichs, April
USA

Members
Blazer, Chuck
USA

Beckenbauer, Franz
Germany

Holland, Janine
Canada

Carter, Kathy
USA

Gao, Michelle
New Zealand

Lu, Tracy
China PR

Smidt Nielsen, Lone
Denmark

Simmons, Kelly
England

Simoes, Rená
Brazil

Elsandorin, Susanne
Sweden

Kim, Sun Hui
Korea DPR

Wesley, Sombo
Ireland

To be appointed

Organising Committee for the Women’s World Cup and the FIFA Women’s Football Committee

Chairman
Blazer, Chuck
USA

Deputy Chairman
Beckenbauer, Franz
Germany

Members
Shardelle, Marina
Italy

Stoivos, Liana
Romania

Ramos, Cristina
Philippines

Domanski-Lyfors, Marika
Sweden

Sierra, Celina
Colombia

Heinrichs, April
USA

Members
Blazer, Chuck
USA

Beckenbauer, Franz
Germany

Holland, Janine
Canada

Carter, Kathy
USA

Gao, Michelle
New Zealand

Lu, Tracy
China PR

Smidt Nielsen, Lone
Denmark

Simmons, Kelly
England

Simoes, Rená
Brazil

Elsandorin, Susanne
Sweden

Kim, Sun Hui
Korea DPR

Wesley, Sombo
Ireland

To be appointed

Organising Committee for the World Cups and U-17 Women’s World Cup and the FIFA Women’s Football Committee

Chairman
Blazer, Chuck
USA

Deputy Chairman
Beckenbauer, Franz
Germany

Members
Shardelle, Marina
Italy

Stoivos, Liana
Romania

Ramos, Cristina
Philippines

Domanski-Lyfors, Marika
Sweden

Sierra, Celina
Colombia

Heinrichs, April
USA

Members
Blazer, Chuck
USA

Beckenbauer, Franz
Germany

Holland, Janine
Canada

Carter, Kathy
USA

Gao, Michelle
New Zealand

Lu, Tracy
China PR

Smidt Nielsen, Lone
Denmark

Simmons, Kelly
England

Simoes, Rená
Brazil

Elsandorin, Susanne
Sweden

Kim, Sun Hui
Korea DPR

Wesley, Sombo
Ireland

To be appointed

Organising Committee for the Women’s World Cup

Chairman
Blazer, Chuck
USA

Deputy Chairman
Beckenbauer, Franz
Germany

Members
Shardelle, Marina
Italy

Stoivos, Liana
Romania

Ramos, Cristina
Philippines

Domanski-Lyfors, Marika
Sweden

Sierra, Celina
Colombia

Heinrichs, April
USA

Members
Blazer, Chuck
USA

Beckenbauer, Franz
Germany

Holland, Janine
Canada

Carter, Kathy
USA

Gao, Michelle
New Zealand

Lu, Tracy
China PR

Smidt Nielsen, Lone
Denmark

Simmons, Kelly
England

Simoes, Rená
Brazil

Elsandorin, Susanne
Sweden

Kim, Sun Hui
Korea DPR

Wesley, Sombo
Ireland

To be appointed
### Committees

#### Referees Committee

<table>
<thead>
<tr>
<th>Chairman</th>
<th>Villar Lloa, Angel María Spain</th>
</tr>
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<td>Deputy Chairman</td>
<td>Teixeira, Ricardo Terra Brazil</td>
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#### Technical and Development Committee

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<tr>
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<th>Temarii, Reynald Tahiti</th>
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#### Sports Medical Committee

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<thead>
<tr>
<th>Chairman</th>
<th>O’Toole, Vitaly Russia</th>
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#### Players’ Status Committee

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<thead>
<tr>
<th>Chairman</th>
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<td>Blazer, Chuck USA</td>
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#### Legal Committee

<table>
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<tr>
<th>Chairman</th>
<th>Villar Lloa, Angel María Spain</th>
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#### Committee for Fair Play and Social Responsibility

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</thead>
<tbody>
<tr>
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<td>Chung, Mong Joon Korea Republic</td>
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### FACTS AND FIGURES

<table>
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<td>Obituaries</td>
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## Committees

### Associations Committee

<table>
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<tr>
<th>Consultants</th>
<th>Boniez Segovia, Néstor</th>
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### Chairman

Thompson, Geoff

England

### Deputy Chairman

Anouma, Jacques

Côte d’Ivoire

### Members

Surkus, Grigorly

Ukraine

Zaeli, Rud

Slovenia

Ziegler, Ralph

Sankt Gallen

Fourrier, Claude

New Caledonia

Lowy, Frank

Australia

Escalettes, Jean-Pierre

France

Hansen, Allan

Denmark

Jean-Bart, Yves

Haiti

### Football Committee

| Shik, Ali-Thani | Hamad bin Khalifa
| Qatar          | Duka, Armand
| Albania        | Kushtoikumkis, Costakis
| Cyprus         | Mayne-Nicholls, Harold
| Chile          | Napolitano, Juan Angel

### Members

Surkus, Grigorly

Ukraine

Zaeli, Rud

Slovenia

Ziegler, Ralph

Sankt Gallen

Fourrier, Claude

New Caledonia

Lowy, Frank

Australia

Escalettes, Jean-Pierre

France

Hansen, Allan

Denmark

Jean-Bart, Yves

Haiti

### Consultants

To be appointed

### Strategic Committee

| Khoza, Irvin | Representing the
|             | leagues/England FAPL |
|             | Representing the
|             | South Africa PSL     |
|             | Representing the
|             | South Africa         |
|             | Kwak, Chung Hewan
|             | Representing the
|             | leagues/England FAPL |
|             | Representing the
|             | leagues/England FAPL |

### Marketing and Television Advisory Board

| Bollywood, Mark
| England          |
| Brazil           |
| Argentina        |

### Goal Bureau

Chairman

Bin Hammam, Mohamed

Argentina

Deputy Chairman

Platin, Michel

France

Members

Erliz, Senses

Turkey

Blazer, Chuck

USA

Bies, Salah Ahmed

Saudi Arabia

Lambert, Jacques

France

Teng, Leopogar

Tanzania

Ago, Eduardo

Brazil

Buckley, Ben

Australia

Nicholas, Tai

United States

### Facts and Figures

- Awards: 96
- Committees: 98
- Committee meetings: 108
- Results: 110
- Calendar: 126
- Obituaries: 128
Committee meetings

**2007**

<table>
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<tr>
<th>Date</th>
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<tr>
<td>25 May</td>
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<td>Internal Audit Committee</td>
</tr>
<tr>
<td>26 May</td>
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<td>Finance Committee</td>
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<tr>
<td>27 May</td>
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<td>Executive Committee</td>
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<tr>
<td>30 May</td>
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<td>Referees Committee Part I (Referees List 2008)</td>
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<td>Organising Committee for the FIFA U-20 and U-17 Women’s World Cups</td>
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<td>Executive Committee – announcement of the host countries for the FIFA Women’s World Cup 2011 and the 2014 FIFA World Cup™</td>
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**2008**

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## Results

### FIFA U-20 World Cup Canada 2007

#### GROUP A  Canada, Chile, Congo, Austria

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<th>DATE</th>
<th>CITY</th>
<th>MATCH</th>
<th>RESULT</th>
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<tbody>
<tr>
<td>01.07</td>
<td>Toronto</td>
<td>Canada v. Chile</td>
<td>0-3 (0-1)</td>
</tr>
<tr>
<td>02.07</td>
<td>Edmonton</td>
<td>Congo v. Austria</td>
<td>1-1 (0-1)</td>
</tr>
<tr>
<td>05.07</td>
<td>Edmonton</td>
<td>Austria v. Canada</td>
<td>1-0 (0-0)</td>
</tr>
<tr>
<td>05.07</td>
<td>Edmonton</td>
<td>Chile v. Congo</td>
<td>3-0 (0-0)</td>
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<tr>
<td>08.07</td>
<td>Edmonton</td>
<td>Canada v. Congo</td>
<td>0-2 (0-1)</td>
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<tr>
<td>08.07</td>
<td>Toronto</td>
<td>Chile v. Austria</td>
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**RANKING**

<table>
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#### GROUP B  Jordan, Zambia, Spain, Uruguay

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<td>Jordan v. Zambia</td>
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<td>01.07</td>
<td>Burnaby</td>
<td>Spain v. Uruguay</td>
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<td>Uruguay v. Jordan</td>
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<td>Zambia v. Spain</td>
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<td>Spain v. Jordan</td>
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<td>Victoria</td>
<td>Uruguay v. Zambia</td>
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**RANKING**

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<td>Jordan</td>
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#### GROUP C  Portugal, New Zealand, Gambia, Mexico

<table>
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<th>DATE</th>
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<th>MATCH</th>
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<tbody>
<tr>
<td>02.07</td>
<td>Toronto</td>
<td>Portugal v. New Zealand</td>
<td>2-0 (1-0)</td>
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<tr>
<td>02.07</td>
<td>Toronto</td>
<td>Gambia v. Mexico</td>
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<td>Toronto</td>
<td>New Zealand v. Gambia</td>
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<td>Mexico v. Portugal</td>
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<td>Montreal</td>
<td>Portugal v. Gambia</td>
<td>1-2 (1-1)</td>
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<td>New Zealand v. Mexico</td>
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#### GROUP D  Poland, Brazil, Korea Republic, USA

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</thead>
<tbody>
<tr>
<td>30.06</td>
<td>Montreal</td>
<td>Poland v. Brazil</td>
<td>1-0 (1-0)</td>
</tr>
<tr>
<td>30.06</td>
<td>Montreal</td>
<td>Korea Republic v. USA</td>
<td>1-1 (1-1)</td>
</tr>
<tr>
<td>03.07</td>
<td>Montreal</td>
<td>USA v. Poland</td>
<td>6-1 (3-1)</td>
</tr>
<tr>
<td>03.07</td>
<td>Montreal</td>
<td>Brazil v. Korea Republic</td>
<td>3-2 (1-0)</td>
</tr>
<tr>
<td>06.07</td>
<td>Ottawa</td>
<td>Brazil v. USA</td>
<td>1-2 (0-1)</td>
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<tr>
<td>06.07</td>
<td>Montreal</td>
<td>Poland v. Korea Republic</td>
<td>1-1 (1-0)</td>
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**RANKING**

<table>
<thead>
<tr>
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</table>

P = Played  W = Wins  D = Draws  L = Losses  GD = Goal difference

[http://www.fifa.com](http://www.fifa.com)
## Results

### FIFA U-20 World Cup Canada 2007

#### GROUP E
- **Korea DPR, Panama, Argentina, Czech Republic**

<table>
<thead>
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<td>Korea DPR v. Panama</td>
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<tr>
<td>30.06</td>
<td>Ottawa</td>
<td>Argentina v. Czech Republic</td>
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<tr>
<td>03.07</td>
<td>Ottawa</td>
<td>Czech Republic v. Korea DPR</td>
<td>2-2 (0-1)</td>
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<tr>
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<td>Panama v. Argentina</td>
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<td>Czech Republic v. Panama</td>
<td>2-1 (0-0)</td>
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<td>06.07</td>
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**RANKING**

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#### GROUP F
- **Japan, Scotland, Nigeria, Costa Rica**

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<td>Scotland v. Costa Rica</td>
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**RANKING**

<table>
<thead>
<tr>
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P = Played  W = Wins  D = Draws  L = Losses  GD = Goal difference  on pens = on penalties  a.e.t. = after extra time

http://www.fifa.com
### FIFA U-17 World Cup Korea 2007

#### GROUP A
- Costa Rica, Togo, Korea Republic, Peru

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#### GROUP B
- Korea DPR, England, Brazil, New Zealand

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#### GROUP C
- Honduras, Spain, Argentina, Syria

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#### GROUP D
- Nigeria, France, Japan, Haiti

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**FIFA U-17 World Cup Korea 2007**

**GROUP E**
Belgium, Tunisia, Tajikistan, USA

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**GROUP F**
Colombia, Germany, Trinidad and Tobago, Ghana

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<td>06.09</td>
<td>Suwon</td>
<td>Nigeria v. Germany</td>
<td>3-1 (2-1)</td>
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**PLAY-OFF FOR THIRD PLACE**

<table>
<thead>
<tr>
<th>DATE</th>
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<th>RESULT</th>
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<tbody>
<tr>
<td>9.09</td>
<td>Seoul</td>
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**FINAL**

<table>
<thead>
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<th>DATE</th>
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<tbody>
<tr>
<td>09.09</td>
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<td>Spain v. Nigeria</td>
<td>0-3 a.e.t., 0-3 on pens</td>
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P = Played  W = Wins  D = Draws  L = Losses  GD = Goal difference  on pens = on penalties  a.e.t. = after extra time
### Results

#### FIFA Women's World Cup China 2007

**GROUP A**
- Germany, Argentina, Japan, England

<table>
<thead>
<tr>
<th>DATE</th>
<th>CITY</th>
<th>MATCH</th>
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<tbody>
<tr>
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<td>Japan v. England</td>
<td>2-2 (0-0)</td>
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<td>Shanghai</td>
<td>Argentina v. Japan</td>
<td>0-1 (0-0)</td>
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<td>16.09</td>
<td>Hangzhou</td>
<td>Germany v. Japan</td>
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<td>17.09</td>
<td>Changzhou</td>
<td>England v. Argentina</td>
<td>6-1 (2-0)</td>
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**RANKING**
- RANK TEAM P W D L GD POINTS
  - 1 Germany 3 2 1 0 13-0 9
  - 2 England 3 1 2 0 8-3 7
  - 3 Japan 3 1 1 1 3-4 4
  - 4 Argentina 3 0 0 3 1-18 0

**GROUP B**
- USA, Korea DPR, Nigeria, Sweden

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<td>Nigeria v. USA</td>
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<td>Tianjin</td>
<td>Korea DPR v. Sweden</td>
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- RANK TEAM P W D L GD POINTS
  - 1 USA 3 2 1 0 5-2 9
  - 2 Korea DPR 3 1 1 1 5-4 4
  - 3 Nigeria 3 1 1 1 3-4 4
  - 4 Sweden 3 0 0 2 1-4 1

**GROUP C**
- Ghana, Australia, Norway, Canada

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<td>Norway v. Canada</td>
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<td>Canada v. Ghana</td>
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<td>Australia v. Norway</td>
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**RANKING**
- RANK TEAM P W D L GD POINTS
  - 1 Norway 3 2 1 0 10-4 7
  - 2 Australia 3 1 2 0 7-4 5
  - 3 Canada 3 3 1 1 7-4 4
  - 4 Ghana 3 0 0 3 3-15 0

**GROUP D**
- New Zealand, Brazil, China PR, Denmark

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<td>New Zealand v. Brazil</td>
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<td>China PR v. Denmark</td>
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<td>Denmark v. New Zealand</td>
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<td>China PR v. New Zealand</td>
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<td>Hangzhou</td>
<td>Brazil v. Denmark</td>
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**RANKING**
- RANK TEAM P W D L GD POINTS
  - 1 Brazil 3 3 0 0 10-5 9
  - 2 China PR 3 2 1 0 5-6 6
  - 3 Denmark 3 1 0 2 4-4 3
  - 4 New Zealand 3 0 0 3 0-9 0

P = Played  W = Wins  D = Draws  L = Losses  GD = Goal difference
Results

FIFA Women's World Cup China 2007

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<tr>
<th>QUARTER-FINALS</th>
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FIFA Beach Soccer World Cup Rio de Janeiro 2007

<table>
<thead>
<tr>
<th>GROUP A</th>
<th>Russia, Mexico, Brazil, Solomon Islands</th>
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<th>MATCH</th>
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<tbody>
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<td>Russia v. Mexico</td>
<td>2-2 a.e.t., 1-2 on pens (0-0, 0-1, 1-0)</td>
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<td>02.11</td>
<td>Brazil v. Solomon Islands</td>
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<td>Mexico v. Brazil</td>
<td>4-6 (3-2, 1-1, 2-1)</td>
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<td>04.11</td>
<td>Solomon Islands v. Russia</td>
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<td>Brazil v. Russia</td>
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<td>Solomon Islands v. Mexico</td>
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<table>
<thead>
<tr>
<th>GROUP B</th>
<th>Portugal, Iran, USA, Spain</th>
<th>DATE</th>
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<th>RESULT</th>
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<tbody>
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<td>4-6 (1-1, 1-3, 2-4)</td>
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<td>Spain v. Portugal</td>
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<td>5-6 a.e.t. (0-2, 2-2, 3-1, 0-1)</td>
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<th>D</th>
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</tbody>
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P = Played, W = Wins, D = Draws, L = Losses, GD = Goal difference, pens = on penalties, a.e.t. = after extra time

http://www.fifa.com
Results

FIFA Beach Soccer World Cup Rio de Janeiro 2007

GROUP C
Uruguay, Italy, Japan, Senegal

<table>
<thead>
<tr>
<th>DATE</th>
<th>MATCH</th>
<th>RESULT</th>
</tr>
</thead>
<tbody>
<tr>
<td>03.11</td>
<td>Uruguay v. Italy</td>
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<tr>
<td>03.11</td>
<td>Japan v. Senegal</td>
<td>1-4 (0-2, 0-1, 0-1)</td>
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<td>05.11</td>
<td>Italy v. Japan</td>
<td>6-4 (2-2, 1-2, 3-0)</td>
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<td>05.11</td>
<td>Senegal v. Uruguay</td>
<td>5-2 (2-2, 1-0, 0-0)</td>
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<td>07.11</td>
<td>Senegal v. Italy</td>
<td>6-5 a.e.t. (3-3, 1-0, 1-0)</td>
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<tr>
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<td>Japan v. Uruguay</td>
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RANKING

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GROUP D
Nigeria, Argentina, United Arab Emirates, France

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<th>DATE</th>
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<td>Nigeria v. Argentina</td>
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<td>United Arab Emirates v. France</td>
<td>5-4 (1-1, 2-2, 2-1)</td>
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<td>Argentina v. United Arab Emirates</td>
<td>4-2 (2-2, 1-1, 1-0)</td>
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<td>France v. Argentina</td>
<td>3-2 a.e.t., 2-1 on pens (2-0, 1-1, 1-0, 0-0)</td>
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<tr>
<td>07.11</td>
<td>United Arab Emirates v. Nigeria</td>
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RANKING

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## Results

### FIFA Club World Cup Japan 2007

#### PLAY-OFF FOR THE QUARTER-FINALS

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<td>07.12</td>
<td>Tokyo</td>
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#### QUARTER-FINALS

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<th>Result</th>
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<tbody>
<tr>
<td>09.12</td>
<td>Tokyo</td>
<td>Étouf Sportive du Sahl v. Pachuca</td>
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<td>10.12</td>
<td>Toyota</td>
<td>Sepahan v. Urawa Red Diamonds</td>
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#### SEMI-FINALS

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<td>Étouf Sportive du Sahl v. Boca Juniors</td>
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<td>13.12</td>
<td>Yokohama</td>
<td>Urawa Red Diamonds v. AC Milan</td>
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#### MATCH FOR THIRD PLACE

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<td>Étouf Sportive du Sahl v. Urawa Red Diamonds</td>
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<thead>
<tr>
<th>Date</th>
<th>City</th>
<th>Match</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.12</td>
<td>Yokohama</td>
<td>Boca Juniors v. AC Milan</td>
<td>2-4 (1-1)</td>
</tr>
</tbody>
</table>

*on pens = on penalties*

[http://www.fifa.com](http://www.fifa.com)
### FACTS AND FIGURES

| Awards | 96 |
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## Calendar

### 2008 PLACE EVENT

<table>
<thead>
<tr>
<th>Date</th>
<th>Place</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 February</td>
<td>Gleneagles</td>
<td>122nd Annual General Assembly of the International F.A. Board</td>
</tr>
<tr>
<td>28 March</td>
<td>Beijing</td>
<td>Fixed date for friendly matches</td>
</tr>
<tr>
<td>20 April</td>
<td>Beijing</td>
<td>Final Draw for the Olympic Football Tournaments</td>
</tr>
<tr>
<td>29 - 30 May</td>
<td>Sydney</td>
<td>58th FIFA Congress</td>
</tr>
<tr>
<td>31 May - 4 June</td>
<td></td>
<td>Fixed dates for official competition matches</td>
</tr>
<tr>
<td>7 - 8 June</td>
<td></td>
<td>Fixed dates for official competition matches</td>
</tr>
<tr>
<td>14 - 18 June</td>
<td></td>
<td>Fixed dates for official competition matches</td>
</tr>
<tr>
<td>21 - 22 June</td>
<td></td>
<td>Fixed dates for official competition matches</td>
</tr>
<tr>
<td>17 - 27 July</td>
<td>Marseilles</td>
<td>FIFA Beach Soccer World Cup</td>
</tr>
<tr>
<td>6 - 23 August</td>
<td>Beijing</td>
<td>Olympic Football Tournaments (men’s and women’s)</td>
</tr>
<tr>
<td>20 August</td>
<td></td>
<td>Fixed date for friendly matches</td>
</tr>
<tr>
<td>6 - 10 September</td>
<td></td>
<td>Fixed dates for official competition matches</td>
</tr>
<tr>
<td>30 September - 19 October</td>
<td>Brazil</td>
<td>FIFA Futsal World Cup</td>
</tr>
<tr>
<td>11 - 15 October</td>
<td></td>
<td>Fixed dates for official competition matches</td>
</tr>
<tr>
<td>30 October - 16 November</td>
<td>New Zealand</td>
<td>FIFA U-17 Women’s World Cup</td>
</tr>
<tr>
<td>19 November</td>
<td></td>
<td>Fixed date for friendly matches</td>
</tr>
<tr>
<td>20 November - 7 December</td>
<td>Chile</td>
<td>FIFA U-20 Women’s World Cup</td>
</tr>
<tr>
<td>12 - 21 December</td>
<td>Japan</td>
<td>FIFA Club World Cup</td>
</tr>
<tr>
<td></td>
<td></td>
<td>FIFA World Player Gala</td>
</tr>
</tbody>
</table>

### 2009 PLACE EVENT

<table>
<thead>
<tr>
<th>Date</th>
<th>Place</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 February</td>
<td></td>
<td>Fixed date for friendly matches</td>
</tr>
<tr>
<td>28 March - 01 April</td>
<td></td>
<td>123rd Annual General Assembly of the International F.A. Board</td>
</tr>
<tr>
<td>20 April</td>
<td>Beijing</td>
<td>Final Draw for the Olympic Football Tournaments</td>
</tr>
<tr>
<td>20 - 26 May</td>
<td>Sydney</td>
<td>59th FIFA Congress</td>
</tr>
<tr>
<td>1 - 7 June</td>
<td></td>
<td>Fixed dates for official competition matches</td>
</tr>
<tr>
<td>14 - 26 June</td>
<td>South Africa</td>
<td>FIFA Confederations Cup South Africa 2009</td>
</tr>
<tr>
<td>5 - 26 July</td>
<td>Egypt</td>
<td>FFA U-20 World Cup</td>
</tr>
<tr>
<td>19 August</td>
<td></td>
<td>Fixed date for friendly matches</td>
</tr>
<tr>
<td>22 August - 13 September</td>
<td>Nigeria</td>
<td>FFA U-17 World Cup</td>
</tr>
<tr>
<td>5 - 9 September</td>
<td></td>
<td>Fixed dates for official competition matches</td>
</tr>
<tr>
<td>10 - 14 October</td>
<td></td>
<td>Fixed dates for official competition matches</td>
</tr>
<tr>
<td>14 - 18 October</td>
<td></td>
<td>Fixed dates for official competition matches</td>
</tr>
<tr>
<td>14 - 18 November</td>
<td>UAE</td>
<td>FFA Beach Soccer World Cup</td>
</tr>
<tr>
<td>December</td>
<td>South Africa</td>
<td>Final Draw for the 2010 FIFA World Cup South Africa</td>
</tr>
<tr>
<td>December</td>
<td></td>
<td>FIFA Club World Cup</td>
</tr>
</tbody>
</table>

### 2010 PLACE EVENT

<table>
<thead>
<tr>
<th>Date</th>
<th>Place</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 June - 9 July</td>
<td>South Africa</td>
<td>2010 FIFA World Cup South Africa</td>
</tr>
</tbody>
</table>
THE FOOTBALL FAMILY sadly lost many members during the period covered by this report. From players, coaches, referees and association officials to friends by to players who had only just started their careers. The tragic deaths of such young players hit the football world particularly hard, none more so than the fully expected loss of young Spanish defender Antonio Puerta, who developed an irregular heartbeat during a fully unexpected loss of young Spanish defender Antonio Puerta at 15.04 on 6 February as well as a special service at Old Trafford in memory of Manchester United's legendary "Busby Babes", the team named after their manager, Sir Matt Busby, who were involved in a plane crash after a short refueling stop in Munich on their way home from a European Cup away match against Red Star Belgrade on 6 February 1958. 23 people died in the crash, including eight Manchester United stars.

The football family is mourning these and many other recently departed friends.

THE FOOTBALL FAMILY

Antonio Puerta
Phil O'Donnell

Manchester United 1958

128 FIFA 2008 ACTIVITY REPORT

Manchester United 1958

128 FIFA 2008 ACTIVITY REPORT

OBITUARIES

Gone but not forgotten

Manchester United 1958

Philadelphia 1958

23 people died in the crash, including eight Manchester United stars.