

# FIFA®

**ACTIVITY REPORT 2017**  
THE YEAR IN REVIEW





## FIFA Activity Report 2017

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### **Key decisions by the FIFA Congress and the FIFA Council**

A newly expanded FIFA World Cup and improved bidding regulations for FIFA's flagship tournament – two major changes passed in 2017

### **Long-time competitor, first-time host**

Football comes to the fore as Russia puts on a fine show for the FIFA Confederations Cup and the Final Draw for the FIFA World Cup™

### **New technology on and off the pitch**

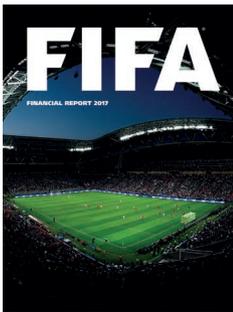
In-competition trialling of video assistant referees – minimum interference for maximum benefit

### **FIFA Forward continues to take shape**

The programme moves to pitches, technical centres and stadiums, as member association projects get off the ground

### **FIFA listens**

The organisation opens its ears to voices from every corner of the footballing world through the Executive Football Summits, the Football Stakeholders Committee and the Legends Think Tank



## FIFA Financial Report 2017

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### **Enduring revenue growth**

98% of budget revenue signed by the end of 2017: FIFA is on track to exceed the target of the 2015-2018 financial cycle

### **Expenses well under control**

In 2017, savings against budget totalled USD 180 million thanks to cost containment measures

### **Solid financial result supports further football development**

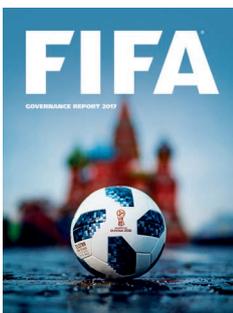
Successful sales and effective operations delivered a result before taxes and financial result of USD 300 million over budget, ensuring sufficient financial resources for football development

### **Healthy and sustainable financial position**

65% of total assets were in the form of cash and cash equivalents, and financial assets

### **Promising outlook for the 2019-2022 cycle**

The 2019-2022 budget foresees strong revenue growth on the basis of 70% signed contracts, and increased direct investment in football through the FIFA Forward Programme



## FIFA Governance Report 2017

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### **Greater transparency across the organisation**

Accountability and transparency are key principles of FIFA 2.0 – and 2017 saw FIFA continue to build a more open and approachable institution

### **Improved funding oversight**

Central reviews of 73 member associations and four confederations – with more to follow in 2018

### **Pioneering work in human rights**

The launch of FIFA's Human Rights Policy, the first of its kind in global sport, and the FIFA Human Rights Advisory Board

### **A better bidding process for the FIFA World Cup™**

Transparent, objective, inclusive and sustainable – new rules for 2026

### **A continued focus on compliance**

A new FIFA Code of Conduct and FIFA's first-ever Compliance Summit – two major new initiatives in 2017

FIFA Confederations Cup Russia  
2017 champions Germany lift the  
trophy after a narrow 1-0 victory  
over Chile in the final.



In February 2016, our administration came into FIFA armed with ideas to revolutionise the organisation and its operations. I won't say it was easy, but having the opportunity to observe from the outside certainly helps to look critically at the way things are run. Thus, we overhauled development funding, raised the tangible and intangible standards of accountability to which everyone is held, and set ambitious targets for the growth of the game.

This past year, of course, we went from being outsiders coming in from the fringes to becoming the establishment ourselves. Now, the word "establishment" has a definite connotation of conservatism, but it doesn't necessarily have to. I believe we can maintain our spirit of "outsiders" by always looking critically at how FIFA is run and looking forward to what's coming next. We must continue to challenge the status quo, even when we are the ones who have created it.

FIFA 2.0 is a commitment to this approach and we know that our mission to "grow the game, enhance the experience for all, and build a stronger institution" is not one that will ever have a definitive end point. We set our targets for 2026, but in the same way that the winners of the FIFA World Cup™ are not the champions for all eternity, we will always face other challenges after our successes, and we are prepared to work in those terms.

We made this clear in January 2017 when we took the decision to expand the FIFA World Cup – a decision based not on romantic notions of our prize asset, but on objective considerations and a careful study of the impact on the game, opportunities for development in new regions and benefits to the teams and the fans.

The involvement of the Legends in the Final Draw was part of a wider truth this past year: FIFA listens and has become a much more open and inviting organisation. From the consultation of the member associations and the confederations in the two cycles of Executive Football Summits, to the inclusion of voices from every corner of the footballing world in the Football Stakeholders Committee, and the gathering of the people who know the sport best in the Legends Think Tanks: FIFA wants to hear from everyone and no subject is off limits,



whether it be the international match calendar or the transfer market.

Breaking with tradition and embracing innovation is very much a hallmark of this FIFA administration: in 2017, we used video assistant referees in all of our tournaments as part of the ongoing trial of the technology in football. And we are also engaging with the footballing public through non-traditional channels of engagement such as eSports, where we can reach an audience of millions of gamers through the FIFA eWorld Cup.

Although breaking with tradition can sometimes be a contentious matter, there was no doubt in anyone's mind that FIFA's adoption of a formal Human Rights Policy was absolutely the kind of progress that is needed in an inclusive and human organisation. Likewise, the establishment of regulations that ensure transparent, objective, inclusive and sustainable bids for the hosting of the FIFA World Cup was a solid statement of our commitment to people and the environment.

We do all of this so that FIFA is more open and so that it becomes a platform to amplify the voices from the outside – somewhere I was not too long ago. This is exactly how I envisioned the organisation that is responsible for a sport that commands the passion of millions.

Yours in football,

A stylized, handwritten signature in black ink, which appears to be 'Gianni Infantino'.

Gianni Infantino  
FIFA President

On paper, 2017 wasn't necessarily supposed to be a momentous year for FIFA. After all, it wasn't time for the FIFA World Cup and it came right after 12 months of wholesale changes for our organisation; changes that included a new leadership, new Statutes and a shake-up in the structure of the administration. Yet 2017 continued where the previous year had left off: with innovation and progress.

We gave our full backing to the ongoing trial of video assistant referee (VAR) technology in our competitions, in the aim of bringing greater fairness and consistency to our sport. Over the course of four tournaments, VAR was used successfully in the vast majority of cases, showing that the technology is very much on the right track and it is just a matter of time and practice before it becomes second nature for the officials, the players and the fans.

We continued to popularise our youth competitions, with the FIFA U-17 World Cup in India beating attendance records for a youth tournament by attracting 1,340,000 spectators. We formalised and expanded our commitment to technological advances in the game by establishing the Football Innovation Department at the Home of FIFA, and we also restructured our Tournaments & Events Division as it delivers the 2018 FIFA World Cup™ in Russia, sets the stage for Qatar and prepares for the expanded FIFA World Cup format in 2026, the venue of which will be chosen through an enhanced and unbiased bidding process.

In the third year of the World Cup cycle, it was finally time to give our full attention to the pitch. Russia welcomed fans from around the world to enjoy the FIFA Confederations Cup – the first FIFA tournament to be held there – in four Host Cities during its long summer days. By the time of the shortest days of winter, Russia welcomed the football family back for the Final Draw at the Kremlin, the very heart of this great nation. A more iconic venue we could not have hoped to meet in, and the draw assistants were equally iconic, the FIFA Legends drawing the teams into their groups for the 2018 FIFA World Cup.

As we close another year of organisational change, the release of the first report by the Human Rights Advisory Board in November was a



clear statement of the organisation's commitment to promote and respect human rights.

Innovation is a continuous process and it is how we will continue to ensure that the world's most popular sport reflects what the millions upon millions of people around the world who love it want to see.

Yours sincerely,

Fatma Samoura  
*FIFA Secretary General*



# FIFA®

## ACTIVITY REPORT 2017

THE YEAR IN REVIEW

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The Best FIFA Men's Player Cristiano Ronaldo leads the line for Portugal against Chile in the FIFA Confederations Cup Russia 2017 semi-final.

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# **2017 HIGHLIGHTS**

# 2017 at a glance



## FIFA World Cup

The FIFA Council unanimously decided in favour of expanding the FIFA World Cup™ to a 48-team competition as of 2026. The expansion gives hope to many more national teams of qualifying for the world's greatest celebration of football.



## FIFA Foundation

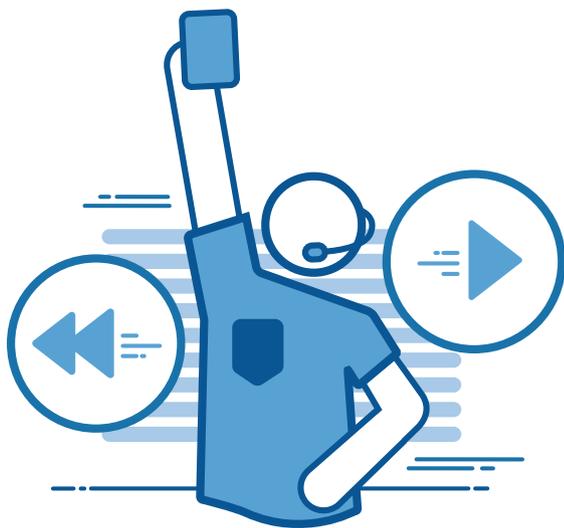
The Council established the FIFA Foundation, which will provide a solid legal and institutional basis for FIFA's social development initiatives.

In 2018, the Foundation will formalise the commitment of the FIFA Legends to engage in such activities and act as promoters of FIFA's social development-related objectives.



## 2026 FIFA World Cup™ bidding

A set of strict regulations was put in place this year to ensure that the bidding process for the 2026 FIFA World Cup is conducted in an ethical, objective and transparent manner. In addition, bidders must meet strict criteria relating to human rights, decent working conditions and sustainable legacy.



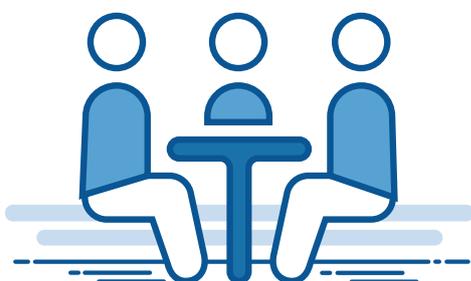
### VAR

Video assistant referee technology came a major step closer to being established in competitive football as FIFA and The IFAB approved a two-year trial of the system. It featured most prominently, and with great success, at the FIFA Confederations Cup in Russia.



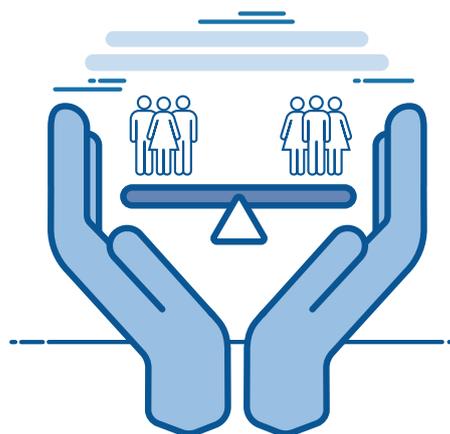
### FIFA Forward Programme

As FIFA made good on its commitment to increase funding through the Forward Programme to help develop the game across the globe, 2017 saw considerable investment in infrastructure and youth and women's football in particular. The first steps of women's professional leagues in countries like Colombia and India are a testament to this progress.



### Stakeholder engagement

FIFA engaged the sport's stakeholders more than ever before in 2017, holding the Executive Football Summits to hear from the member associations and confederations, increasing the scope of the Legends Think Tank to hear from more past masters on more issues, and signing a wide-ranging agreement with FIFPro to offer greater protection to the true protagonists of the game.



### Human rights

Over the course of the year, FIFA published a landmark Human Rights Policy, established the independent expert Human Rights Advisory Board, which published its first report in November, and continued to conduct comprehensive inspections of the construction projects for FIFA World Cup venues in both Russia and Qatar.

# A year to shape the future of football

**In 2017, FIFA started to reap the benefits of having become a more solid and efficient institution: from the flourishing of technology on the field to the redefining of the future of the FIFA World Cup™.**

2016 was a watershed year for FIFA; a year to promote change at the very core of the institution. A crucial and necessary transition that paved the way for 2017 to become the year when all of the organisation's efforts could be employed exclusively to change football.

Over the course of 2017, FIFA laid solid foundations on which the game – and particularly its crown jewel, the FIFA World Cup – will sit in the future. This started in January with the unanimous decision by the FIFA Council to adopt a 48-team competition format as of the 2026 edition: an expansion that will bring an additional round of exciting knockout games to the tournament and that will foster development around the globe by allowing thousands more footballers to start dreaming of playing in the FIFA World Cup.

An important part of FIFA's restored trust lies in ensuring that every decision surrounding the FIFA World Cup is unbiased, ethical and

transparent. The integrity of football's most prestigious tournament cannot be tainted by a single iota of doubt, and this is what nurtured the regulations of the bidding process for the selection of the host(s) of the 2026 edition, which were approved by the FIFA Council in October 2017.

Each candidature will be reviewed thoroughly and objectively by the 2026 Bid Evaluation Task Force, whose reports will serve as the grounds for the FIFA Council to shortlist the bids that will be voted on by the FIFA Congress. Throughout the whole process, all documents and all individual votes will be made open to the public.

"By the time we announce who will host the first 48-team FIFA World Cup, every football fan on the globe should be able to know why that choice was made. And we should all have concrete elements to expect nothing but the excellence that the greatest show on earth deserves," said FIFA President Gianni Infantino.

# FINAL DRAW





### When Russia welcomed football

The future of the game, though, starts right now – and the FIFA Confederations Cup 2017 gave us a glimpse of that future. It was the special moment of the four-year World Cup cycle when football finally came into play and became the star of the show in Russia. And it was a much-needed showcase of the use of technology in a world-class tournament.

In 16 matches, eight game-changing decisions were corrected based on input received from video assistant referees. The adoption of technology brought its fair share of controversy and discussion – which is precisely the point of the trial period – and ensured a fairer tournament, in which there can be no doubt that Germany outclassed all comers in Saint Petersburg.

Russia made good on its promise to deliver impeccable infrastructure with efficiency and friendliness, and the host country rose to the occasion again in December, when Moscow staged the Final Draw for the 2018 FIFA World Cup™ at the very heart of the country, the Kremlin. The panoply of the game's brightest stars in attendance made it clear: football had taken centre stage in Russia and it was not bound to leave it anytime soon.

### Of stars and future stars

Bringing together the best of the football world was by no means exclusive to Russia in 2017, though. One needs to look no further than the evening of 23 October, when, for its second edition, The Best got even better.

The Best FIFA Football Awards, world football's official and most coveted individual accolades, took the London Palladium by storm in a ceremony studded with stars from the beautiful game and beyond – from imperturbable host Idris Elba to superstar Sir Patrick Stewart, among many others. They, and millions of fans the world over, followed it as Cristiano Ronaldo and Lieke Martens were crowned the best players on the planet. The game's most prestigious awards ceremony also introduced a new individual prize: The Best FIFA Goalkeeper award, given to Italy and Juventus FC legend Gianluigi Buffon.

That festive evening in London was one of several unforgettable moments in a year of

FIFA tournaments and events that left a lasting mark on Asian soil, where Bahrain hosted the 67<sup>th</sup> FIFA Congress, the United Arab Emirates the FIFA Club World Cup, Korea Republic the FIFA U-20 World Cup and India pulled the trigger of a football development revolution. Not only did it stage the FIFA U-17 World Cup, it catalysed the tournament's potential to springboard the participation of kids across the country with grassroots projects like the ambitious Mission XI Million.

### Open, well-governed and human

For all the achievements bringing direct benefit to the game, in 2017, FIFA kept on taking the organisational steps needed to pursue the goals set out in *FIFA 2.0: The Vision for the Future* and to establish itself as an efficient, trusted and transparent institution. This path involves reinforcing the internal structures and, more importantly, involving different actors in the world of football in the decision-making processes of the game.

FIFA strengthened its ties with FIFPro by signing a wide-ranging six-year cooperative agreement. It bolstered the platform for the 211 member associations to have their say with another series of FIFA Executive Football Summits and it amplified the voice of former footballers not only through the regular FIFA Legends Think Tanks, but also by placing the Legends at the centre of the recently established FIFA Foundation.

The groundbreaking FIFA Forward Programme, which funds football development, shifted from the pages of project applications to the daily groundwork of associations around the world. The examples abounded – from the completion of infrastructure work to the establishment of new women's football leagues.

The future started happening, in more ways than one. On the road to the 2018 FIFA World Cup, the institution is back on track – and football's prospects are becoming brighter by the day.

*The ranks of the FIFA Legends grew in 2017 as players, coaches and referees past and present became more involved than ever in the decision-making behind the game. In addition to taking part in media events and getting closer to the fans, they spoke their minds at the Legends Think Tanks, FIFA's forum for gathering insight from the real experts into how all aspects of the sport might be improved.*



6-16 December

2017 HIGHLIGHTS / 1

**FIFA Club World Cup**

UAE



1 December

**Final Draw for the 2018 FIFA World Cup™**

MOSCOW, RUSSIA



23 October

**The Best FIFA Football Awards**

LONDON, ENGLAND



6-28 October

**FIFA U-17 World Cup**

INDIA



16-18 August

**FIFA Interactive World Cup 2017 Grand Final**

LONDON, ENGLAND



17 June – 2 July

**FIFA Confederations Cup**

RUSSIA



20 May – 11 June

**FIFA U-20 World Cup**

KOREA REPUBLIC



11 May

**67th FIFA Congress**

MANAMA, BAHRAIN



27 April – 7 May

**FIFA Beach Soccer World Cup**

BAHAMAS





2017 was another great year for women's football as a record amount of funding was allocated to development projects around the world through the FIFA Forward Programme. *The Matildas* have greatly benefited from concerted development efforts by the Football Federation Australia in recent years and their popularity is such that they sell out stadiums for home matches.

#FIFAWomensFootball

England's youngsters enjoyed a golden year in 2017, winning both the FIFA U-20 World Cup in Korea Republic in June and the FIFA U-17 World Cup in October. Both tournaments bore witness to the booming popularity of football in Asia, with the FIFA U-17 World Cup in particular – the first FIFA tournament ever to be held in India – drawing record crowds.

#FIFAU17WorldCup





Developing football at grassroots level around the world is a key focus for FIFA, with the aim of more than 60% of the global population participating in the game by 2026. The FIFA Forward Programme made significant contributions to this goal in 2017, with 1,554 Forward applications processed and more than USD 390 million released.

#FIFA2.0





Preparations for the 2018 FIFA World Cup Russia™ entered the final straight in 2017. As well as opening ticket sales and unveiling key branding elements such as the Official Poster, FIFA conducted 33 visits of construction sites in Russia as part of the monitoring system for decent working conditions, 23 of which were attended by trade union representatives. In none of the joint inspections carried out did the union reps disagree with the assessment and recommendations made through the monitoring system.

#FIFAWorldCup



Along with the players, fans were very much at the heart of The Best FIFA Football Awards. Huge numbers cast their votes across many different categories, including the FIFA Fan Award. The annual ceremony was held at the London Palladium in October, the first time it had been staged outside of Switzerland, in a clear sign of FIFA's commitment to increase engagement with football lovers and stakeholders.

#FIFATheBest





2017 marked another productive year for FIFA, with key decisions being taken on the future direction of the game.



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# ALL ABOUT FIFA



67<sup>TH</sup> FIFA CONGRESS 2017  
10 AND 11 MAY, MANAMA

KEY DECISIONS IN 2017

# Taking collective action

Over the course of 2017, FIFA's highest decision-making bodies, the Congress and the Council, ruled on fundamental steps to determine the future of football's most illustrious tournament.

## COUNCIL

**10 January:** Zurich, Switzerland | **9 May:** Manama, Bahrain | **27 October:** Kolkata, India

The FIFA Council called for more chairs around the table this year as the expanded 36-member committee was finally complete. In its first two meetings, in January and May, it took decisive action regarding the future of the FIFA World Cup™ (including the

format) and refined proposals regarding the bidding procedure that were put to the 67<sup>th</sup> FIFA Congress. In October, the Council came together to ratify a set of strict regulations to govern the procedure approved by the Congress.



*The Congress week was a busy one for the Legends, who took part in a grassroots festival with local kids, appeared at a packed shopping mall for an interaction event with fans, played a five-a-side tournament with member association delegates and convened for a FIFA Legends Think Tank, in which they brought their experience and wisdom to bear on many of the pressing topics in the game today.*



## 67<sup>TH</sup> FIFA CONGRESS

**11 May:** Manama, Bahrain

Whereas the two FIFA Congresses of 2016 brought about major change to the organisation and the world of football beyond – in particular, through the passing of wide-reaching institutional reforms, the election of a new FIFA President, and the approval of an innovative

new development programme – the 67<sup>th</sup> FIFA Congress got back to the general business of football governance. One key decision was needed, however: the Congress approved the bidding procedure for the awarding of the right to host the 2026 FIFA World Cup™.



# Dreaming bigger

The Council's decision in January to adopt a new format for the organisation's flagship competition – the FIFA World Cup™ – was a plain manifestation of one of the commitments of *FIFA 2.0: The Vision for the Future*, namely to “bring the game to all”.

As of the 2026 edition, the tournament will be contested by 48 teams. That is 16 more teams than are in the current format, or a 50% increase. This will make for a much more inclusive competition that invigorates the hopes and dreams of many more nations around the world of qualifying and offers more teams the chance to compete for the ultimate prize in football.

Following a thorough analysis based on a report that included four different format options, the Council decided on one that will ensure that there is no reduction in the overall number of rest

days and retain the maximum of seven matches for the teams reaching the final, while not increasing the length of time for which clubs have to release their players: an ideal solution to satisfy all stakeholders.

In addition to the benefits of more nations getting experience of competing at the highest level and thereby raising the level of global football, the revamped competition will bring in a greater amount of revenue, which will be reinvested directly into the development of football at every level: a win-win situation for the beautiful game and all who love it.

## 2026 FIFA World Cup™ qualification and format

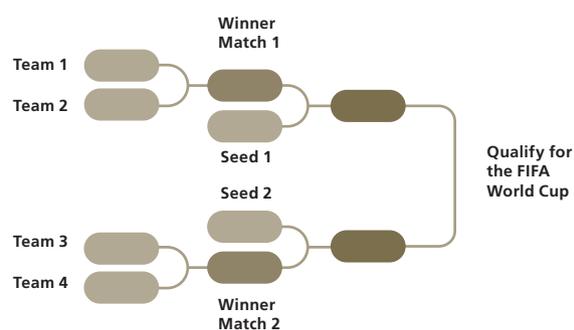
Qualification for the 2026 FIFA World Cup will be determined through each confederation's individual qualifying tournament, as well as a play-off tournament to decide the remaining two places. The host country of the FIFA World Cup will automatically qualify with its slot taken from its confederation's total allocation of places. In the event of co-hosting, the

number of host countries to qualify automatically will be decided by the FIFA Council. To decide the last two berths for the 2026 FIFA World Cup, there will be one play-off tournament involving six teams (one per confederation, excluding UEFA, plus one additional team from the confederation of the host country).

### Qualifying places per confederation

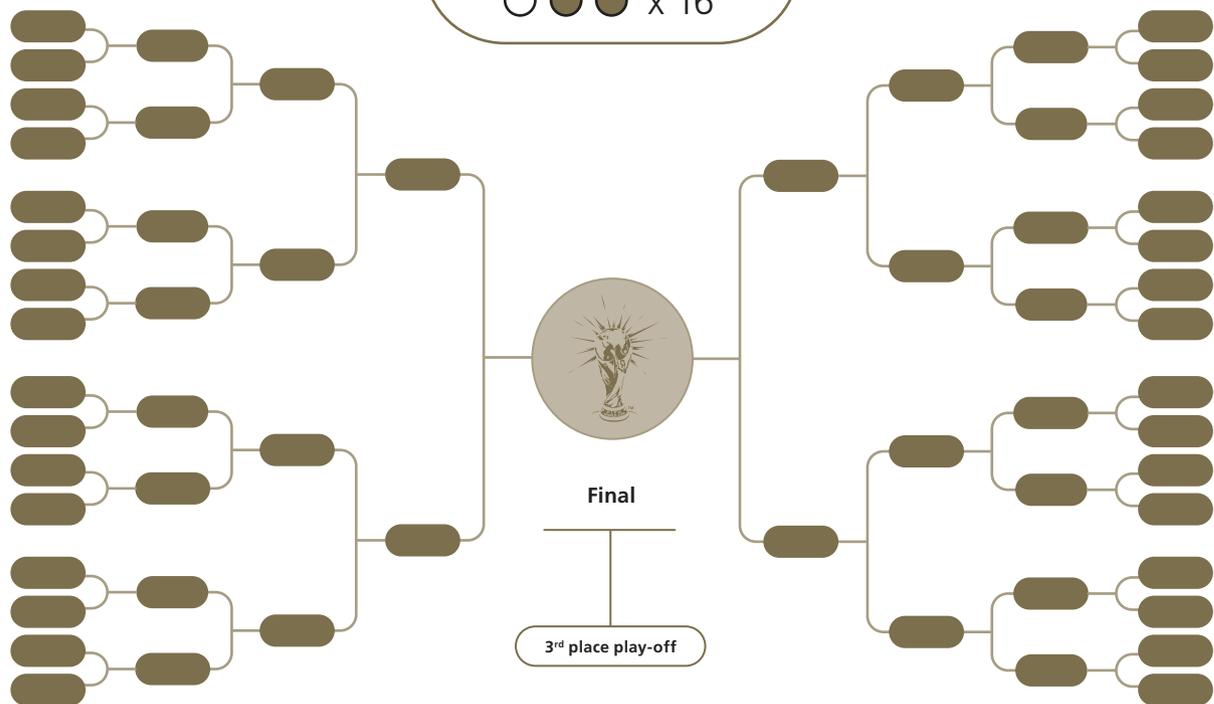


### Play-off tournament



Group stage: 16 of 3 teams  
**Top 2 teams advance**

○ ● ● x 16



Round of 32   Round of 16   Quarter-finals   Semi-finals

Semi-finals   Quarter-finals   Round of 16   Round of 32

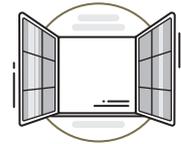
# Setting standards

Both the Council and the Congress ruled on the specific conditions and requirements for an enhanced bidding process to select the venue of the 2026 FIFA World Cup™. The result was a bulletproof set of regulations and an oversight body that will guide a fair and transparent selection procedure.

Building on the pledge to place integrity at the heart of every decision it takes, in particular those related to the FIFA World Cup, FIFA issued a set of enhanced regulations to instruct bidders wishing to host the 2026 edition and established key principles to ensure an open, transparent and objective bidding process.

Every step of this process will be open to the public, from the hosting requirements and the submitted bids to the evaluation reports for each bid. Just as FIFA is committed to protecting human rights and staging inclusive

and sustainable events, all bidders are required to adhere to the highest human rights and labour standards. For the first time, it will be the representatives of the whole footballing world – the 211 member associations – that decide the venue of the competition, not just a select group of officials. And to ensure that the assessment of bids is as precise and unbiased as possible, FIFA has set up the 2026 Bid Evaluation Task Force, which will be guided by clear and objective criteria on the infrastructural and commercial aspects of each bid.



**TRANSPARENT**

## An enhanced evaluation process

In addition to the FIFA Code of Ethics, all bidders are bound by rules of conduct, which ensure that their candidatures are above board and meet the criteria for the hosting of a sustainable tournament.



**SUSTAINABLE**

Once the bids have been submitted, the dedicated 2026 Bid Evaluation Task Force will assess each bid against clear technical criteria concerning the infrastructural and commercial aspects of hosting the competition.

## The human factor

All of FIFA's activities surrounding the FIFA World Cup are based on a firm pledge to respect human rights and sustainable event management principles. The bidding regulations require the same commitment from the bidding member association(s), the government(s) and other entities involved in the organisation of the tournament.



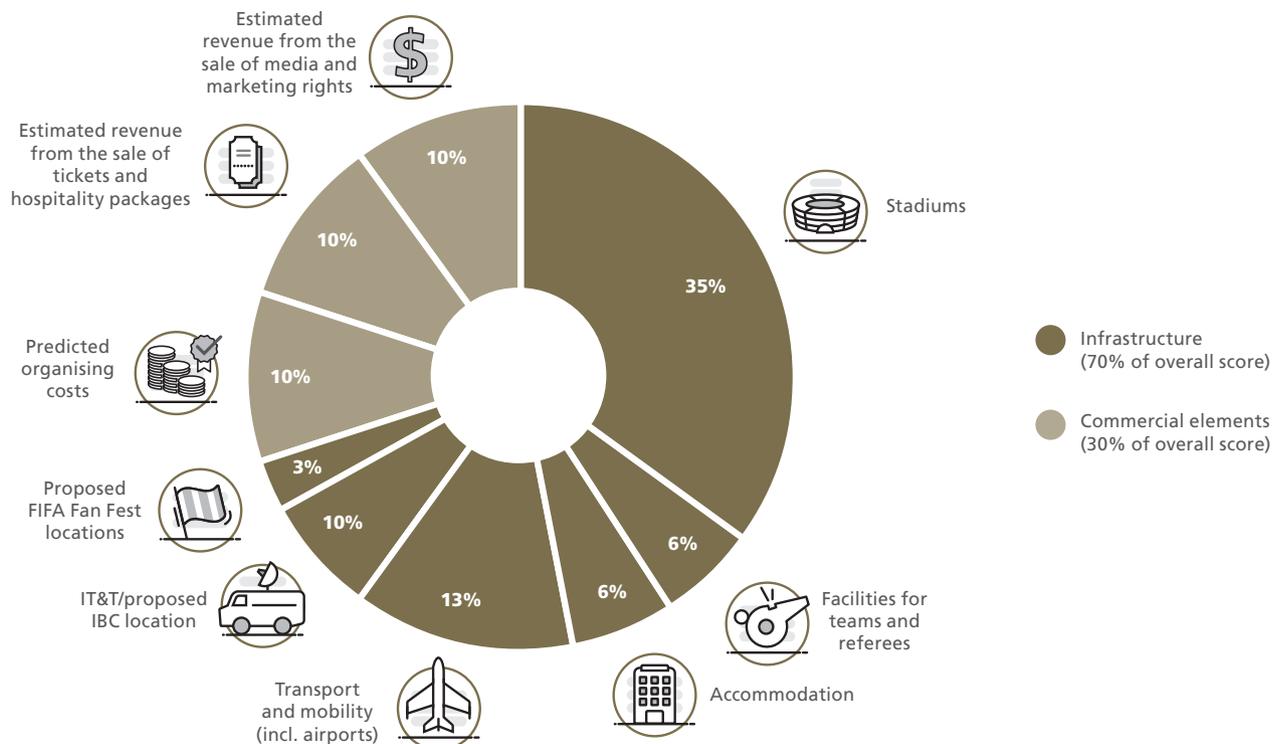
**INCLUSIVE**

All stakeholders involved with the FIFA World Cup must act in line with the principles set out in ISO 20121 (Sustainable events) and respect international human rights and labour standards in accordance with the United Nations' Guiding Principles on Business and Human Rights.



**OBJECTIVE**





**October 2016:**

Council approves general principles governing the process for the selection of the host(s) of the 2026 FIFA World Cup

**January 2017:**

Council unanimously decides on the expansion of the FIFA World Cup to a 48-team competition as of 2026

**May 2017:**

Council approves bidding process and requirements, hosting structure and slot allocation. Congress approves bidding process, including first candidature phase (open to member associations from CAF, CONCACAF, CONMEBOL and the OFC only)

**August 2017:**

Interest in hosting expressed by two bidders: the Moroccan FA and a joint bid by the Canadian, Mexican and US associations

**October 2017:**

FIFA sends bidding and hosting agreements and documents to the bidders that have registered their candidature

**November 2017:**

Deadline for submission of completed bidding agreement to FIFA

**May 2020:**

70<sup>th</sup> FIFA Congress to decide the host(s) of the 2026 FIFA World Cup

**Early 2020:**

Bid evaluation phase

**Late 2019:**

Bid preparation phase

**June 2018:**

FIFA administration to invite bids from member associations from all confederations (except for those associations who have previously submitted bids)

68<sup>th</sup> FIFA Congress selects the host(s) of the 2026 FIFA World Cup

Start of second phase of the bidding process...

**June 2018:**

Shortlisting of bids by Council. Congress decides whether to select one of the candidates

**March 2018:**

Submission of bids to FIFA

AROUND THE WORLD

# Around the world of football

**If the Home of FIFA in Zurich is the nerve centre of world football, the member associations and the confederations can be considered its heart and soul.**

With passion and dedication, they work tirelessly to bring football to their local populations, knowing better than anyone what their players need and ensuring that the infrastructure is there for the game to be played.

They also know what is needed for the growth of the game globally, and FIFA was very eager to learn from their expertise in 2017 through the continued Executive Football Summits. As President Infantino noted: "The 211 member associations are not only important for FIFA: they are FIFA. Serving its members is FIFA's very

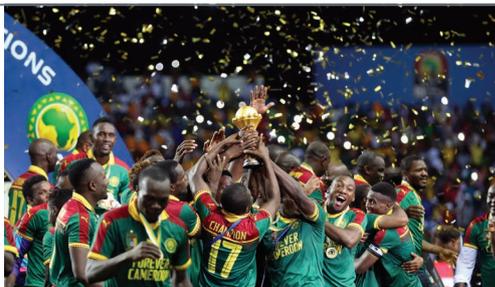
raison d'être. For that, we must listen to them – carefully and constantly."

In between the various domestic and international competitions that fill the footballing calendar, the member associations and the confederations are busy on the ground, working for the good of the sport, from training centre construction projects and local youth competitions to confederation congresses. The FIFA leadership went to see first-hand the work they are carrying out, as well as to meet with the heads of state who decide public health policy.



### Libreville, Gabon

Africa Cup of Nations final,  
Cameroon v. Egypt



Cameroon were the embodiment of team spirit as they defeated favourites Egypt to win the 2017 Africa Cup of Nations. As well as hosting the competition, Gabonese football had more cause for celebration in the club success of Pierre-Emerick Aubameyang and the election of the country's first female president of a regional league.

### Yangon, Myanmar

Opening of the National  
Football Academy



In Yangon, President Infantino was on hand alongside association president Zaw Zaw to celebrate the opening of the Myanmar National Football Academy, part of a push to reinvigorate grassroots football in Myanmar.

### Johannesburg, South Africa

Visit to the South  
African FA



SAFA unveiled Vision 2022, an ambitious five-year plan to rebuild its institutional structure and improve the standard of football at all levels in South Africa for years to come. SAFA House, which already operates as a technical centre of excellence, was also named as the FIFA Regional Office for southern Africa.

### Mbabane, Swaziland

Visit to the  
Swaziland FA



The national men's team began the year in their highest-ever position (99<sup>th</sup>) in the world ranking, while the Swazi FA showed its commitment to the future of women's football with a schools' women's football development programme, holding the NFAS Schools' Championships in Manzini.

### Harare, Zimbabwe

Visit to the  
Zimbabwean FA



ZIFA enjoyed a successful year through its senior national teams as the women made it to the final of the COSAFA Women's Championship, while the men went one better, winning the COSAFA Cup.

**Kampala, Uganda**

Visit to the Ugandan FA



FUFA laid the foundations and began work on a new training complex in Kampala in 2017, and held workshops for women's football coaches and referees, while the association's women's elite league went from strength to strength in its third full season, won by the dominant Kawempe Muslim Women FC.

**Kigali, Rwanda**

Visit to the Rwandan FA



In 2017, FERWAFWA began construction on a new hotel for team accommodation and to generate further development income as part of the national training complex in Kigali.

**Accra, Ghana**

Visit to the Ghanaian FA



The Ghanaian FA made progress on several fronts in 2017, announcing the creation of a permanent seat for women on its executive committee, a young referees development programme, and initiating an anti-corruption drive to tackle bribery and match-fixing in the domestic game.

**Niamey, Niger**

Visit to the Nigerien FA



With the assistance of the Forward Programme, the Nigerien FA opened a brand new national training centre complex in Niamey. The *Junior Menas*, meanwhile, qualified for the country's first-ever World Cup at any level. Their appearance at the FIFA U-17 World Cup India signalled a new dawn for Nigerien football.

**Nouakchott, Mauritania**

Visit to the Mauritanian FA



Mauritania's men's national team moved up the world ranking in 2017 to reach their highest-ever position (81<sup>st</sup>). They will hope to consolidate that position as players emerge from the FFRIM's thriving domestic youth competition, organised with the support of FIFA.

FEBRUARY

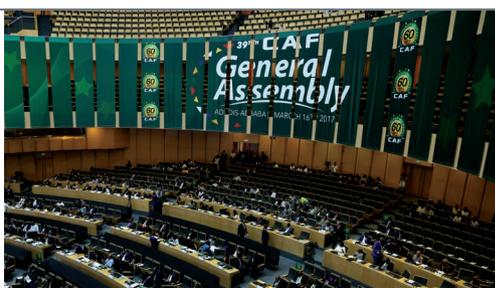
**Ndjamena,  
Chad**

Visit to the Chadian FA



Chadian football continued to build on modest foundations through its domestic youth competitions. Following regional competitions, the champions of each met in Ndjamena for a deciding national tournament. The programme run by FIFA offers training courses for youth coaches and youth referees, as well as equipment for the teams.

MARCH

**Addis Ababa,  
Ethiopia**39<sup>th</sup> CAF general  
assembly

A new leader of African football emerged in March as Malagasy FA President and former politician Ahmad was elected CAF President. At the confederation's extraordinary congress in July, the members voted to expand the Africa Cup of Nations from 16 to 24 teams and switch the hosting period from January/February to June/July.

APRIL

**Helsinki,  
Finland**41<sup>st</sup> UEFA ordinary  
congress

The 55 European member associations approved good governance reforms to improve transparency throughout the confederation. Later in 2017, UEFA launched a new initiative to provide practical assistance to other confederations and their member associations to develop and strengthen football across the globe.

**Oranjestad,  
Aruba**32<sup>nd</sup> CONCACAF  
ordinary congress

The confederation convened in Aruba to elect members to the CONCACAF and FIFA councils, and discussed the progress of the "ONE CONCACAF Vision", which aims to drive football growth and build greater accountability, transparency and governance.

**St. George's,  
Grenada**Visit to the  
Grenadian FA

With the support of Forward Programme funding, the GFA completed the construction of its new headquarters. In addition to infrastructure projects, which include a floodlighting project and a proposed technical centre, the GFA joined forces with the Grenada Union of Teachers to launch a new national youth league.

APRIL

**Port of Spain,  
Trinidad and  
Tobago**

Visit to the Trinidad and  
Tobago FA



The TTFA began work on its national training and technical development centre, installing two grass pitches with floodlights, and constructing player accommodation. The association also held a grassroots workshop for coaches in rural areas, and launched inter-regional competitions for boys and girls at U-13 and U-14 levels.

**Georgetown,  
Guyana**

Visit to the Guyana FA



The GFF opened 13 academy training centres nationwide in an effort to produce quality players for its national teams. The programme employs nine full-time technical development officers and 14 part-time youth development coaches. The GFF also held the inaugural edition of the National Women's Development League.

**Paramaribo,  
Suriname**

Visit to the Surinamese FA



Traditionally an exporter of great players, the Surinamese FA is looking to nurture a new footballing generation through a long-term, FIFA-funded nationwide schools programme. Coaching courses were delivered to youth coaches as well as PE teachers who work in schools.

**Santiago,  
Chile**

67<sup>th</sup> ordinary CONMEBOL  
congress



The CONMEBOL congress addressed the fallout of the actions of the former leadership by presenting its accounts and transactions for all to see. CONMEBOL President Alejandro Domínguez drove home the message that the days of misconduct were over: "never again".

**Nassau,  
Bahamas**

Visit to the Bahamas FA



The Bahamas played host to the FIFA Beach Soccer World Cup 2017. President Infantino attended the opening day of the competition and visited the Bahamas FA to express to President Anton Sealey his congratulations on the successful opening of the Caribbean's first-ever FIFA World Cup competition.

APRIL

**Dominican Republic**

Visit to the Dominican FA



FEDOFUT celebrated 100 years of football in 2017. Showing that the country's passion for the game is as strong as ever, the association announced the *Escuela de Talentos*, a new programme that will see hundreds of children across the Dominican Republic play football supported by coaches and regional associations.

**Puerto Rico**

Visit to the Puerto Rican FA



Puerto Rican football was particularly affected by natural disasters in 2017, bearing the brunt of hurricanes Irma and Maria, and required emergency funding from FIFA to deal with the devastation to pitches and other footballing infrastructure.

**Haiti**

Visit to the Haitian FA



The FHF opened the doors to its newly refurbished technical centre in 2017. There, the FIFA President was greeted by 300 boys and girls from grassroots football projects across Haiti, showing off their skills. FIFA also provided financial assistance to the association in re-building six pitches destroyed by Hurricane Matthew in 2016.

**Cuba**

Visit to the Cuban FA



The Cuban FA finished installing an artificial turf pitch at its La Polar complex in Havana, but it had more immediate matters to attend to as tropical storms wreaked havoc on the island's footballing infrastructure. FIFA provided emergency funding to assist the restoration work that followed.

MAY

**Doha, Qatar**

Inauguration of the Khalifa International Stadium



The Khalifa International Stadium in Doha was packed as Qatar inaugurated its first completed World Cup stadium for the final of the Emir Cup between Al Sadd and Al Rayyan. President Infantino expressed FIFA's confidence that Qatar will deliver an amazing tournament in 2022.

JUNE

**Seoul, Korea Republic**

Meeting with President of Korea Republic Moon Jae-in



After attending the final of the FIFA U-20 World Cup in Suwon, President Infantino visited the Korea Republic FA to congratulate the staff on hosting "a fantastic competition". He then met with the President of Korea Republic, Moon Jae-in, who spoke of his hope that football might be a tool for stabilisation in the region.

**Beijing, China PR**

Meeting with Chinese President Xi Jinping



Following a visit to Chinese football's Beijing headquarters, President Infantino met with the President of China PR, Xi Jinping, who enthused about his country's ambitious blueprint for football, which includes plans to make the game accessible to over 30 million school children by 2020.

JULY

**Santa Clara, USA**

Final of the CONCACAF Gold Cup



Hosts USA defeated surprise finalists Jamaica to win their sixth Gold Cup title in Santa Clara, California.

AUGUST

**Skopje, Macedonia**

Visit to the Macedonian FA



While the Macedonian FA hosted its first major continental final in 2017 in the shape of the UEFA Super Cup, the association also set up work on a project to build accommodation for the national academy's youth teams. The project is largely funded through the FIFA Forward Programme.

SEPTEMBER

**Helsinki, Finland**

Funeral of Finnish FA President Pertti Alaja (1952-2017)



The football family lost a devoted member in 2017 as Finnish FA President Pertti Alaja passed away. A former international goalkeeper and coach, Alaja made a huge impact during almost three decades in sports administration in Finland, holding various roles on FIFA committees.

SEPTEMBER

**Moscow, Russia**

Launch of the FIFA World Cup™ Trophy Tour by Coca-Cola



The FIFA World Cup Trophy began its long journey to 24 Russian cities and more than 50 countries on six continents before the opening ceremony of the 2018 FIFA World Cup™. Russian President Putin and FIFA President Infantino joined the launch celebration, which was also attended by former World Cup winners and FIFA Legends.

**Paris, France**

Unveiling of the Official Emblem and Slogan of the FIFA Women's World Cup 2019™



Women's football was implored to "Dare to Shine" as the Official Emblem and Slogan for the FIFA Women's World Cup France 2019 were unveiled. Guests included the French Sports Minister and FIFA's Chief Women's Football Officer Sarai Bareman, who tweeted "I got goosebumps watching the #FIFAWWC emblem reveal this morning!"

OCTOBER

**Buenos Aires, Argentina**

Visit to the Argentinian FA, meeting with the presidents of Argentina, Paraguay and Uruguay



The AFA put Forward operational funding to good use in 2017, renovating its offices in Buenos Aires. President Infantino visited the AFA headquarters, met with President Macri of Argentina, President Cartes of Paraguay and President Vázquez of Uruguay, and was received by a group of 1978 and 1986 FIFA World Cup™ champions.

**San Marino**

Visit to the San Marino FA, FIFA World Cup qualifier San Marino v. Norway



In 2017, the San Marino FA applied Forward funding to the renovation and modernisation of two stadiums. President Infantino attended a World Cup qualifier and also met with the heads of the microstate, the *Capitani Reggenti*.

**Warsaw, Poland**

Visit to the Polish FA, FIFA World Cup qualifier Poland v. Montenegro



The Polish FA has invested its Forward funds heavily into youth development, creating a centralised national youth league at U-15, U-17 and U-19 levels in the aim of feeding its future national teams. President Infantino was in attendance on the very day the current generation qualified for 2018's global football showpiece.

OCTOBER

**Lyon, France**

Tour of FIFA Women's World Cup 2019 Host City Lyon and meeting with the mayor of Lyon



The FIFA Women's World Cup trophy was on display in Lyon for the launch event of the 2019 edition of women's football's premier competition as President Infantino visited the Host City, one of nine.

NOVEMBER

**Baku, Azerbaijan**

Meeting with the President of the Republic of Azerbaijan, Ilham Aliyev



While in Baku for the Executive Football Summit, the FIFA President was warmly received by the President of Azerbaijan, Ilham Aliyev, who discussed his country's progress through Forward-funded infrastructure projects and the development of its youth football scene.

**Ankara, Turkey**

Meeting with Turkish President Recep Tayyip Erdoğan



The Turkish FA hosted an Executive Football Summit in Istanbul, where in 2017 it undertook a Forward-funded project for the extension of its national team camp and training centre. After the summit, President Infantino travelled to Ankara to meet with Turkish President Erdoğan, himself a former player and avid fan.

**Bangkok, Thailand**

AFC annual awards



Syria's Omar Khrbin and Australia's Samantha Kerr took home the top men's and women's individual prizes at the glittering awards ceremony celebrating the best of Asian footballing talent in Bangkok.

DECEMBER

**Strasbourg, France**

Meeting with Council of Europe President Thorbjørn Jagland



One of the core focuses of FIFA's 2016 reforms was good governance, while human rights are at the top of the organisation's agenda, enshrined in the FIFA Statutes and the Human Rights Advisory Board. To drive progress on these issues, among others, FIFA and the Council of Europe discussed cooperation through a memorandum of understanding.

**Paris, France**

Meeting with French President Emmanuel Macron



President Infantino met with French President Emmanuel Macron and French FA President Noël Le Graët at the Élysée Palace in Paris, with discussions focusing on France's preparations to host the FIFA U-20 Women's World Cup in 2018 and the FIFA Women's World Cup in 2019, as well as the implementation of the Forward Programme.

**Brussels, Belgium**

Meeting with the European Parliament President and the European Commissioner for Education, Culture, Youth and Sport



FIFA came together with top European officials and the bureau of the European Parliament Sport Intergroup to discuss FIFA's plans to regulate the transfer system and how the European institutions might support this.

**Nouméa, New Caledonia**

OFC congress



Visiting the island for the FIFA Executive Football Summit, President Infantino also attended the OFC congress and the inauguration of the OFC's new education centre, where participants can learn and share knowledge, skills and experience in football, earning qualifications which are transferable across the OFC's 11 member associations.

**Riyadh, Saudi Arabia**

Audience with the royal family of Saudi Arabia



Saudi Arabia's King Salman and Crown Prince Mohammad bin Salman received President Infantino for an audience during which they discussed the development of Saudi football and future cooperation between FIFA and the kingdom's sports authority.

**Kuwait City, Kuwait**

Opening of the Arabian Gulf Cup, Kuwait v. Saudi Arabia



Oman ran out winners of the 23<sup>rd</sup> edition of the Arabian Gulf Cup in Kuwait at the end of 2017. Attending the opening matches, President Infantino commended the participating associations on their solidarity and friendship.



## FIFA EXECUTIVE FOOTBALL SUMMITS

# The virtuous cycle of open communication

**FIFA's strategic direction is to ensure member associations have a say, and the FIFA Executive Football Summits give them the ideal opportunity to do so.**

Established in 2016 as a means to improve communication between world football's governing body and its member associations, the first cycle of the FIFA Executive Football Summits saw a total of 11 meetings take place in six venues across the world.

From the first summit in Paris in November 2016 to the concluding summit in London in March 2017, the series – introduced as part of FIFA's reforms – brought together representatives from several member associations to discuss strategy, encourage discussion and debate, and exchange ideas.

The inaugural round of summits focused on matters pertaining to football development, particularly the new FIFA Forward Programme and investment opportunities, as well as the ways in which FIFA can take development to the next level.

After listening to participants in the first cycle and taking on board their feedback on how to improve

the series, FIFA launched its second, expanded Executive Football Summits programme in November 2017.

While geography and language compatibility were still considered in the venue allocation process, the groups in the second cycle were even more diverse than the first, with representatives of at least three confederations present in each of the 12 summits.

The member associations also had a say on the topics that were covered. The agendas of the dozen meetings varied according to the participants' priorities, but they all still shared a few common areas of discussion, including the next cycle of the FIFA Forward Programme, the future of FIFA's youth, women's and club competitions and the possible improvements to the transfer system and the international match calendar.

The result: an even greater exchange of ideas, and a stronger voice for member associations in the decision-making process of world football.



### FIFA Executive Football Summits, first cycle (November 2016 – March 2017)

**1 Paris, France**  
(22-23 November 2016)

**2 Singapore**  
(6-8 December 2016)

**3 Miami, USA**  
(17-18 January 2017)

**4 Doha, Qatar**  
(14-16 February 2017)

**5 Johannesburg, South Africa**  
(21-23 February 2017)

**6 London, England**  
(7-9 March 2017)

### FIFA Executive Football Summits, second cycle (November 2017 – March 2018)

**7 Baku, Azerbaijan**  
(21 November 2017)

**8 Istanbul, Turkey**  
(23 November 2017)

**9 Nouméa, New Caledonia**  
(12 December 2017)

**10 Hong Kong**  
(14 December 2017)

**11 Amsterdam, Netherlands**  
(16 January 2018)

**12 Montego Bay, Jamaica**  
(18 January 2018)

**13 Muscat, Oman**  
(7 February 2018)

**14 Phnom Penh, Cambodia**  
(9 February 2018)

**15 Nouakchott, Mauritania**  
(18 February 2018)

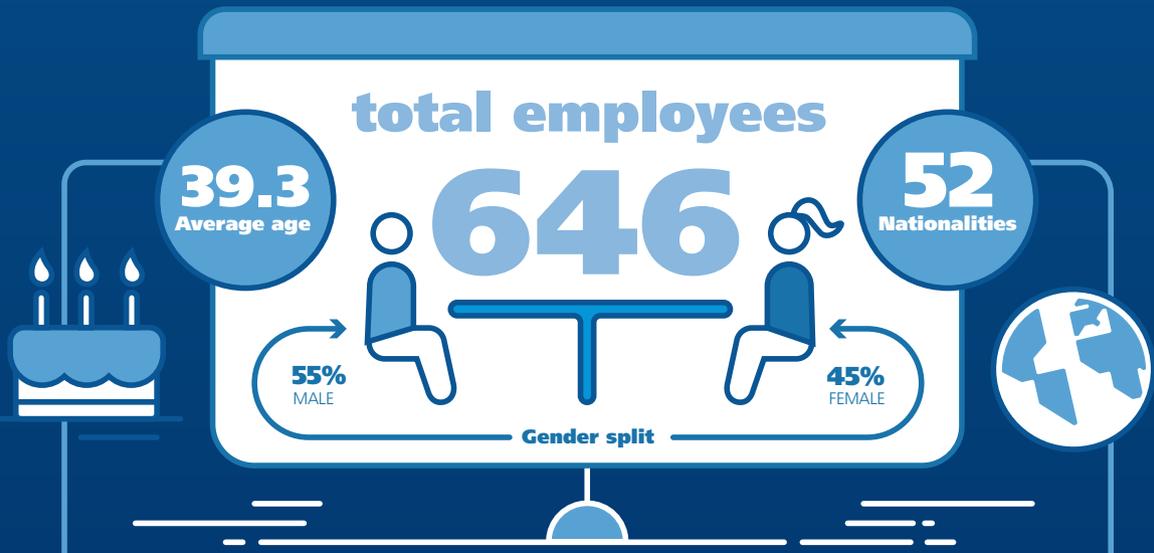
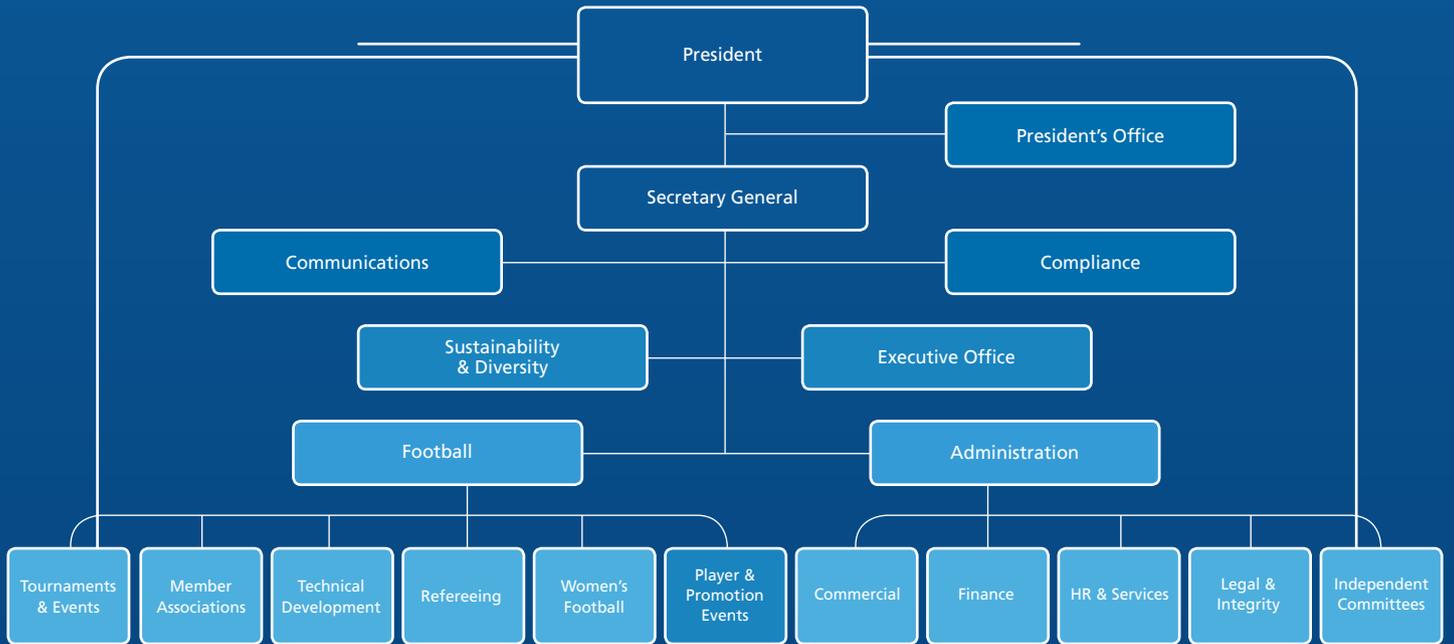
**16 Lagos, Nigeria**  
(20 February 2018)

**17 Dar es Salaam, Tanzania**  
(22 February 2018)

**18 Lima, Peru**  
(13 March 2018)

# The engine room of FIFA

In a crucial year of preparation ahead of the organisation's flagship competition and the first full year of its radically enhanced development initiative, the FIFA administration in Zurich focused its energies on delivering the two projects that are the lifeblood of football: the FIFA World Cup™ and the FIFA Forward Programme.





Women's football continued to grow in 2017, thanks in part to the effectiveness of projects funded through the FIFA Forward Programme.



**3**

FIFA Forward Programme **48**

Women's football development **50**

# FOOTBALL DEVELOPMENT

FIFA FORWARD PROGRAMME

# Forward funding football's future

**After the successful first phase of the FIFA Forward Programme, FIFA is taking steps to ensure the programme continues to grow and support the development of all 211 member associations.**

Since its launch in 2016, the FIFA Forward Programme has sought to help every football-mad girl and boy, woman and man in the world play the beautiful game in the best possible conditions.

And as 2017 drew to a close, the programme could take pride in having made significant contributions to global football development, which promise much for the future of both the scheme and the next generation of young footballers.

The first phases of the programme have seen FIFA focus on improving the impact and efficiency of investments in development. By bringing together various disparate strands of support into one single programme, it has enabled investment in worthwhile projects, which are tailored to the specific requirements and challenges of each and every one of the 211 member associations.

One such beneficiary of Forward Programme funding in 2017 was Icelandic women's football. In October 2017, a FIFA payment

of USD 300,000 formed part of an overall investment of more than USD 900,000 in the women's team and their bid to reach the FIFA Women's World Cup France 2019™.

In fact, this was not the first time FIFA Forward had supported Icelandic women's football; in 2016, respective payments of USD 158,000 and USD 202,000 helped boost the women's B and U-18 national teams.

Meanwhile, following the creation in 2016 of a new sub-division to help member associations plan and deliver sustainable development projects, by the end of 2017, the MA Division had received 1,554 funding applications related to the FIFA Forward Programme. These included 709 applications for tailor-made projects, 390 for operational costs and 211 for travel costs, and USD 393 million had already been released to the programme's subscribers. To date, USD 665 million in Forward funding has been approved and committed to projects and activities already underway.

To ensure that the FIFA Forward Programme continues to grow and develop, 200 member associations – as well as all the confederations – signed contracts of agreed objectives in 2017 which will run until the end of the current cycle, before being renewed and enhanced for the 2019-2022 cycle.

Meanwhile, 2017 also saw three world-class independent auditors conduct central reviews of 73 member associations and four confederations, with remedial measures and the limited release of funds agreed with 22 member associations.





**1,554**

funding applications received by FIFA's MA Division

**USD 665 MILLION**

funding approved

**200**

member associations signed a contract of agreed objectives

**73**

member associations and four confederations reviewed by three independent auditors

The FIFA Forward Programme offers significant investment to tailor-made projects, benefitting member associations on their own terms across the globe.

FIFA also supports its member associations in maximising the benefits of the FIFA Forward development funds:



**FIFA Regional Development Offices**

In 2017, FIFA established nine Regional FIFA Development Offices around the world with another to be completed in Addis Ababa in 2018. Regional development officers help the MAs to define the development needs and objectives for their Forward projects.



**FIFA Forward Workshops**

The Member Associations Division delivered 18 regional workshops with a key focus on the FIFA Forward Programme and the MAs' development needs and objectives for 2017-2018.



**Central audit reviews**

Independent auditors commissioned by FIFA identify any issues in the use of Forward development funds and/or any failings in financial governance and management. The central audit reviews aim to ensure full transparency in the use of development funds worldwide. In 2017, the MA Division provided four regional financial good governance workshops and 20 bilateral meetings with MA financial officers.



**FIFA Connect**

The FIFA Connect Platform is an online registration and administration system developed by FIFA for football stakeholders, and is delivered, installed and maintained for MAs free of charge. With Connect ID, they can register players with unique global IDs to eradicate cases of double registration.

WOMEN'S FOOTBALL DEVELOPMENT

# Women's game scales new heights

Women's football development and governance were a key focus for FIFA in 2017.

With FIFA's reforms being implemented at both confederation and member association level, as well as within FIFA itself, and more financial resources being made available via the FIFA Forward Programme, women's football reached new heights in 2017.

- **81%** of member associations have a women's senior league
- **78%** of member associations have a women's youth league
- **80%** of member associations have a women's football strategy
- **78%** of member associations have used part of their FIFA Forward running cost allocation on specific women's football activities (on average, 17% of funding)

### Capacity building

Capacity building is crucial to the success of women's football, allowing new generations to acquire the knowledge to run the women's game on and off the pitch. In 2017, FIFA organised 17 capacity-building courses at national level, as well as one global gathering of women's leadership programme graduates.

### UEFA-FIFA Women in Leadership

The UEFA-FIFA Women in Leadership event took place in Amsterdam, bringing together the graduates of FIFA and UEFA's women in football leadership programmes.

The FIFA and UEFA leadership programmes are both designed to develop the leadership skills of

The UEFA and FIFA women in leadership programmes have enabled more and more women to gain the expertise needed to work in all areas of the game.



women in football, empowering and encouraging them to step forward and play a leading role in shaping the modern game. As well as gathering

participants from the programmes, this event served as a refresher course and also offered an opportunity to celebrate individual success stories.

#### CASE STUDY:

#### **LIGA ÁGUILA FEMENINA IN COLOMBIA**

Thanks to the efforts of the Colombian Football Association (FCF) and DIMAYOR, the body that runs Colombia's professional competitions, as well as the financial and structural support provided by FIFA's Forward Programme, a national women's professional league was launched in Colombia in 2017.

Santa Fe stormed to the league title without losing a single match, registering 15 wins and one draw during their campaign. FIFA's investment through

Forward and collaboration with the FCF have been vital in helping to equip all the teams with football kits and training gear, as well as to provide accommodation for players and staff on away trips and support DIMAYOR in staging promotional events for the league.

Additional financial assistance from within Colombia also covered the cost of air travel and university scholarship prizes for the league champions.



#### CASE STUDY:

#### **WILDCATS GIRLS' FOOTBALL CLUBS IN ENGLAND**

Wildcats is The FA's initiative under which Wildcats girls' football clubs give girls aged five to 11 the opportunity to get involved in the game.

The slogan "Have fun, make friends, play football" encourages girls to take part in football sessions within a safe and fun environment,

introducing them to the sport while also encouraging friendships, character building and fitness.

In 2017, the initiative reached more than 5,000 girls through 199 clubs. The FA is investing in this project still further with USD 1,048,000 invested as part of the FIFA Forward Programme.



German midfielder Julian Draxler shares a VAR-related joke with referee Mark Geiger during a group-stage match against Australia at the FIFA Confederations Cup Russia 2017.





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# TECHNICAL DEVELOPMENT



## FOOTBALL TECHNOLOGY INNOVATION

# Pioneering change

**FIFA made many significant technological advances in 2017, from the implementation of VAR to using real-time tracking data for instant decision-making.**

In 2017, FIFA worked on a number of different projects in the field of technology in football:

### **Video assistant referees (VARs)**

In the build-up to the 2018 FIFA World Cup Russia™ and as part of the IFAB-sanctioned experiments, FIFA used VARs at the FIFA U-20 World Cup, the FIFA Confederations Cup and the FIFA Club World Cup. VARs support the decision-making process of referees. They are only used in four game-changing situations (goals, penalties, direct red cards and cases of mistaken identity) and provide minimum interference with maximum benefit. The main challenges that need to be tackled by FIFA are making sure the referees are

100% prepared for the FIFA World Cup™ while also ensuring a functioning technical set-up as well as a smooth integration into the existing broadcasting framework.

### **Electronic performance and tracking systems (EPTS)**

With more data being generated and traded in football, FIFA has taken the lead on developing a global standard for tracking systems (camera-based and wearable) over the past two years. This standard aims to ensure that the devices worn pose no danger and that the collected data is meaningful and comparable. A first trial was carried out at the FIFA Confederations

Video assistant referee (VAR) technology made its FIFA Confederations Cup debut in 2017, while the system was also tested for the first time at a youth event at the FIFA U-20 World Cup Korea Republic 2017.



Cup, where the two finalists used real-time tracking data on the bench for instant in-match decision-making.

#### **FIFA Quality Programme for Football Turf**

In 2017, the three artificial turf pitches at the Home of FIFA in Zurich were replaced after ten years' service. The old pitches were completely recycled in line with FIFA's sustainability objectives and a study was published on end-of-life solutions for artificial turf surfaces.

#### **Footballs for young players and aerodynamics research**

Under the FIFA Quality Programme for Footballs, in 2017, FIFA published new guidelines for the right size and weight of footballs used by different

youth age groups. In addition, the comprehensive study on the aerodynamic behaviour of footballs, which was launched in 2016 to address issues relating to the flight behaviour of balls, continued in 2017. Updated test methods are expected to be implemented in 2019.

#### **Goal-line technology**

Among other competitions, the UEFA Champions League used goal-line technology (GLT) in 2017, which meant that the FIFA Quality Programme for Goal-Line Technology saw a record number of over 160 certifications worldwide in 2017. Its implementation at all senior FIFA tournaments continued, with the technology being used during the FIFA Confederations Cup and FIFA Club World Cup.



There was further expansion of goal-line technology (GLT) in 2017, with over 160 FIFA Quality Programme certifications being awarded around the world.

TECHNICAL DEVELOPMENT SERVICES

# A global education

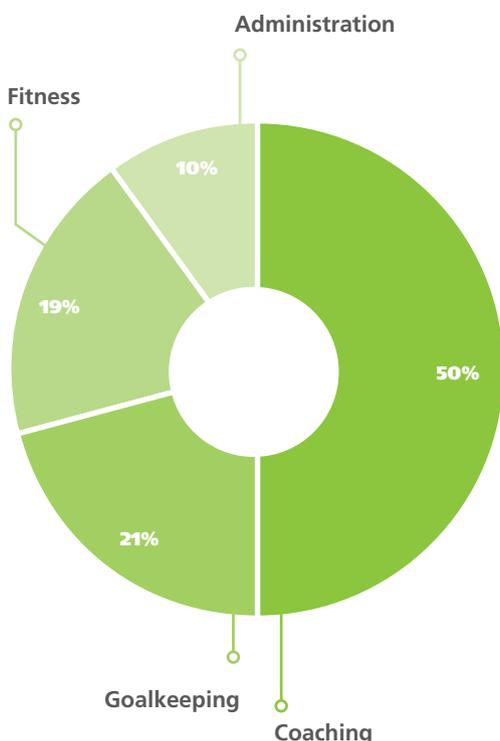
From grassroots level to technical directors, in 2017, FIFA supported the development of football with a wide range of courses, programmes and festivals.

2017 was a transition period. Based on FIFA's new approach, all requests for technical development courses are included in the member association's contract of agreed objectives under the FIFA Forward Programme. In 2017, 72 technical education courses were organised and 2,160 coaches trained around the world.

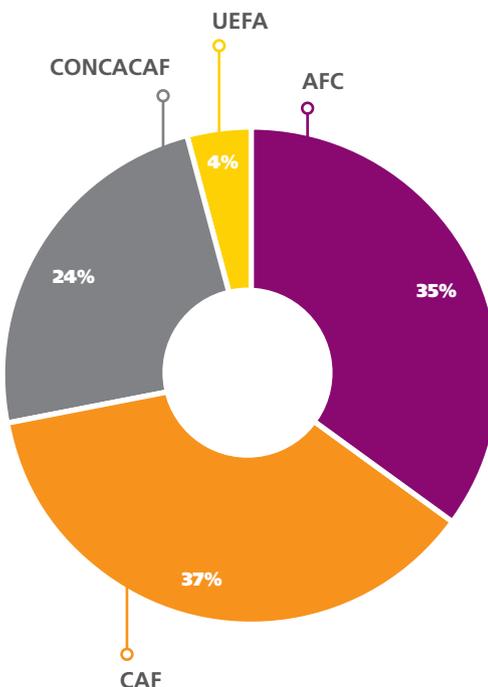
In addition, 50 technical directors from various member associations participated in FIFA's four regional capacity-building courses for technical

leadership, held in New Zealand, the Netherlands, Turkey and Slovenia. The courses allowed the technical directors to gain additional knowledge and exchange experiences, which is essential for them to fulfil their challenges and perform their daily tasks. They were also equipped with FIFA's new Handbook for Technical Directors, which gives valuable assistance for their work in the member associations. The four courses concluded the first part of FIFA's educational programme for technical directors. The second part will start in 2018.

Technical courses in 2017



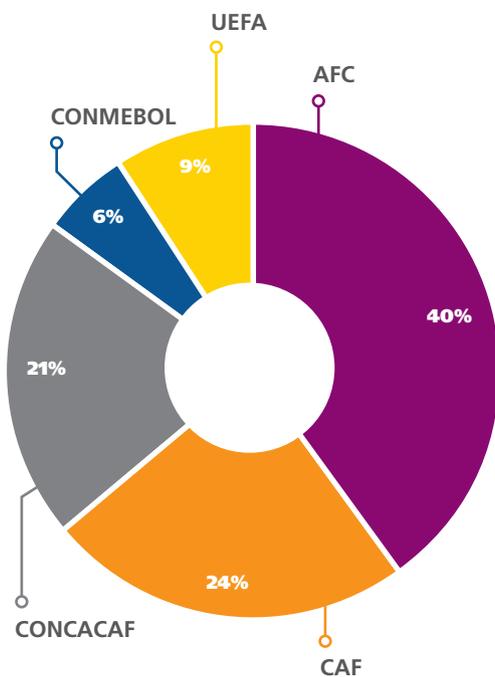
Technical courses per confederation



**Grassroots**

FIFA continued to support the medium- and long-term development of football within the member associations by organising grassroots courses and festivals all over the world. In 2017, more than 1,300 coaches and 6,000 boys and girls aged between six and 12 participated in the programmes, which were implemented as part of the member associations’ national plans.

**2017 grassroots courses & festivals per confederation**



**Material distributed**

- Balls: 5,000
- Bibs: 15,000
- Cones: 6,000
- Markers: 8,000
- T-shirts: 15,000
- Mini-goals: 2,000
- Manuals: 3,000
- CDs: 2,000
- DVDs: 3,000

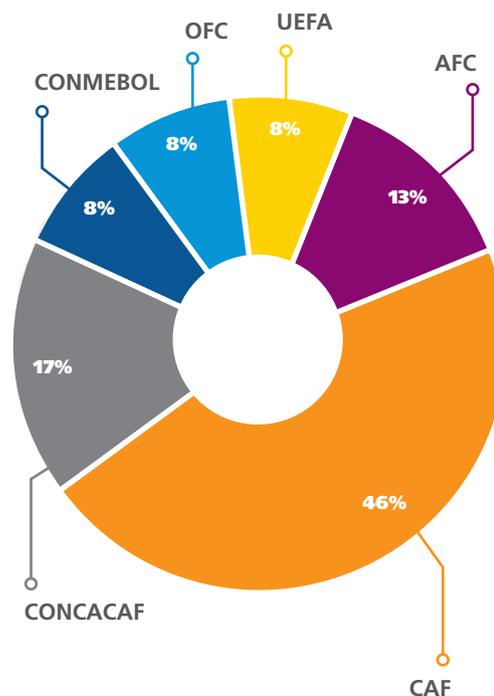
**Domestic youth competitions**

FIFA continued to support a two-year domestic youth competitions programme for the development or creation of new domestic competitions for young players in 24 member associations across all six confederations. The programme started in 2015 with a pilot phase in Malawi.

FIFA provided financial support, advisory organisational support and materials for the programme, as well as capacity-building courses led by experienced FIFA instructors to foster the development of young coaches and referees.

Based on their experiences, the vast majority of the member associations that have benefited from this two-year programme have decided to make youth football development a priority within their contract of agreed objectives under the FIFA Forward Programme.

**2017 domestic youth leagues per confederation**



**Technical Study Group**

Matches and players’ performances during the FIFA U-20 World Cup Korea Republic, FIFA Confederations Cup Russia, FIFA U-17 World Cup India and FIFA Club World Cup UAE were analysed from a technical perspective by FIFA experts. In addition to the shared experiences of the coaches of the participating teams, these identified trends in the game were converted into educational materials for all coaches around the world, also using video clips for the first time.



A full house at Saint Petersburg Stadium watches the final of the FIFA Confederations Cup Russia 2017 between Germany and Chile.



**5**

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# **TOURNAMENTS AND EVENTS**

FIFA BEACH SOCCER WORLD CUP BAHAMAS 2017 | 27 APRIL – 7 MAY 2017

# The beach belongs to Brazil in the Bahamas

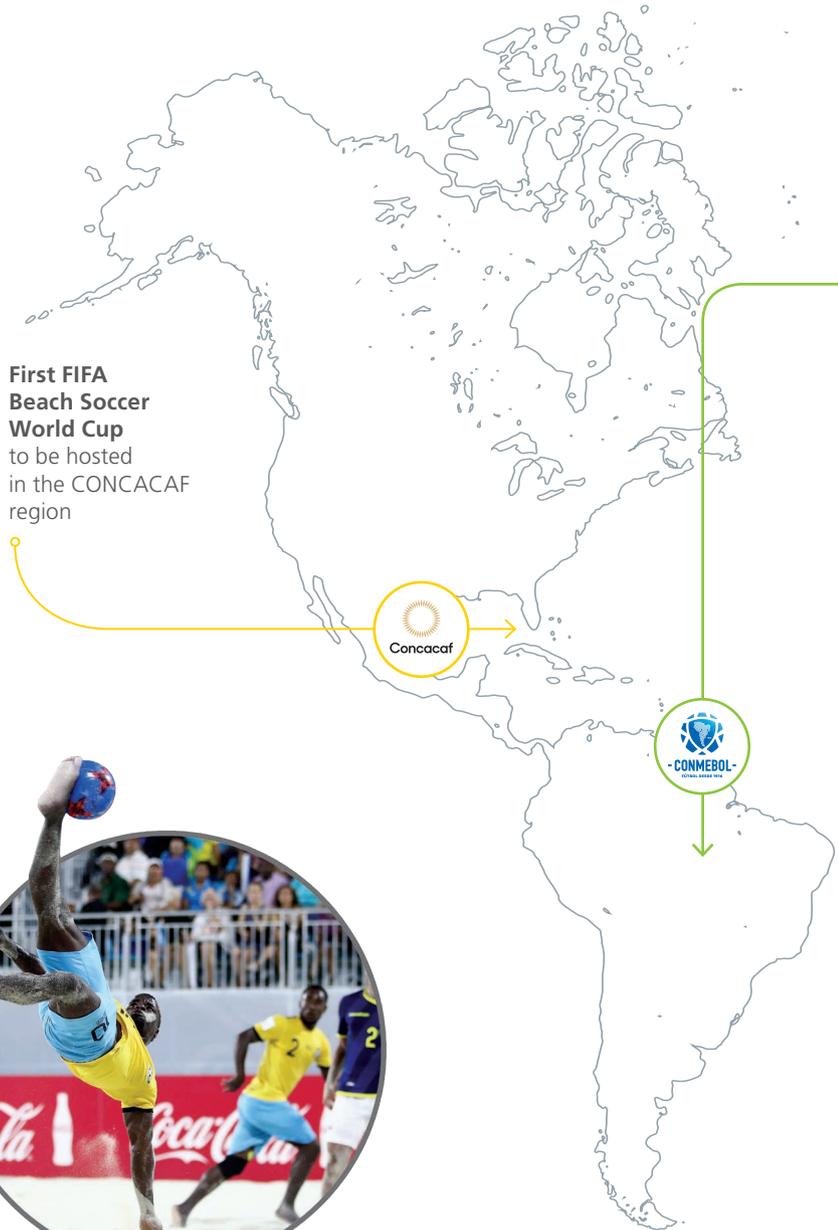
**The South American giants emerged as deserved victors in the ninth incarnation of the FIFA Beach Soccer World Cup, which proved to be a milestone event for host nation the Bahamas.**

Brazil extended their all-time record to five titles after a dominant 6-0 victory over Tahiti in the final of the FIFA Beach Soccer World Cup Bahamas 2017. IR Iran finished in third place by beating Italy 5-3, which represented the best finish for the country in any World Cup finals and the best finish for Asia in the competition's history.

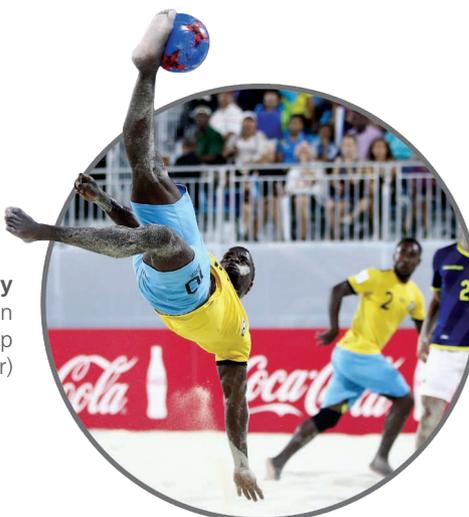
Strong performances from the likes of Tahiti and IR Iran – coupled with the host nation's debut appearance in a FIFA World Cup – ensured another successful edition of the tournament, which continues to go from strength to strength.

"It's a dream come true for a small nation like the Bahamas to host an event of this magnitude on our shores," said Bahamas captain Gavin Christie.

**First FIFA Beach Soccer World Cup to be hosted in the CONCACAF region**



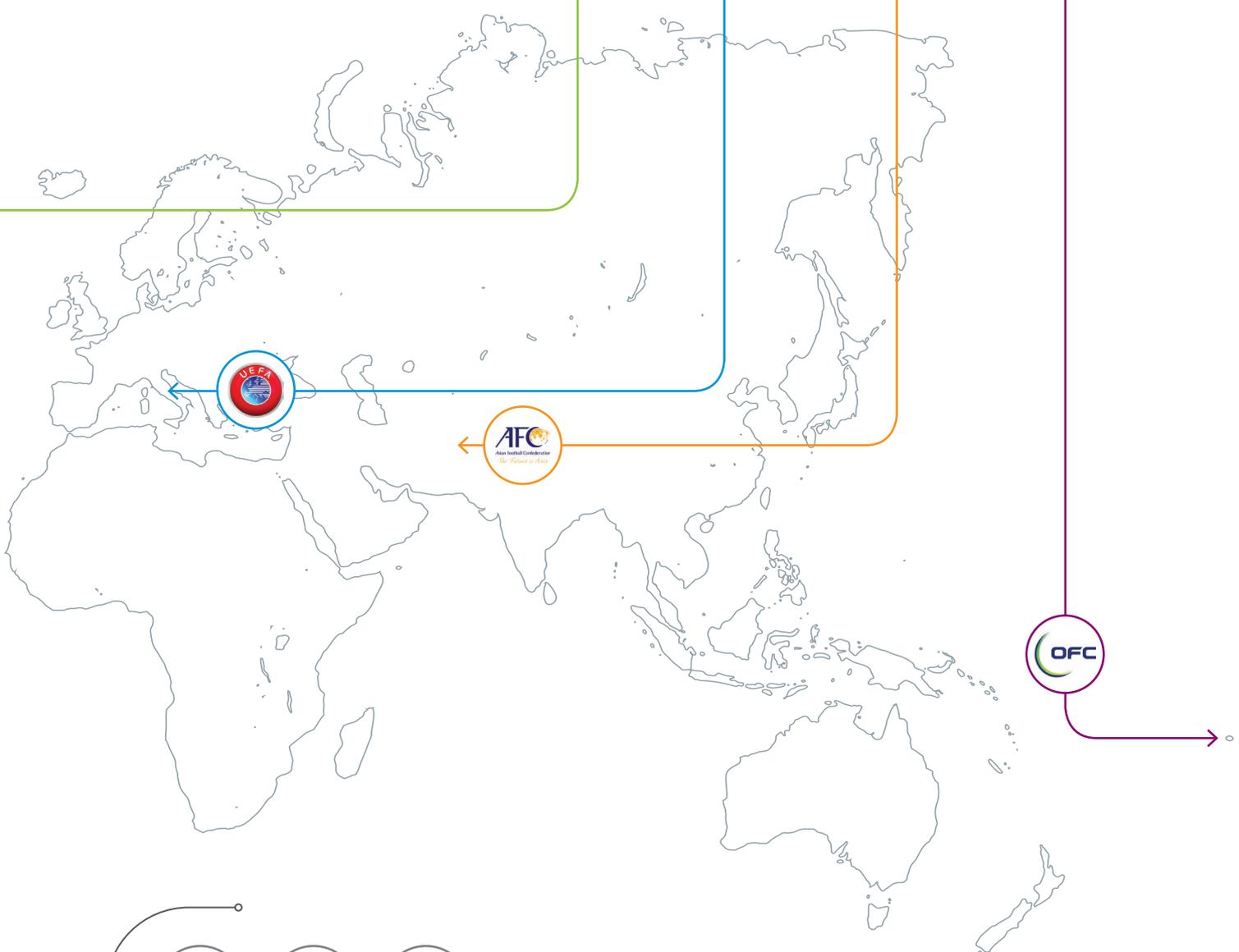
**First victory for the Bahamas in a FIFA World Cup (4-1 v. Ecuador)**



**First time**

that the four semi-finalists came from four different confederations:

-  **IR Iran** – AFC (Asia)
-  **Tahiti** – OFC (Oceania)
-  **Italy** – UEFA (Europe)
-  **Brazil** – CONMEBOL (South America)



**Debut appearances**  
by Panama, Ecuador and the Bahamas  
in a FIFA Beach Soccer World Cup



FIFA U-20 WORLD CUP KOREA REPUBLIC 2017 | 20 MAY – 11 JUNE 2017

# Young Lions roar to capture maiden title

**Korea Republic played host to a hugely entertaining FIFA U-20 World Cup over the summer, with England making history and technological innovations being adopted to continue the game's modernising trend.**

The *Young Lions* became FIFA U-20 World Cup champions for the first time since the competition's inception in 1977 following a narrow 1-0 win over Venezuela.

With 4,950 minutes of football played and 140 goals scored across 52 matches, the tournament in Korea Republic saw the 24 teams put on a great display of football, with Vietnam and Vanuatu making their debuts.

The competition was also the first youth tournament to use the video assistant referee (VAR) system, with a total of seven game-changing decisions corrected as a result of VAR intervention.



*Diego Maradona and Pablo Aimar were in Suwon to assist with the draw for the FIFA U-20 World Cup Korea Republic. They also had time to play a game of five-a-side in the street with a group of local lads.*

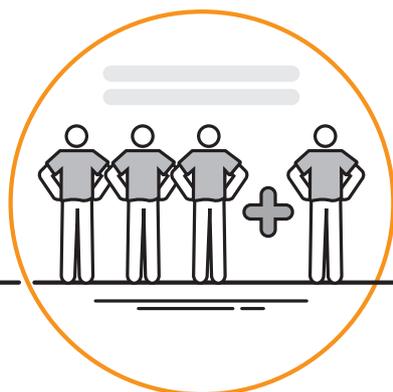
## Innovation at the FIFA U-20 World Cup Korea Republic 2017



### **“ABBA” penalty shootout system trialled for the first time in a FIFA tournament**

This new order of taking penalties in shootouts is designed to remove the supposed psychological disadvantage that comes with going second under the regular “ABAB” system. After the first team has taken their opening kick, both sides take back-to-back penalties until they have taken five apiece. Should they still be level after five penalties, the teams continue the order into sudden death.

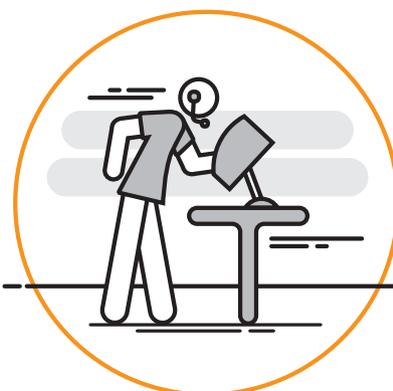
**A total of three matches were decided by penalty shootout at the FIFA U-20 World Cup Korea Republic 2017.**



### **First FIFA U-20 World Cup to allow use of fourth substitution in extra time**

After first being trialled at the FIFA Club World Cup Japan 2016, a change in the rules permitting a fourth substitution in extra time was also rolled out at the FIFA U-20 World Cup in Korea Republic.

**The “fourth substitution rule” was used nine times in six matches at the FIFA U-20 World Cup Korea Republic 2017.**



### **First FIFA youth international tournament to feature video assistant referee (VAR) technology**

Having made its FIFA tournament debut at the FIFA Club World Cup Japan 2016, VARs were used even more widely at the FIFA U-20 World Cup Korea Republic 2017, with the system still in an experimental phase.

**There were seven game-changing decisions corrected as a result of VAR intervention, 15 decisions reviewed by the VARs, and 12 decisions changed based on VAR input.**

FIFA CONFEDERATIONS CUP RUSSIA 2017 | 17 JUNE – 2 JULY 2017

# A tournament of firsts ends in victory for Germany

**Russia's staging of the FIFA Confederations Cup introduced a number of innovative measures to the competition in time for 2018's main event – the FIFA World Cup™.**

As Germany edged past Chile at Saint Petersburg Stadium in July to clinch their maiden FIFA Confederations Cup title, so too could Russia celebrate the conclusion of a competition in which a raft of innovations were successfully implemented.

In addition to the use of video assistant referees (VARs) for the first time, there was also a clear commitment to tackling prejudice with the

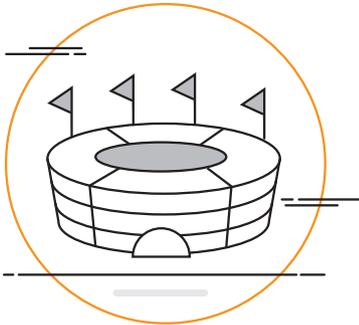
introduction of the “three-step” anti-discrimination procedure, as well as the presence of anti-discrimination observers at all matches.

Meanwhile, the trialling of the “FAN ID” system meant that the needs of fans from all over the world were seen to – all of which ensured that the FIFA Confederations Cup 2017 served as the perfect dress rehearsal for the 2018 FIFA World Cup.



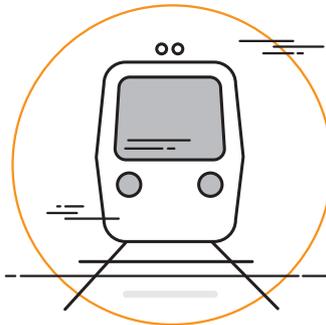
## An infrastructure showcase

The first FIFA men's tournament to be held in Russia provided a remarkable initial glimpse of the infrastructure and services that will be at the disposal of football fans from around the world for the 2018 FIFA World Cup.



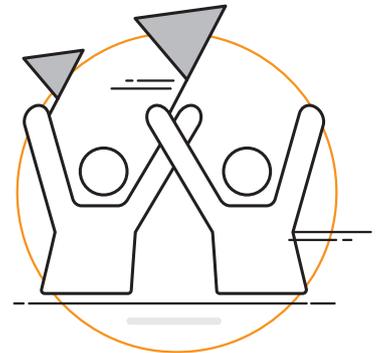
### STADIUMS

Kazan, Moscow, Saint Petersburg and Sochi displayed just the brand of stadiums that will be featured across the 11 Host Cities in 2018: modern, functional, sustainable and fully accessible for disabled fans and fans with limited mobility.



### FREE TRANSPORT

A partnership between the Russian government and the Local Organising Committee (LOC) facilitated free trains and local transport for spectators to travel between and within the Host Cities – something that will be replicated and expanded for the FIFA World Cup.



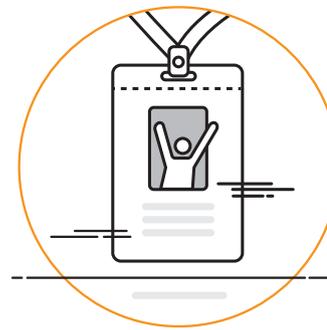
### VOLUNTEERS

The hospitable and friendly atmosphere in which football fans were hosted in Russia owed a fair share to the commitment of the more than 6,000 volunteers, who came from 78 different countries: just a preview of what to expect from the 15,000 volunteers who will be working for the 2018 FIFA World Cup.



### SECURITY AND ORGANISATION

The FIFA Confederations Cup was a successful exhibition of the joint efforts of FIFA, the LOC and the Russian authorities to achieve operational adeptness and the highest security standards across the Host Cities. This was only possible thanks to a finely tuned system of regional operational centres, which assess all risks and issues and ensure a rapid response to them.



### FAN ID

The competition also saw the introduction of the FAN ID system – a major innovation that sets a new model for the future of ticketing for international tournaments, including the upcoming 2018 FIFA World Cup Russia. As well as granting access to stadiums, the FAN ID card also allows spectators to gain visa-free entry to Russia ten days before the first match and ten days after the last match of the tournament, as well as the free use of public transport.

FIFA INTERACTIVE WORLD CUP 2017 | 16-18 AUGUST 2017

# Gorilla the conqueror storms to FIFA Interactive World Cup victory

The 13<sup>th</sup> edition of the FIFA Interactive World Cup brought millions of football fans from across the globe together to compete for the title of world's best EA SPORTS™ FIFA player.

After a record seven million gamers took part in the online qualification phase of the FIFA Interactive World Cup 2017, the remaining elite group of 32 players battled it out in the Grand Final at London's iconic Central Hall Westminster in August.

Spencer "Gorilla" Ealing of England defeated Germany's Kai Wollin to be crowned world champion of EA SPORTS™ FIFA 17 following a thrilling final, taking home a cheque for

USD 200,000 – a significant increase on last year's prize of USD 20,000 – as well as an invitation to The Best FIFA Football Awards.

Broadcast in 104 territories worldwide and streamed live on digital platforms, more people than ever before tuned in to watch the Grand Final, while the presence of Ruud Gullit, Álvaro Morata, Spencer FC and other well-known influencers made the event truly memorable for fans and players alike.

USD 200,000

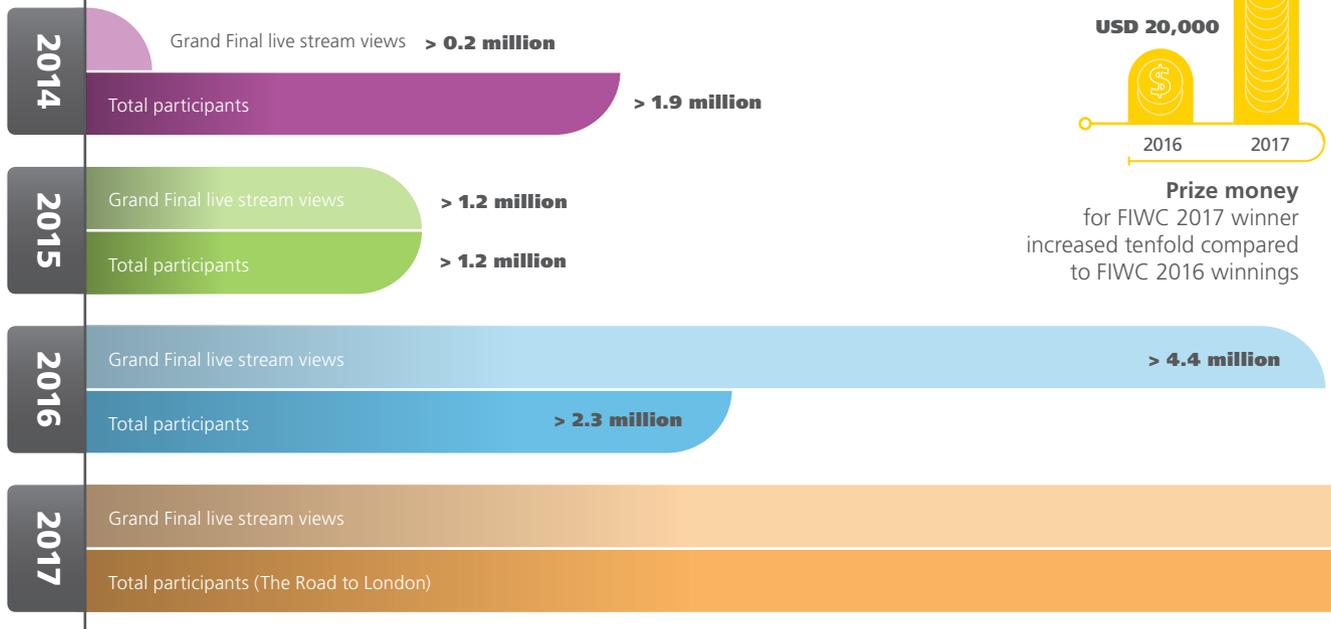


USD 20,000



**Prize money** for FIWC 2017 winner increased tenfold compared to FIWC 2016 winnings

## FIFA Interactive World Cup growth



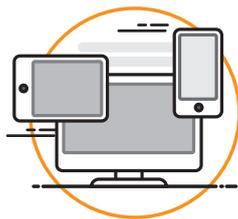


Ruud Gullit was in London to watch the climax of the FIWC 2017 and hand the trophy to new world champion Gorilla.

### Coverage



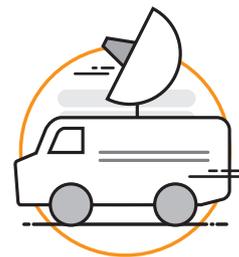
Over 140 journalists covered the FIWC 2017 Grand Final on-site.



Over 1.5 billion users were potentially reached by all media covering the FIWC 2017.



FIFA social media channels generated over 145 million impressions during the FIWC 2017 Grand Final.



The Grand Final was broadcast in 104 territories worldwide.

> 6 million

> 7 million

FIFA U-17 WORLD CUP INDIA 2017 | 6-28 OCTOBER

# India shines as record-breaking U-17 World Cup host

Hosting its first-ever FIFA tournament, India put on a spectacular show at the FIFA U-17 World Cup 2017, capturing imaginations across the sports-mad country.

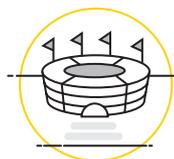
“Football Takes Over” was the slogan of the FIFA U-17 World Cup India 2017, and the Asian giant certainly delivered on this bold statement with a memorable tournament that smashed long-standing attendance records.

With a focus on accessibility and affordability for local Indian fans, tickets could be bought for as little as the equivalent of USD 1.50, allowing spectators to flock to the matches in their tens of thousands.

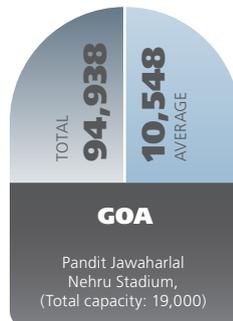
By the time England had emerged as clear and deserved champions following a 5-2 final victory over Spain in front of over 66,000 spectators in Kolkata, the tournament had already easily surpassed the inaugural FIFA U-17 World Cup China 1985 as the best attended edition of the tournament.



## Attendances



Covering the length and breadth of India, the six venues used at the FIFA U-17 World Cup attracted huge crowds, particularly the magnificent Vivekananda Yuba Bharati Krirangan in Kolkata, scene of the final.





**USD 1.50** per ticket for 60-70% of all sellable tickets

**1,347,133** million spectators in total – the best attended FIFA U-17 World Cup in the tournament’s history

Average of **25,906** spectators per match

**11 million** children successfully encouraged to play football before the start of the tournament through the government-sponsored MXIM (“Mission 11 Million”) project

A total of **29,385** applications for the tournament volunteer programme – 2,600 applicants registered within five hours of launch

FIFA CLUB WORLD CUP UAE 2017 | 6-16 DECEMBER 2017

# Real reign in the UAE to clinch FIFA Club World Cup crown

The last FIFA competition of 2017 saw the champions of Europe defend their title, as the UAE hosted the event for the third time.

Real Madrid's indispensable forward Cristiano Ronaldo scored the only goal of the game as *Los Merengues* retained the FIFA Club World Cup by defeating Brazilian side Grêmio in the 2017 final.

The Best FIFA Men's Player capped off yet another memorable year to become the competition's all-time leading goalscorer with seven goals. Real's three titles now make them the joint-most successful team in Club World

Cup history, tied with Spanish rivals Barcelona.

The top club from each confederation qualified for the tournament, held in the UAE for the third time. Alongside the finalists, Pachuca (Mexico), Urawa Reds (Japan), Auckland City (New Zealand) and Wydad Casablanca (Morocco) joined the host country's representative, Al Jazira, in a tournament spanning ten days and eight matches.



## All-time top goalscorers



**MOHAMED ABOUTRIKA**  
Al-Ahly  
**4 GOALS**  
(11 matches)



**DENILSON**  
Pohang Steelers  
**4 GOALS**  
(3 matches)



**CÉSAR DELGADO**  
Monterrey  
**5 GOALS**  
(6 matches)



**LIONEL MESSI**  
Barcelona  
**5 GOALS**  
(5 matches)

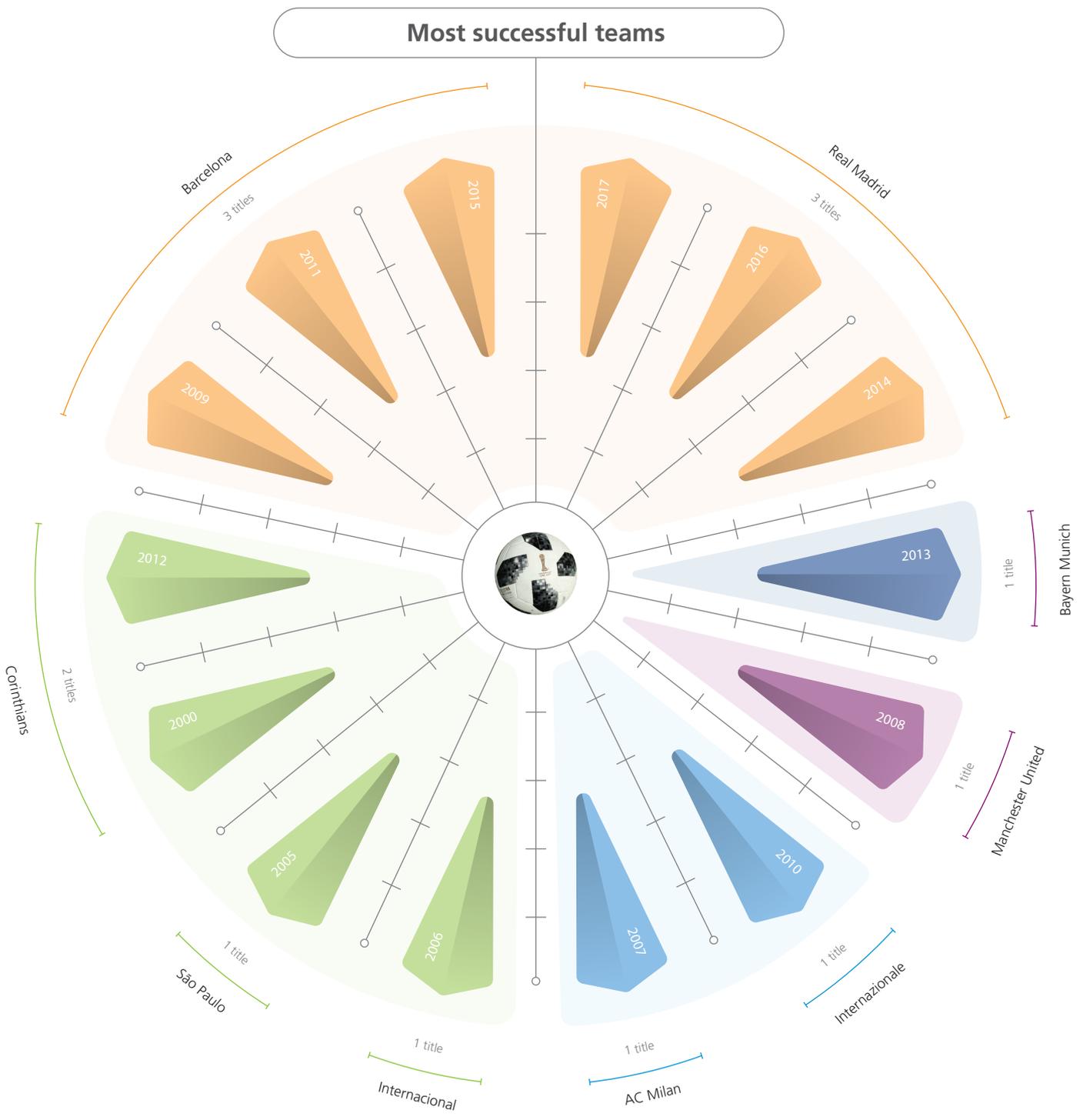


**LUIS SUÁREZ**  
Barcelona  
**5 GOALS**  
(2 matches)



**CRISTIANO RONALDO**  
Manchester United  
Real Madrid  
**7 GOALS**  
(8 matches)

### Most successful teams



### Most successful countries



FIFA/COCA-COLA WORLD RANKINGS

# Germany and USA top the class in 2017

**A hugely impressive FIFA Confederations Cup triumph saw the German men’s team end the year at the summit of the ranking, while the USA led the women’s table for the third consecutive year.**

Germany capped off an excellent year to top the FIFA/Coca-Cola Men’s World Ranking at the end of 2017. Not only did Joachim Löw’s side lift the Confederations Cup for the first time in the country’s history, they also secured their passage to the 2018 FIFA World Cup Russia™, remaining unbeaten throughout their entire qualification campaign.

Meanwhile, reigning world champions the USA remain the dominant side in the women’s game, having been ranked first for the third year in succession.

Aside from the headline-grabbing table toppers, there were plenty of other intriguing developments to be found in both sets of rankings – particularly regarding the best movers over the course of the year.

FYR Macedonia were by far the most improved nation in the men’s ranking. Ranked 162<sup>nd</sup> in December 2016, 12 months later the *Red Lions* had risen 86 places to 76<sup>th</sup>, in no small part thanks to a laudable 1-1 draw away to four-time world champions Italy during FIFA World Cup qualification.



**Best movers (men)**

- 1. MACEDONIA +86
- 2. ANDORRA +65
- 3. LEBANON +62
- 4. PALESTINE +51
- 5. LUXEMBOURG +46
- 6. BOLIVIA +46
- 7. IRAQ +40
- 8. EL SALVADOR +37
- 9. SOLOMON ISLANDS +37
- 10. DENMARK +34

**Best movers (women)**

- 1. GEORGIA +15
- 2. ZAMBIA +15
- 3. RWANDA +15
- 4. MOLDOVA +14
- 5. LATVIA +14
- 6. NEPAL +14
- 7. NICARAGUA +14
- 8. FYR MACEDONIA +14
- 9. NAMIBIA +14
- 10. BANGLADESH +14

Elsewhere, fellow UEFA-affiliated sides Andorra and Luxembourg also made significant gains, while India can look back at 2017 with pride, rising a total of 30 places compared to their December 2016 ranking and hosting its first-ever FIFA tournament in the shape of the FIFA U-17 World Cup.

In the women’s ranking, Argentina shot up the table to occupy 36<sup>th</sup> position, having been unranked in the December 2016 standings. Following their memorable UEFA Women’s EURO success on home soil in August, the Netherlands entered the top ten for the first time in their history when the new ranking was announced a month later. The *Oranje* were in seventh place heading into 2018 and sitting pretty at the top of their qualification group for the FIFA Women’s World Cup 2019™.

Australia also saw their superb recent run of form pay dividends as they climbed up to fourth place, marking the first time they have broken into the top five.

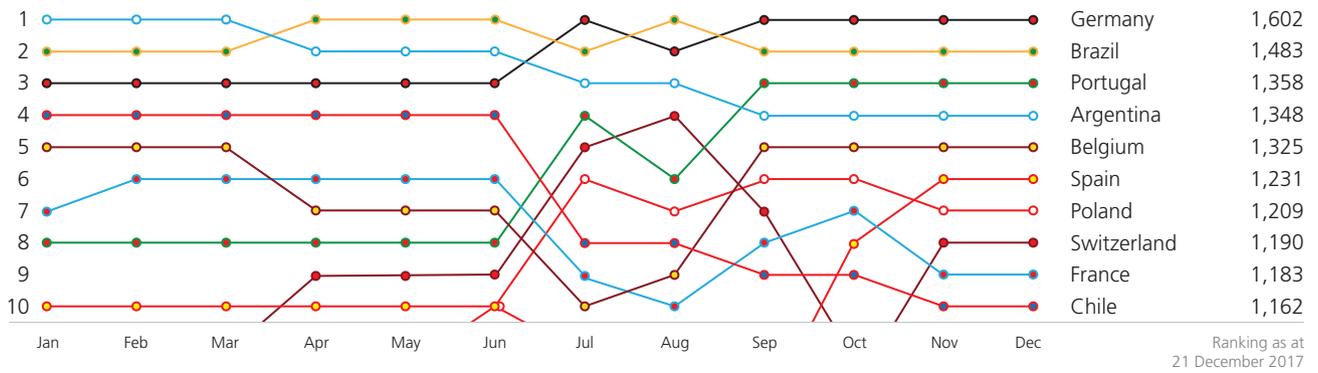


Germany’s victory in the FIFA Confederations Cup Russia 2017 saw *Die Mannschaft* end 2017 at the summit of the FIFA/Coca-Cola World Ranking.

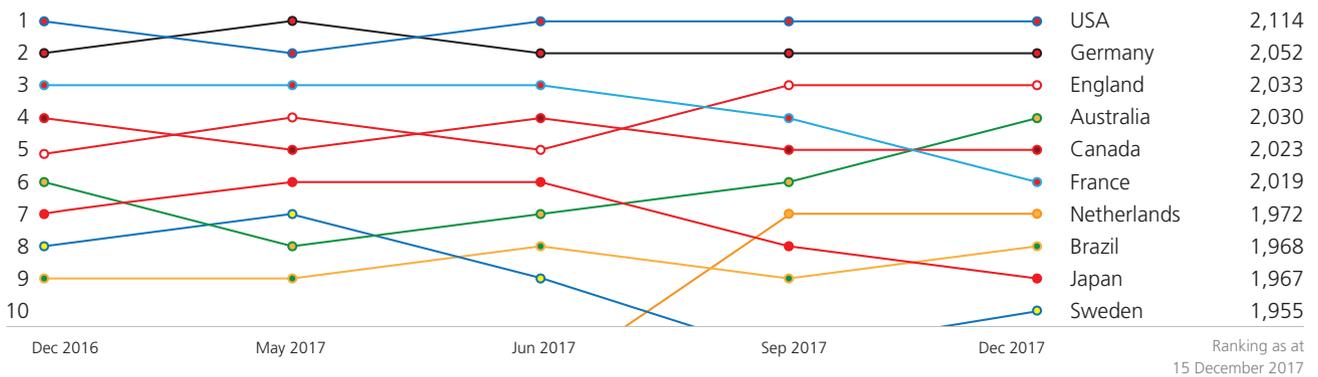


The USA topped the end-of-year women's ranking for the third year in a row, denying Germany the chance to be number one in both the men's and women's games.

**Men's ranking**



**Women's ranking**



THE BEST FIFA FOOTBALL AWARDS 2017 | 23 OCTOBER 2017

# London's West End rolls out green carpet for The Best

**FIFA's awards extravaganza was held outside of Switzerland for the first time in 2017, as London put on a memorable event.**

For over 100 years, the famous London Palladium in the UK capital's West End has played host to glitzy shows and glamorous performances known and loved the world over – and 2017 was no different, as the second edition of The Best FIFA Football Awards rolled into town in October.

Breaking with the tradition of hosting its gala in Zurich, FIFA decided to take the annual ceremony overseas for the first time, a clear commitment to making the global game even more inclusive for football followers across the world.

As was the case in 2016, the fans once again voted in their droves across a number of categories, including The Best FIFA Goalkeeper Award, a new award won by the evergreen Gianluigi Buffon – recognition for his excellent campaign in goal for Juventus, which included a UEFA Champions League final appearance and a

sixth consecutive *Serie A* title. The FIFA Fan Award, meanwhile, was won by Celtic supporters for the 360-degree card displayed around Celtic Park to commemorate the 50<sup>th</sup> anniversary of the club's 1967 European Cup triumph.

In a theatrical nod to the venue's main use, the spectacular awards show came with a sprinkling of showbiz courtesy of Hollywood star and born-and-bred Londoner Idris Elba, who led the evening's proceedings alongside television presenter and YouTuber Layla Anna-Lee. There were also performances from British rock giants Kasabian and percussion group Stomp, capping off a hugely successful evening to equal the very best of West End musicals.

In only its second year, The Best have already become a highlight of the football calendar.



## Awards

**The Best FIFA Men's Player**  
Cristiano Ronaldo (POR)

**The Best FIFA Women's Player**  
Lieke Martens (NED)

**The Best FIFA Men's Coach**  
Zinedine Zidane (FRA)

**The Best FIFA Women's Coach**  
Sarina Wiegman (NED)

**The Best FIFA Goalkeeper**  
Gianluigi Buffon (ITA)

**FIFA Puskás Award**  
Olivier Giroud (FRA)

**FIFA Fair Play Award**  
Francis Koné (TOG)

**FIFA Fan Award**  
Celtic supporters

**FIFA FIFPro World11**

Gianluigi Buffon (ITA)  
Dani Alves (BRA)  
Leonardo Bonucci (ITA)  
Sergio Ramos (ESP)  
Marcelo (BRA)  
Toni Kroos (GER)  
Andrés Iniesta (ESP)  
Luka Modrić (CRO)  
Cristiano Ronaldo (POR)  
Lionel Messi (ARG)  
Neymar (BRA)

*A familiar setting for the Legends, the awards in London were an opportunity for them to come together to discuss many hot topics in the second FIFA Legends Think Tank of the year. They also took part in the ceremony itself, with Célia Šašić and Diego Maradona presenting the top players' awards.*



FINAL DRAW FOR THE 2018 FIFA WORLD CUP RUSSIA™ | 1 DECEMBER 2017

GROUP A	
	RUSSIA
	SAUDI ARABIA
	EGYPT
	URUGUAY
GROUP C	
	FRANCE
	AUSTRALIA
	PERU
	DENMARK

# World Cup excitement builds in majestic draw ceremony

A tagline entitled “Where the stars align” could not have been more appropriate as a stellar cast of Legends delivered the draw for the 2018 FIFA World Cup Russia.

Representing all eight World Cup-winning nations as well as the host country, the likes of Brazil’s Cafu, Germany’s Miroslav Klose and Russia’s Nikita Simonyan headlined the Final Draw for the 2018 FIFA World Cup Russia, which took place within the walls of the iconic Kremlin in Moscow. The occasion marked the first time the

FIFA/Coca-Cola World Ranking was used to assign all teams to pots, not just the top-seeded teams. And after the conclusion of proceedings in the Russian capital, football fans from all over the world were left excited at the prospect of a competitive group stage featuring some mouth-watering ties.



**FIFA WORLD CUP  
RUSSIA  
2018**

**FINAL  
DRAW**

**DRAW RESULTS**

<p><b>GROUP A</b></p> <ul style="list-style-type: none"> <li> RUSSIA</li> <li> SAUDI ARABIA</li> <li> EGYPT</li> <li> URUGUAY</li> </ul>	<p><b>GROUP B</b></p> <ul style="list-style-type: none"> <li> PORTUGAL</li> <li> SPAIN</li> <li> MOROCCO</li> <li> IR IRAN</li> </ul>	<p><b>GROUP C</b></p> <ul style="list-style-type: none"> <li> FRANCE</li> <li> AUSTRALIA</li> <li> PERU</li> <li> DENMARK</li> </ul>	<p><b>GROUP D</b></p> <ul style="list-style-type: none"> <li> ARGENTINA</li> <li> ICELAND</li> <li> CROATIA</li> <li> NIGERIA</li> </ul>
<p><b>GROUP E</b></p> <ul style="list-style-type: none"> <li> BRAZIL</li> <li> SWITZERLAND</li> <li> COSTA RICA</li> <li> SERBIA</li> </ul>	<p><b>GROUP F</b></p> <ul style="list-style-type: none"> <li> GERMANY</li> <li> MEXICO</li> <li> SWEDEN</li> <li> KOREA REPUBLIC</li> </ul>	<p><b>GROUP G</b></p> <ul style="list-style-type: none"> <li> BELGIUM</li> <li> PANAMA</li> <li> TUNISIA</li> <li> ENGLAND</li> </ul>	<p><b>GROUP H</b></p> <ul style="list-style-type: none"> <li> POLAND</li> <li> SENEGAL</li> <li> COLOMBIA</li> <li> JAPAN</li> </ul>



GROUP B

- PORTUGAL
- SPAIN
- MOROCCO
- IR IRAN

GROUP D

- ARGENTINA
- ICELAND
- CROATIA
- NIGERIA

GROUP A

- RUSSIA
- SAUDI ARABIA
- EGYPT
- URUGUAY

GROUP C

- FRANCE
- AUSTRALIA
- PERU
- DENMARK

GROUP B

- PORTUGAL
- SPAIN
- MOROCCO
- IR IRAN

GROUP D

- ARGENTINA
- ICELAND
- CROATIA
- NIGERIA

GROUP E

- BRAZIL
- SWITZERLAND
- COSTA RICA
- SERBIA

GROUP F

- GERMANY
- MEXICO
- SWEDEN
- KOREA REPUBLIC

GROUP G

- BELGIUM
- PANAMA
- TUNISIA
- ENGLAND

GROUP H

- POLAND
- SENEGAL
- COLOMBIA
- JAPAN

GROUP E

- BRAZIL
- SWITZERLAND
- COSTA RICA
- SERBIA

GROUP G

- BELGIUM
- PANAMA
- TUNISIA
- ENGLAND



The Legends rounded off the year in spectacular fashion in Moscow, where they engaged with the public and the media, presenting 2018 FIFA World Cup match tickets to a select group of "super fans", giving the media a "behind-the-scenes" tour, bringing glamour to the red carpet and conducting the draw itself.



The Chinese women's national team gather in a pre-match huddle. There are ambitious plans to boost participation in football in a country where the women's game has already enjoyed its fair share of success.



Integrity and football governance **80**

Television services **84**

Marketing services **86**

Medical and anti-doping **88**

Sustainability, diversity and human rights **90**

Communications **92**

FIFA World Football Museum **94**

# WORKING TOGETHER



## INTEGRITY AND FOOTBALL GOVERNANCE

# Protecting the game

**In 2017, FIFA strengthened its internal structures and global football integrity programmes, and also worked closely with member associations and clubs to increase transparency and good governance in the transfer market and the game as a whole.**

### **Integrity in football**

In order to continue to protect the integrity of football as mandated in the FIFA Statutes and to closely align its core match-integrity mission with the judicial bodies of FIFA, FIFA's internal structures were optimised in 2017 with the establishment of the FIFA Integrity Department as a separate unit in the Legal & Integrity Division. Several preliminary investigations into threats to the integrity of football were conducted, which

led to formal proceedings before both the Disciplinary Committee and the Ethics Committee.

In February 2017, FIFA also further strengthened its global football integrity programme by concluding an agreement with Sportradar to provide global monitoring to identify and analyse suspicious betting patterns across a number of international and domestic competitions around the world.

### Players' Status Committee and Dispute Resolution Chamber

Despite a 12% increase in the total number of claims, all claims lodged with the FIFA Dispute Resolution Chamber and the FIFA Players' Status Committee in 2017 were handled efficiently.

Thanks to well-established processes and stable structures, FIFA's alternative dispute resolution system continues to enjoy high recognition, and the vast majority of the decisions reached by FIFA's decision-making bodies were confirmed by the Court of Arbitration for Sport (CAS).

On a national level, four pilots for a National Dispute Resolution Chamber programme were successfully completed in Costa Rica, Malaysia, Indonesia and Slovakia, and FIFA's Football Stakeholders Committee approved the plan for a broader implementation in 2018.

Finally, the composition of the Dispute Resolution Chamber was up for renewal in 2017, and the members appointed by the FIFA Council based on the proposal of the players' associations and the clubs or leagues started their new four-year term in October.

#### At a glance

- 2,103 claims lodged with the Dispute Resolution Chamber and the Players' Status Committee, including 221 claims lodged under art. 12bis of the Regulations on the Status and Transfer of Players ("fast-track" proceedings for overdue payables)
- 3,775 applications submitted by member associations relating to the protection of minors
- 94 requests for the provisional registration of a player after an international transfer
- 553 information requests concerning the FIFA Statutes and other regulations
- 48 requests for change of association dealt with by the Players' Status Committee

#### Global transfers

In 2017, FIFA worked directly with the 211 member associations and 7,074 clubs to assist with international player transfers, and to increase transparency, integrity and good governance in the transfer market. It was a year of expansion and improvements, further increasing the security of the International Transfer Matching System

(ITMS) and enhancing performance as well as providing new technology features to member associations. After a transition period that started in 2017, from 1 January 2018 onwards, all international transfers of professional female players will be processed in ITMS.

Supported by the FIFA Forward Programme, six additional member associations (Malawi, Ghana, Ethiopia, Burkina Faso, IR Iran and Ecuador) adopted the Domestic Transfer Matching System (DTMS) to assist them with domestic good governance and transparency. On an organisational level, FIFA TMS GmbH was liquidated in 2017 and all aspects of the company – services, technologies and people – were integrated into the FIFA Legal & Integrity Division.

#### At a glance

- 15,624 international transfers processed
- USD 6.37 billion spent on international transfers
- 991 solidarity contribution and training compensation claims submitted in ITMS
- 3,635 minor applications submitted in ITMS
- 7,074 participating clubs
- 6,133 enquiries responded to
- 421 clubs and associations trained
- 1,943 compliance cases opened (1,588 compliance cases resolved – 82%, 99 compliance cases transferred for hearing by the Disciplinary Committee – 5%)
- TMS Compliance visits to six member associations and 18 affiliated clubs

#### Engagement with professional football stakeholders

Another significant milestone in 2017 was the establishment of the Football Stakeholders Committee (FSC), providing FIFA with an important platform for engagement with professional football stakeholders and, in particular, paving the way for an institutional agreement between FIFA and FIFPro, which was signed on 6 November. In addition, FIFA continued to strengthen its engagement with key professional football stakeholders such as FIFPro, the World Leagues Forum and the European Club Association, for example, through the organisation of several semi-formal stakeholder forums and professional football conferences.

### Club licensing

Club licensing remained a significant activity for FIFA in 2017, and the main highlights included 11 club licensing member association missions and four club licensing manager exchanges (in collaboration with the relevant confederations). In 2017, FIFA also published the first Global Club Football Report accompanying FIFA's initiatives in regard to club licensing, which resulted in significant growth in the implementation of club licensing globally. For example, in 2016, only one CONMEBOL member association operated a club licensing system; by the start of the 2018-2019 season, all ten member associations will licence clubs.

### Disciplinary

Under the guidance of the chairman of the Disciplinary Committee, all disciplinary investigations opened in 2017 against member associations, clubs, players, intermediaries and match agents in relation to, among others, FIFA competitions, doping, match manipulation and breaches related to the international transfer of players, including the protection of minors and the third-party ownership of players' economic rights, were conducted. The FIFA Disciplinary Department also dealt with all appeals lodged with the Appeal Committee concerning the above-mentioned disciplinary matters, and defended the decisions passed by FIFA's judicial bodies before CAS.

### Ethics

Following the 67<sup>th</sup> FIFA Congress in Bahrain in May 2017, new chairpersons were appointed for the two chambers of the independent Ethics Committee. The newly appointed chairpersons received the case files through the secretariat. The new chairwoman of the investigatory chamber started work on the pending cases and investigations upon her appointment, and the adjudicatory chamber was able to take decisions on the final reports submitted to the chamber. Several ethics proceedings brought before CAS, in which FIFA was a respondent, were dealt with – one of which went, for the very first time for an ethics-related case, right up to the Swiss Supreme Court, which rejected the appeal.

The FIFA Ethics Department acted as the secretariat and assisted both chambers with all of their proceedings. Moreover, the department is responsible for implementing adequate and effective measures to prevent any illegal, immoral or unethical behaviour or conduct from football stakeholders in violation of the FIFA Code of Ethics.

For further information about investigations conducted by the independent committees in 2017, please refer to the FIFA Governance Report 2017.



Al Jazira players appeal to the referee during their FIFA Club World Cup UAE 2017 semi-final defeat to Real Madrid.

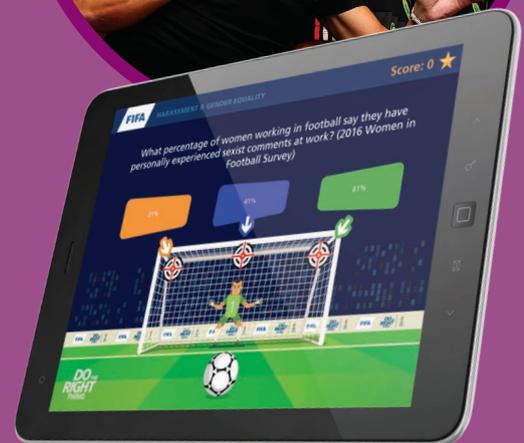
CASE STUDY:  
**FUN AND TEACHING WITH LEGENDS**



With the emphasis on ethics and fair play having increased both on and off the pitch since the 2016 reforms, FIFA recently launched a pilot project targeting the education of young footballers about integrity and ethical conduct in football.

The first example of this occurred at the FIFA U-17 World Cup 2017 in India, where seven teams (Chile, Colombia, England, Ghana, Iraq, Mexico and the USA) participated in interactive workshops led by representatives of the Ethics Department addressing topics that included match manipulation, doping, gender equality/harassment and racial discrimination. Players were also informed about the BKMS Online Reporting Tool, which allows people to report harmful or unethical acts anonymously, securely and confidentially.

The youngsters then had some fun, taking part in interactive quizzes in small groups to test their knowledge, with the winners qualifying for a surprise footballing challenge with two FIFA Legends: Michel Salgado and Emmanuel Amunike, who travelled to India specifically for the workshops.





TELEVISION SERVICES

# Pushing the boundaries of sports broadcasting

**In 2017, FIFA delivered a high-quality viewing experience to fans around the world and is set to raise the bar even higher at the 2018 FIFA World Cup Russia™.**

**Distribution**

FIFA ensured that football fans around the world could enjoy 2017 FIFA events by securing comprehensive coverage with an ever-expanding group of Media Rights Licensees that now numbers more than 200, covering 207 territories.

The FIFA Confederations Cup 2017 was seen by a global cumulative audience of 805 million (i.e. viewers who watched for at least one unbroken minute). In addition, football fans in more than 200 territories followed other FIFA events, including the FIFA Interactive World Cup, The Best FIFA Football Awards and the Final Draw for the 2018 FIFA World Cup. Highlights of all FIFA activities were shown on FIFA’s YouTube channel, and subscriptions to the channel rose to almost two million, an increase of some 400,000 from 2016.

**Production**

FIFA delivered a high-quality viewing experience to football fans by continuously innovating and

improving how it captures the action at all FIFA events, both on and off the pitch.

At the FIFA Confederations Cup 2017, FIFA delivered a new comprehensive production plan to set new standards in football production that

FIFA events, including The Best FIFA Football Awards, were broadcast in more than 200 territories in 2017.





CASE STUDY:  
**FIFA AT THE FOREFRONT OF  
BROADCAST TECHNOLOGY**

include progressive scanning, UHD/HDR and immersive audio (see case study). This served as a complete end-to-end test of the production concept for the 2018 FIFA World Cup in Russia, which also included FIFA TV team crews, centralised infotainment, and increased social media content production and cross-promotion activities.

### Sales

Through the sale of media rights for its flagship tournaments, FIFA continued to generate essential income to carry out its activities in football development and governance around the world.

Closing in on the 2018 FIFA World Cup, considerable free TV coverage of the FIFA World Cup was secured for football fans across several territories, including Russia, Italy, Spain, Greece, China and sub-Saharan Africa. In parallel, licence agreements with radio stations, news agencies and international news channels all over the world were also agreed, and FIFA finalised a media rights agreement for UK rights to the FIFA Women's World Cup 2019™.

FIFA continued to license archive footage as part of its commercial programme. The FIFA archive was upgraded to provide better access, enabling fans and production experts to tell stories of historic FIFA events. FIFA introduced a new front-end system that allows for better search and discovery, and the logging of the entire FIFA archive continued, with the focus now shifted to men's and women's youth football tournaments.

FIFA TV has a proud legacy of pioneering new broadcast technology at FIFA tournaments to ensure that football fans around the world can enjoy the best-quality sports coverage.

The 2018 FIFA World Cup Russia will be no different, with FIFA pushing the boundaries of sports broadcasting.

In order to remain at the forefront of the industry, all 64 matches will be produced in ultra-high definition (UHD) with high dynamic range (HDR) for the first time ever. Thanks to a hybrid UHD/HDR/1080p set-up, multiple choices of video formats will be available (1080i, 1080p or UHD/HDR) as part of one single production chain.

The use of progressive scanning as a baseline production format and HDR will guarantee improved image quality for all Media Rights Licensees, regardless of their delivery format.

Thirty-seven cameras, including eight with UHD/HDR and

1080p/SDR dual output, and another eight with 1080p/HDR and 1080p/SDR dual output, will cover every match. A further eight super-slow-motion and two ultra-slow-motion cameras, a cable cam and a Cineflex helicam will ensure that high-class pictures will be available from every angle in each stadium.

The UHD program will benefit from its own wider-framed main camera along with the addition of immersive audio, offering the UHD/HDR viewer a far richer experience than ever before.

Building on the success of the multimedia production at the 2014 FIFA World Cup Brazil™, the digital production and services offering will now be an integrated part of the overall production plan. As a true innovation, fans will be able to follow the matches in virtual reality (VR). Available as a live experience and as 360° video on demand (VOD), this new feature will put the 2018 FIFA World Cup Russia at the heart of digital innovation.



Engagement through integrated promotion platforms at the FIFA Confederations Cup in Russia offered the fans and the Commercial Affiliates unique experiences this year.

## MARKETING SERVICES

# Connecting with the fans

## The commercial success of the FIFA Confederations Cup 2017 set a strong benchmark for the 2018 FIFA World Cup™.

### Marketing services

In 2017, the FIFA Confederations Cup proved highly active and successful among FIFA's Commercial Affiliates, and the tagline "Tournament of Champions. Dream of Fans." was perfectly suited to the commercial activations and promotions around the tournament.

To connect fans with the event, FIFA developed integrated promotion platforms, such as interactive football parks in all of the Host Cities and 360°-media campaigns, and used the Official Mascot to deliver key messages.

FIFA's Commercial Affiliates created unique experiences for football fans attending the tournament through dedicated special marketing programmes and in the commercial display areas in the four stadiums. The high level of activation resulted in an increased affinity towards FIFA sponsors, highlighting the importance of fan interaction and fan engagement during FIFA's events. The FIFA Confederations Cup 2017 Spectator Experience Survey showed that 39% of domestic spectators and 46% of international spectators became more or much more positive towards the sponsors of the FIFA Confederations Cup 2017.

FIFA implemented a successful public food and beverage concessions programme, which sold almost 375,000 products and created nearly 3,000 temporary jobs in the four venues. According to the FIFA Confederations Cup 2017 Spectator Experience Survey, fans were most impressed by the friendliness of the service (which achieved an impressive average score of 8.8 out of a maximum of 10).

A successful operation with 33 official fan shops operating on matchdays across all stadiums also included the support of 72 hawkers, enabling movable sales in various areas of the stadium, including VIP areas. Over 90,000 products were sold in total and sales surpassed those of the FIFA Confederations Cup 2013 in Brazil.

FIFA also delivered seamless ticketing and hospitality solutions for the tournament, setting a successful benchmark for the 2018 FIFA World Cup. The tournament recorded an official match attendance of 628,304 ticketed spectators, resulting in an average stadium occupancy of 86% across the 16 matches. Nearly 7,000 hospitality packages for more than 22,000 guests were sold for the 16

matches, among a variety of different hospitality products, including shared lounges and skyboxes.

The highly anticipated and well-attended FIFA U-17 World Cup India 2017 also proved to be an event with significant sponsor interest and participation. Due to the attractiveness of the host country, the event enjoyed significant sponsor activation both at a global and a local level. For the first time at a FIFA U-17 event, FIFA invested in an LED board system, which helped to upscale the event and showcased the increasing importance of its youth events.

FIFA and Presenting Partner EA SPORTS launched their new global competitive gaming initiative, the EA SPORTS FIFA 18 Global Series and the FIFA eWorld Cup. This exciting new format will give millions of players around the globe the chance to be crowned EA SPORTS FIFA 18 world champion in August 2018.

**Marketing sales & strategy**

During 2017, FIFA concluded deals in each of the three tiers connected with the FIFA World Cup. Qatar Airways was the first Qatari company to become a FIFA Partner. Hisense, Vivo and Mengniu joined Budweiser and McDonald’s as FIFA World Cup Sponsors and China’s Double-Edged Sports secured all available Regional Supporter packages for Asia.

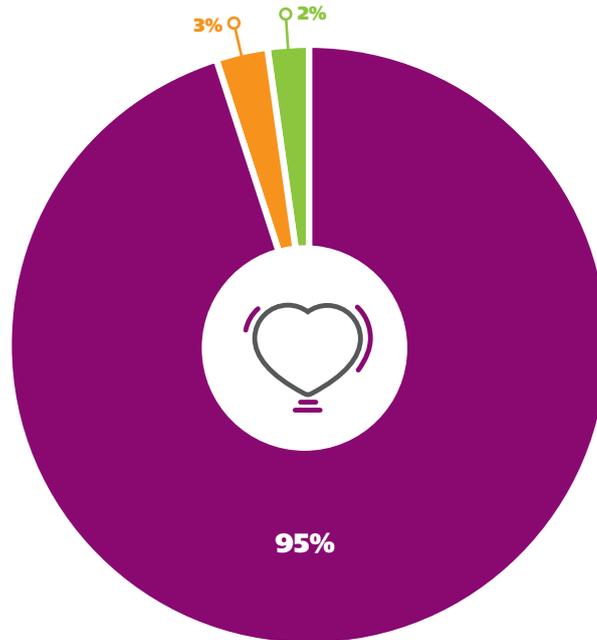
FIFA is constantly investigating and monitoring the health of football and FIFA competitions and searching for areas of opportunity for all of FIFA’s stakeholders.

A study conducted by Nielsen on behalf of FIFA revealed that the FIFA Confederations Cup 2017 was a highly enjoyable event – 98% of stadium spectators indicated that they enjoyed their experience at the tournament. According to the feedback collected, the key drivers of enjoyment at the tournament were safety, the look of the stadiums, the helpfulness of staff and the atmosphere in the stadiums.

In November 2017, the 2018 FIFA World Cup Brand Tracker showed that 94% of fans were aware of the 2018 FIFA World Cup, 92% found it appealing and 89% were excited about it.

**The FIFA Confederations Cup 2017 was an event highly enjoyed by the vast majority of spectators**

Overall, 98% of spectators enjoyed their experience at the event and 95% of spectators highly enjoyed their experience.

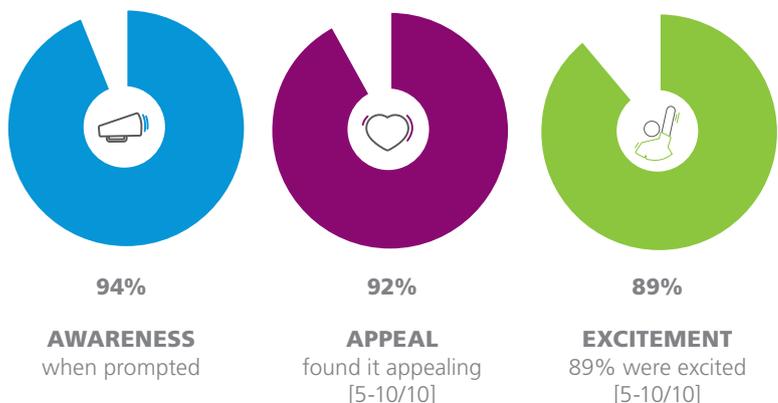


- Did not enjoy their experience at the event [1-4/10]
- Generally enjoyed it [5-6/10]
- Highly enjoyed it [7-10/10]

Source: Nielsen

**Awareness, appeal and excitement towards the 2018 FIFA World Cup**

Global average – avid football fans



Source: Nielsen



## MEDICAL AND ANTI-DOPING

# Promoting health in football

**FIFA provided top-level medical services at its 2017 tournaments and worked hard to keep football free of doping while also focusing on injury prevention, education and awareness.**

### **FIFA tournament medical services**

Ahead of Russia 2018, the spotlight was on the FIFA Confederations Cup, where medical services operated smoothly and to a high standard. In March, FIFA hosted a two-day medical workshop, which also covered emergency medicine, for all local venue

medical officers for the FIFA Confederations Cup and the 2018 FIFA World Cup™. Education and training sessions were also held at other FIFA tournaments, and at the FIFA U-17 World Cup in India, cooling breaks had to be enforced for two-thirds of all matches due to the hot conditions.

As well as training medical teams to the same high standards, FIFA took measures to further protect player health by introducing a fourth substitution in extra time to help prevent more unnecessary injuries.

### Anti-doping

With over 50 FIFA Doping Control Officers worldwide, FIFA conducted rigorous in- and out-of-competition anti-doping tests at all FIFA tournaments and the 2018 FIFA World Cup Russia qualifiers. FIFA's largest ever anti-doping programme for a FIFA Confederations Cup was conducted in 2017, performing a total of 379 tests and collecting 854 player samples (362 urine, 248 serum and 244 blood). All results were negative. FIFA also works with the World Anti-Doping Agency (WADA) and national anti-doping organisations (NADOs), gathering intelligence and combatting doping together. In terms of education, FIFA maintains an online anti-doping platform and hosts doping control workshops, one of which the Confederation of African Football (CAF) attended in August.

### Injury prevention, education and awareness

Education is key to injury prevention, which is what makes the FIFA Diploma in Football Medicine so important. FIFA also participated in football medical seminars and conferences worldwide, and helped host the Isokinetic Conference in Barcelona on "The Future of Football Medicine". In October, FIFA ran an in-house cardiopulmonary resuscitation (CPR) workshop for all employees that covered sudden cardiac arrest, how to perform CPR and how to use an automated external defibrillator (AED). The workshop was part of a wider goal to raise awareness about sudden cardiac arrest.

### FIFA Medical Centres of Excellence (FMCEs)

All centres have to undergo a strict selection process. In 2017, 48 FMCEs renewed their accreditation after demonstrating experience in injury diagnosis, treatment, aftercare and prevention, as well as showing expertise in football-specific medical assessments, nutrition and anti-doping matters. They must report annually on their activities.

### At a glance

- 67% of matches at the FIFA U-17 World Cup 2017 had cooling breaks
- 48 FMCEs reaccredited
- 50+ FIFA Doping Control Officers worldwide
- 379 tests and 854 player samples at the FIFA Confederations Cup 2017 – all negative results
- 28,000+ FIFA Diploma in Football Medicine users



### FIFA DIPLOMA IN FOOTBALL MEDICINE

[www.fifamedicinediploma.com](http://www.fifamedicinediploma.com)

LEARN | RESEARCH | PREVENT | ENGAGE

The FIFA Diploma in Football Medicine is a free online course designed to help clinicians learn how to diagnose and manage common football-related injuries and illnesses. There are 42 modules, of which the last three were added in March. Each module was written by a group of international medical experts and includes podcasts, video examinations and links to football medicine articles. High-profile players also share their experiences of suffering injuries

and their recovery.

The diploma has more than 28,000 users worldwide, with the UK, Egypt, the USA, Australia and India being the five most represented countries. Work has now started on expanding the website; blogs, webinars and a chat forum were due to be implemented in early 2018. The ultimate aim is to create a global online football medical network where users can learn, research, prevent and engage together.

***"I thought the content was comprehensive, interesting and up-to-date. The e-learning was easy to use and I liked the short video clips and links to references. I did the course as a football fan and out of interest. It is a very useful resource that I will refer back to."***

Irene Ilott,  
FIFA Diploma graduate

## SUSTAINABILITY, DIVERSITY AND HUMAN RIGHTS

# Leading by example setting sustainable goals

**In a notable first for the sporting world, FIFA published its Human Rights Policy in 2017, as well as launching the new anti-discrimination monitoring system.**

## More sustainable events

In 2017, FIFA continued to lead by example across the social, environmental and economic spheres of sustainability. The application of principles and standards of sustainable event management resulted in a number of successful activities at the FIFA Confederations Cup Russia 2017. More than 22,600 staff, volunteers and service providers were trained on various sustainability-related topics including accessibility, anti-discrimination, tobacco-free events, sustainable driving, and environmental risks. Infrastructure and services for disabled people and people with limited mobility were set up in all four stadiums, allowing hundreds of special access ticket holders to enjoy the matches. The waste recycling programme resulted in the separation of 87.9 tonnes of glass, PET, aluminium, paper and cardboard, and more than 60,000 ticket holders used the offer of free trains between Host Cities, thereby mitigating the climate impact of air travel.

## Social development through football

FIFA selected and supported 99 community-based organisations in 55 countries that use football as a catalyst for positive social change, bringing four social projects from Russia into its Football for Hope initiative. At the Football for Hope Forum 2017 in Kazan, 40 experts from civil society, United Nations institutions and the world of football discussed football's contribution to the United Nations Sustainable Development Goals in the areas of quality education, gender equality and good health.

## Diversity and anti-discrimination

For the first time at a major FIFA tournament, a three-step procedure for referees relating to discriminatory incidents was introduced, and

trained observers were deployed at all FIFA Confederations Cup matches. FIFA also concluded a successful first run of the anti-discrimination monitoring system during 2018 FIFA World Cup Russia™ qualifiers, observing 177 matches with a higher risk of discriminatory incidents. The system helped to facilitate the work of FIFA disciplinary bodies and sensitise member associations, leading to new local projects to promote diversity and fight discrimination in football.

To promote diversity even further, FIFA implemented the annual FIFA Anti-Discrimination Days at the semi-finals of the FIFA Confederations Cup, and crowned Soccer Without Borders, an organisation that uses football to build the confidence of young refugees arriving in the USA, as the winner of the FIFA Diversity Award 2017.



FIFA increased its efforts to promote diversity and anti-discrimination at the FIFA Confederations Cup Russia 2017.

## Human rights

Safeguarding human and labour rights is of vital importance to FIFA. In May, FIFA published its Human Rights Policy, the first of its kind in the world of sports. The Human Rights Advisory Board, created by the FIFA President in 2017, met for the first time in March and, in October, published a first comprehensive report on its work and recommendations for FIFA.

In Russia, FIFA and the Local Organising Committee continued to monitor the working conditions of stadium construction workers in collaboration with international and Russian trade unions on a quarterly basis. In 2017, each of the ten stadiums under construction was visited four times by monitoring teams who reviewed relevant documentation and inspected the construction sites.

In Qatar, FIFA also continued its close collaboration with the Supreme Committee for Delivery & Legacy, witnessing the further strengthening of the workers' welfare system, a first evaluation report by the independent auditor Impactt Ltd., and the commitment of the Qatari Government to align the country's laws and practices with the ILO's international labour standards.

One major step was the Qatari government's adoption of measures to replace the kafala system with contractual employment relations, on which ILO Director-General Guy Ryder said: "The ILO welcomes the commitment of Qatar to engage in substantive cooperation with the Organization for the promotion and protection of workers' rights."

In October, FIFA published the new human rights requirements as part of the bidding and host selection process for the 2026 FIFA World Cup™. These new requirements, developed over the past two years in collaboration with the Human Rights Advisory Board and key stakeholders around the world, will significantly enhance FIFA's leverage towards ensuring respect for human rights at future tournaments.



## FIFA ANTI-DISCRIMINATION MONITORING SYSTEM

### 2018 FIFA World Cup qualifiers:

<b>871</b> Total number of matches	<b>350</b> Trained match commissioners
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<b>177 (20.3%)</b> Observed matches	<b>140</b> Trained anti-discrimination observers
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**1-2**  
Anti-discrimination match observers per match

### FIFA Confederations Cup 2017:

<b>16</b> Total number of matches	<b>3</b> Anti-discrimination match observers per match
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<b>16 (100%)</b> Observed matches	<b>1</b> Sanction (warning to the Mexican FA)
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All referees, general coordinators, venue coordinators, match commissioners, security officers and anti-discrimination match observers were trained on the implementation of the Anti-Discrimination Monitoring System.

For FIFA, the Fare network produced the first Global Guide to Discriminatory Practices in Football

- **In 5 languages**

- **Distributed to**

1. all trained parties as mentioned above
2. all VOCs (video operating centres)
3. all anti-discrimination match observers
4. all teams
5. the public/spectators (online)

COMMUNICATIONS

# Like and subscribe

As the organisation at the top of the world football pyramid, a lot of expectation is understandably placed on FIFA. Speaking to a worldwide audience that has a genuine stake in the direction of the game is one of FIFA's key responsibilities and we did so in 2017 by adopting a more all-encompassing approach: communicate, listen and learn.

## Communicate

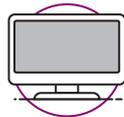
FIFA communicates on several fronts and, as well as responding to questions from the media, proactively reports on the work of the FIFA administration. In 2017, we spread the news of our burgeoning collaboration with our member associations through the Forward Programme, as well as diversity on and off the pitch, through initiatives like the annual Conference for Equality and Inclusion, on all platforms.

engagement with fans across every communication platform up a gear.

During the FIFA Confederations Cup in Russia, we provided up-close coverage every day of the tournament on FIFA.com, the FIFA app and social media, including an information campaign on the introduction of VAR, with real in-competition decisions analysed on Twitter to explain the new technology.



**330** media releases (or almost one per day) communicated to the agencies and journalists around the world reporting on the latest developments in football and in FIFA as an organisation.



**51** million users reached across FIFA's digital platforms



**2,851** international and local media representatives covered the tournament



**23%** growth in the smartphone audience from the 2013 edition of the tournament

FIFA is also aware that, at a time when the majority of the world's population proactively seeks information online, it is key that we develop a direct dialogue with the beneficiaries of football, the fans themselves. In 2017, we took our



FIFA maintained its collaborative relationship with the media in 2017, while also boosting fan engagement through online and social media channels.



Cristiano Ronaldo's suave pose with The Best FIFA Men's Player 2017 trophy was a huge hit on Instagram, generating over 5 million "likes".

## Listen

Whether by tracking news items and posts on various platforms in real time or conducting in-depth surveys with the world's press, FIFA's communications team continuously seeks to analyse the impact of its output in order to better define and understand its different audiences.



On the day of the Final Draw for the 2018 FIFA World Cup™, **827,000** mentions across social media platforms were tracked and analysed as we sought to shape the discussion.



Likewise, FIFA's Business Intelligence Unit studied the more than **200,000** news articles on the event published worldwide.



FIFA handled some **5,000** media enquiries and almost **14,000** messages from the public over the course of the year.

**FIFA World Cup** @FIFAWorldCup Following

Here they are! The groups for the 2018 FIFA World Cup Russia! 🇷🇺 🇺🇦

Which game are you most looking forward to?! 😊  
#WorldCupDraw

DRAW RESULTS			
<b>GROUP A</b> RUSSIA SAUDI ARABIA EGYPT URUGUAY	<b>GROUP B</b> PORTUGAL SPAIN MOROCCO IR IRAN	<b>GROUP C</b> FRANCE AUSTRALIA PERU DENMARK	<b>GROUP D</b> ARGENTINA ICELAND CROATIA NIGERIA
<b>GROUP E</b> BRAZIL SWITZERLAND COSTA RICA SERBIA	<b>GROUP F</b> GERMANY MEXICO SWEDEN KOREA REPUBLIC	<b>GROUP G</b> BELGIUM PANAMA TUNISIA ENGLAND	<b>GROUP H</b> POLAND SENEGAL COLOMBIA JAPAN

3:59 PM - 1 Dec 2017

52,367 Retweets 59,133 Likes

## Learn

As the governing body for the world's most loved sport, we have to engage with the feedback we receive in order to learn how to communicate efficiently with an incredibly diverse audience, which is a never-ending process. Much of that learning is reflected in the details. In 2017, for example, after our analysis showed that people were interested in the "Who we are" section of FIFA.com, where they can learn more about FIFA as an institution, we featured it more prominently on the homepage, guiding visitors more naturally to the information they want.



**18%** increase in visits to the FIFA Confederations Cup team section on FIFA.com, compared to the 2013 edition. We learned from experience that users want more behind-the-scenes news about their own teams, so we deployed team-specific reporters to provide exclusive content for the relevant audiences.



**5.7 million** "likes" for the photo posted on Instagram of Cristiano Ronaldo sitting on a throne after winning The Best FIFA Men's Player Award. Our experience at the first edition of The Best taught us that fans love to see more creative shots of their heroes and we duly gave them what they wanted at the second.



**72** TV channels in **33** countries used the new FIFA Media Video Distribution Platform to access the FIFA President's video welcoming fans to the 2018 FIFA World Cup in the build-up to the Final Draw.



## FIFA WORLD FOOTBALL MUSEUM

# The new hub for fans and researchers

**The FIFA World Football Museum continued to enhance its reputation as one of the leading cultural institutions in world football. Both within Zurich and across the globe, it has become a hub for football research and cultural exchange.**

In 2017, the “home of football history”, which has been open since February 2016, was one of the most visited museums in Zurich. It enhanced its profile by staging a series of events for visitors to the permanent exhibition. A photographic exhibition on African football culture in the 1960s and 1970s attracted thousands of visitors, while the career of former World Cup referee Abraham Klein was celebrated to coincide with the transfer of parts of his unique collection of artefacts to the

museum – notably, the original ball from the epic match between Brazil and Italy at the 1982 FIFA World Cup™ in Spain.

The museum attracted a number of high-profile guests to take part in its newly created Cultural Programme, including the coach of reigning world champions Germany. Joachim Löw took part in one of a number of interesting panel discussions focusing on different aspects of the history and



"The Rainbow" of national team shirts in the heart of the FIFA World Football Museum symbolises the central role of the member associations in the global game. It is also a venue for events in the Cultural Programme.

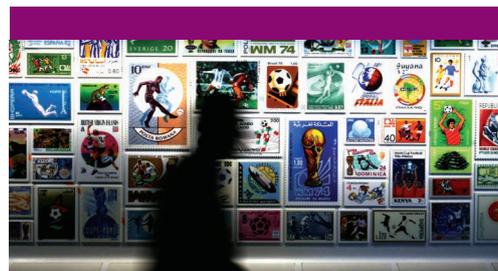
culture of the game, while other guests throughout the year included Johan Neeskens, Ottmar Hitzfeld, Christian Karembeu, Sunday Oliseh, Winnie Schäfer and Vladimir Petković. This well-received programme also included other events, such as film screenings, book talks and specialist tours of the museum, as well as gaming festivals for younger fans.

Research played a key part in the activities of the year, based on the ever-growing numbers of academics, journalists and football fans accessing the library. The library's collection grew significantly during 2017 and now features books and articles from almost all of the 211 member associations. Significant progress was made in reaching out to other research institutions and museums, notably the International Centre for Sports Studies and the International Olympic Committee, in order to structure workflows for the future. The FIFA World Football Museum also initiated help and support activities to member associations seeking to preserve their footballing heritage and set up their own national football museums.

The museum is engaged in major research projects of its own, most notably the publication in September 2017 of *The Official History of the FIFA World Cup™*, a 304-page book featuring stunning photography, unique match reports and interviews covering all 20 editions of the tournament so far.

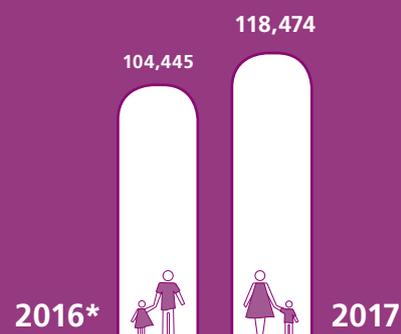
Learning and education are at the heart of the work of the museum. Throughout 2017, there were 185 visits by school classes taking advantage of the newly established Learn Programme and other educational offerings in the museum, such as workshops and special programmes. Events for students in the school holidays, as well as kids' birthday parties, coupled with tours of the museum, proved to be very popular.

Above all, the FIFA World Football Museum is an experience that players and coaches want to explore. Many current and past players, as well as coaches and officials, came through the doors in 2017, including Fabio Capello, Teófilo Cubillas, Pierre Littbarski, Shkodran Mustafi, Christoph Kramer, the Swiss women's national team, as well as many representatives from FIFA's member associations.



## 2017 FACTS AND FIGURES

### Total visitors 2016/2017



### Top five visitor countries of origin (outside Switzerland)

- 1  Germany
- 2  USA
- 3  England
- 4  Brazil
- 5  Italy

### Overall customer satisfaction ratings on external platforms

TripAdvisor

 | ★ **4.5/5** (421 reviews)

Facebook

 | ★ **4.6/5** (538 reviews)

Google

 | ★ **4.3/5** (587 reviews)

Source: TripAdvisor/Facebook/Google  
\* 28 February – 31 December 2016





**7**

Obituaries **98**

# **FIFA REMEMBERS**

## Raymond Kopa

Fondly remembered as the “Napoleon of Football” – a tribute to his standing as one of France’s greatest-ever footballers – Raymond Kopa’s career began at *Ligue 2* side Angers at the age of 17.

Following a move to Reims in 1951, the young Kopa soon established a reputation as one of the country’s hottest talents, serving as the attacking fulcrum of a side that clinched two league titles in 1953 and 1955.

However, Kopa’s first stint in northeast France ended in disappointment as Reims were beaten by Real Madrid in the 1956 European Cup final.

Not that he would have to wait long to lift the famous trophy. Suitably impressed by what they’d seen in the 1956 final, the following season Real snapped up the talented attacker, with whom Kopa would win three successive European Cups.

Equally as effective for his national team as he was in club football, Kopa played a vital role in France’s third place finish at the 1958 FIFA World Cup™ in Sweden.

His masterful performances that year for club and country saw Kopa become the first French player to win the Ballon d’Or. “Everyone has and

will keep in their memory his exploits which will remain unequalled. He was a player and a man of unique class,” said French Football Association President Noël Le Graët.



**“Raymond Kopa is among the legends. He was a symbolic player and a forerunner. His career with his clubs, as with the France team, was exceptional.”**

NOËL LE GRAËT,  
French Football  
Association President



## Carlos Alberto Silva

His long and nomadic managerial career saw him coach on three different continents over 27 years, tasting league success in his homeland of Brazil as well as in Portugal and Japan.

However, Carlos Alberto Silva’s most famous feat took place during his very first role in football management, leading minnows Guarani FC to their first and only *Campeonato Brasileiro* in 1978.

Silva would return to manage Bugre (as the club is also known) two decades later, and again for a third and final time between 2000 and 2002, but not before guiding the Brazil national team to a silver medal at the 1988 Seoul Olympic Games. In

1993, he also launched the career of Ronaldo by handing *O Fenômeno* his professional debut while in charge of Cruzeiro.

Silva experienced wanderlust throughout his career, never staying in one job for longer than two seasons. During the early 1990s, he won three successive league titles, first with Yomiuri FC in Japan, followed by back-to-back championships as head coach of Portuguese giants Porto.

But the last word must go to his beloved Guarani, whose heartfelt statement following news of his death read: “Champions never die. Rest in peace, master.”

## Manchester United fans in Nigeria

On an April evening that should have been reserved for celebration, instead tragedy befell the southern Nigerian port city of Calabar and its dedicated Manchester United fan community.

The *Red Devils* can count on an enviable following thanks to their reputation as one of the world's biggest football clubs, and Nigeria has a particularly strong connection with the Old Trafford side.

However, during their UEFA Europa League quarter-final fixture against Belgian side Anderlecht on 20 April 2017, a high-tension electricity cable fell on a house in Calabar, where a group of the club's fans had congregated to watch the match on television.



The disaster killed seven people, while 30 more were hospitalised due to electrocution.

As news spread of the fatal accident, the world of football began to mourn. Manchester United tweeted its condolences through its official account, and arranged for its players to wear black armbands for the fixture against Swansea City the following Sunday.

***"I offer my deepest condolences to the families and friends of the mostly young victims whose sudden demise is a big blow not only to their families, but also to the football-loving nation."***

**MUHAMMADU BUHARI,**  
President  
of Nigeria



## Noel Kinsey

Such was Noel Kinsey's ability as an archetypal inside forward that he made a significant impact at all three clubs he played for during a 14-year senior career.

The Welshman cut his teeth at local team Cardiff City as a youngster before moving to Norwich City in 1947. Following a relatively quiet debut season at Carrow Road, Kinsey would go on to hit double figures in the next four campaigns, helping the *Canaries* to a runner-up spot in the 1950-51 Third Division South. The total of six years he spent at the club earned Kinsey a place in their Hall of Fame in 2003.

After Norwich came a move to Birmingham City in 1953. Kinsey's five seasons at St Andrew's were arguably the most fruitful of his career, winning the Second Division title in 1954-55 and firing in 17 goals in the following campaign as the *Blues* finished sixth in the First Division – the club's highest-ever league position. The man from Treorchy even managed to score an equaliser in the 1956 FA Cup final against Manchester City, although he would eventually end up on the losing side.

Kinsey's third and final club stint was with Port Vale, where he enjoyed one last flourish by winning the Fourth Division championship in 1958-59. His prowess also saw him win seven caps for Wales between 1951 and 1955.



## Cheick Tioté

Cheick Tioté's sudden death in June 2017 at just 30 years of age after collapsing while training with Chinese side Beijing Enterprises stunned the world of football.

Well-known by followers of the English Premier League for his time at Newcastle United, the Ivorian began his career in Belgium with Anderlecht.

Two impressive seasons at neighbouring Dutch side FC Twente – including a starring role in the club's memorable 2009-10 title-winning campaign – then attracted the attention of Newcastle, who duly signed the dynamic defensive midfielder for the following year.

Tioté soon established himself as a fan favourite with the "Toon Army", making 24 appearances during Newcastle's excellent 2011-12 season where the *Magpies* finished fifth in the Premier League.

He would make a total of 156 appearances for the club over six seasons. While he may have only scored once wearing the famous black and white stripes, that goal – a superb 87<sup>th</sup>-minute equalising volley to complete a miraculous comeback against Arsenal after Newcastle had been losing 4-0 at half-time – is cherished as one of the greatest moments in Premier League history.

Tioté also experienced joy on the international stage, winning the Africa Cup of Nations with Côte d'Ivoire in 2015.

***"He was the toughest player I've ever seen. On the field and in training he was such a competitor. He was the kind of player that everyone wants in their team."***

STEVE McCLAREN,  
former manager at  
Newcastle United

## Nicolae Lupescu

A legend of his hometown club Rapid București, Nicolae Lupescu will be remembered as one of Romania's greatest football personalities.

Born and bred in the country's capital, Bucharest, Lupescu spent a decade at Rapid București from 1962 to 1972, notching up over 200 appearances as a defender and winning the league championship in the 1966-67 season.

Five seasons at Vienna-based Austrian side Admira Wacker brought his playing career to a close, which also included 21 caps and two goals for the Romanian national team. He would later receive a medal from the President of Romania in 2008 for representing his country at the 1970 FIFA World Cup™ in Mexico.

He further endeared himself to the fans of Rapid București with two separate tenures as head coach – the first from 1978 to 1980, the second for the 1985-86 season – while his son Ioan also became

a successful professional footballer, playing for a number of high-profile European clubs and following in his father's footsteps by representing the Romanian national team.



## Steve Sumner

English-born Steve Sumner was 17 years old when he first moved to New Zealand to launch his senior football career in 1973. By the time he retired in 1989, his reputation as one of the nation's most iconic footballers was assured.

The midfielder captained his adopted country at the 1982 FIFA World Cup™ in Spain – the *All Whites'* debut appearance at the finals – and scored their first-ever World Cup goal against Scotland in the same tournament, earning a total of 58 caps for the national team.

Sumner's record haul of six Chatham Cup triumphs came during spells at Christchurch United, Manurewa and Gisborne City, while he would also win five league titles as a player.

After being awarded the FIFA Order of Merit for his services to the game in 2010, Sumner was then made an Officer of the New Zealand Order of Merit (ONZM) in 2016. In the same year, the grandstand at English Park in Christchurch was renamed "The Steve Sumner Stand" in his honour.

In later years, Sumner campaigned to raise awareness of prostate cancer, eventually succumbing to the illness at the age of 61 having been diagnosed in 2015.



## Tony DiCicco

Tony DiCicco's record-breaking spell as head coach of the United States women's national football team – his final tally of 103 victories, eight draws and eight defeats in charge from 1994 to 1999 remains the best of any US women's coach – should give some idea of how influential a figure

the former goalkeeper was in establishing the USA as a global force in women's football.

Following a playing career with the Connecticut Wildcats and the Rhode Island Oceaners in the American Soccer League during the 1970s, and a solitary cap for the US men's national team, DiCicco turned to coaching – a move that proved to be a huge success.

His time as the US women's goalkeeping coach during their triumphant FIFA Women's World Cup 1991™ campaign earned him a promotion to the head coach role in 1994. Two years later, he led the side to gold medal glory at their home Olympics in Atlanta, and in 1999 he lifted the World Cup for a second time, stepping down as head coach at the end of the tournament to leave on the ultimate high.

"Great coach, amazing man," tweeted former US international Mia Hamm. "We were so fortunate to have him be our teacher and leader. His lessons and love will never leave us."

***"Tony had a grace in the simple way. He didn't make things overly complicated. He would come in and say, 'You can do it, you've got this, go get it.' Those words were just enough to make us go, 'Yes, we can'."***

**BRANDI CHASTAIN,**  
former US women's  
footballer

**Over the course of the year, the football family lost many much-loved members who made a difference in the sport and in our lives.**

Victims of a capsized boat accident, Uganda

Gregorio Pauneo Martín

Poul Pedersen

Viktor Tsaryov

Néstor "Tito" Gonçalves

Uzama Douglas

Mohamed Diab Al-Attar

Ezio Pascutti

Stefan Ormandjiev

Graham Taylor

François "Swat" van der Elst

Faig Jabbarov

Amin Nasir

Marc Baecke

Carlos Alberto Silva

Carlos Verdejo

İlhan Cavcav

Francisco Palmeiro

Billy Simpson

Ruslan Barbuoş

Ivan Pritargov

Shun-Ichiro Okano

Luis Gómez-Montejanao

Cor van der Hoeven

Miltos Papapostolou

Steve Sumner

Kezekiah Segwanga Musisi

Sam Arday

Victims of a tragic stampede in Uíge, Angola

Juan Ulloa Ramírez

Abiela Adams

Shibaji Banerjee

Paul McCarthy

Alex Young

Bengt Gustavsson

Marcel de Corte

Tommy Gemmell

Zvezdan Cvetković

Alberto Villalta

Carlos Miloc

Raymond Kopa

Marek Ostrowski

Aníbal "Maño" Ruiz

Ryan McBride

Eduard Mudrik

Vladimir Kazachyonok

Wolfgang Solz

Ronnie Moran

Bruno Pereira da Silva

Paul Hamilton

John Phillips

Karl Stotz

Victims of terrorism attacks in Russia

Vadim Tulpanov

Samuel Sita N'Landu

Spartaco Landini

Amílcar Henríquez

Lino Enrique Alonso

Emanuel Balbo

Roberto "Pipo" Ferreiro

Jeff Butler

Manchester United fans killed in Nigeria

František Rajtoral

Ugochuku Ehiogu

Moise Brou Apanga

Hussein Ali Abdulle

Josef "Beppo" Mauhart

Ronnie Cocks

Raúl Córdoba

Todor "Toza" Veselinović

Volodymyr Dudarenko

Noel Kinsey

Recep Adanır

Stefano Farina

Victims of a stampede in Honduras

Robert Hammond

Bogdan Dochev

Giuliano Sarti

Cheick Tioté

Marcos Coll

Captain Horace G. Burrell

Victims of the military plane crash, Myanmar

Jan Notermans

Andrés Felipe Enríquez Muñoz

Karl-Heinz Weigang

Hein Verbruggen

Jacques Foix

Tony DiCicco

Frøde Larsen

Kelechi Emeteole

Tonny van der Linden

José Mourinho Felix

Stéphane Paille  
 Louis Nicollin  
 László Kovács  
 Ayan Sadakov  
 Ibra Agbo  
 Heinz Siebert  
 John McKenzie  
 Heinz Schneider  
 Victims of a tragic stampede in Lilongwe, Malawi  
 Bradley Lowery  
 Sylvia Nooij  
 Roy Richards  
 Anas Subeh  
 Chuck Blazer  
 Victims of the tragic stampede in Dakar, Senegal  
 Josef Hamerl  
 Francine Lockington  
 Marcel Kunz  
 Waldir Peres  
 David Ausseil  
 Abdelmajid Dolmy  
 Valeri Maslov  
 Ovidio Messa  
 Perivaldo Dantas  
 Victims of the tragic stampede in Johannesburg,  
 South Africa  
 Les Murray  
 Ely Tacchella  
 Joe Cilia  
 Tor Røste Fossen  
 Rudolf Bata  
 Victims of the mudslide in Sierra Leone  
 Victims of the terrorism attack in Barcelona, Spain  
 Osman Jama D'iraa  
 Pertti Alaja  
 Jarek Engelbrecht  
 Ababacar Diop aka "Bouba Diakhao"  
 Ahmed Khan  
 Elmer Acevedo  
 Piet Ouderland  
 Haile Ghebremichael  
 Nicolae Lupescu  
 Eugenio Bersellini  
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 Jean Plaskie  
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