A Manifesto for
candidate for president of FIFA

A Manifesto for change at FIFA
Football has been my passion since I was a child. I was very lucky and extremely fortunate to have the chance to play and get training from a very young age. Unfortunately, this opportunity does not exist for most children in the world.

My focus as FIFA President will be to make sure more children, boys and girls, get the same opportunity I had. Better infrastructures, more training. It is time for me to give back to the world of football everything it gave me.
The development of football across the world will be my main priority with four key objectives for FIFA, its Member Associations and myself.

**#1 INCREASE PARTICIPATION OF ALL AGES AND GENDERS IN GRASSROOTS FOOTBALL**

Concrete proposal
Establishment of tailor-made projects in each country to achieve this objective:

PROJECT “SCHOOLS FOR FOOTBALL”
Each Member Association to receive a specific payment for projects involving football activities with children as part of their regular school programmes, in close cooperation with the government of their country.

PROJECT “BOYS AND GIRLS FOR FOOTBALL”
Each Member Association to significantly increase the number of registered boys and girls (target: at least 10% growth over the next 4 years) by creating or enhancing existing grassroots projects.

**#2 INCREASE EXPERTISE IN ELITE AND GRASSROOTS FOOTBALL DEVELOPMENT**

Concrete proposal
Knowledge exists but it needs to be shared:

Creation of the project “Coaches for football” with exchange programmes between Member Associations to share best practices in both elite football and grassroots development.

Top 50 Member Associations to invite every year technical representatives of 3 of the other Member Associations for a 2-week seminar with practical training.

**#3 EXPAND INFRASTRUCTURES AND DISTRIBUTION OF FOOTBALL MATERIAL**

Concrete proposal
Football pitches, balls and kit to play football are always needed across the globe:

At least 50% of the Solidarity Funds received from FIFA should be invested by Member Associations in these resources. FIFA will assist with relevant expertise and use its bargaining power to ensure cost effective arrangements.

**#4 IMPROVE REFEREERING AROUND THE WORLD**

Concrete proposal
Referees are key to the game of football. And it is also vital that they are good.

At least 10% of the Solidarity Funds received from FIFA should be invested by Member Associations in the development of referees with tailor-made programmes targeted to their needs.
CHANGE AND SOLIDARITY

FIFA belongs to its Member Associations and it is only natural that FIFA’s revenues are distributed back to them directly. This is needed to help further strengthen the Member Associations and make sure they are ready to meet our common objective to develop football to the next level:

The way FIFA currently distributes revenues to its Member Associations is far from efficient in the context of developing football in their country. It is time to restore the principle that FIFA’s revenues belong to its Member Associations … for football.

50% of FIFA’s revenues – $2.5 billion – should be distributed directly to the Member Associations for Solidarity over 4 years:

Concrete proposal FIFA Football Development Solidarity Programme:
- $1.7 billion to be distributed directly to the Member Associations for the development of football. This means $8 million per Member Association over 4 years / $2 million per Member Association per year
  - Member Associations receive directly at present only $375,000 per year through the FAP and GOAL projects
  - $300 million to be distributed to the Member Associations in highest need, ear-marked for the construction of specific football infrastructure projects. This means an additional $2 million for 150 Member Associations over 4 years
  - $500 million to be distributed as prize money to the Member Associations for development of football per Member Association per year
- $1 billion is redistributed back to Member Associations from FIFA’s $1.5 billion reserves:
  - Re-investment of FIFA Reserves to Member Associations:
    - $209 million / $1 million per Member Association for the “Schools for Football” project:
      - $500,000 following presentation of a concrete project
      - $500,000 at start of implementation phase
    - $209 million / $1 million per Member Association for the “Boys and Girls for Football” project once the target of a 10% increase in registered boys and girls is reached; plus a bonus of $2 million to each of the 10 Member Associations with the highest growth rate in four years
    - $200 million for the “Coaches for Football” project facilitating knowledge and expertise sharing on football development
  - For the remaining amount (around $380 million) I call on Member Associations to make proposals sharing on football development of a concrete project
  - $500 million remaining as reserves to cover emergency situations

All revenues flowing from FIFA to the Member Associations would be centrally audited to ensure investment is carried out in accordance with clearly defined and agreed project plans.

Change in financial management
The costs of running FIFA have increased significantly and it is therefore time to restore reasonable and transparent running costs: 50% of FIFA’s revenues, $2.5 billion, are more than enough to run the FIFA administration and all of the FIFA events over 4 years. With a rational and pragmatic approach, costs can be brought back to a reasonable level without affecting the quality of the work delivered.

FIFA’s reserves belong to the Member Associations. The current reserves are $1.5 billion yet there is no need to “sit” on this large amount. A reserve of $500 million is sufficient to cover the operational needs of FIFA in the unlikely event that a World Cup would have to be postponed. Given this, I propose that:

- Reserve to cover emergency situations
- “Schools for Football” project
- “Boys and Girls for Football” project
- “Coaches for Football” project
- To be discussed at FIFA Congress

FIFA Reserves +/- $1.5 billion

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In order to strengthen it further for the years to come, I propose to have an open debate at the FIFA Congress on its future:

Concrete proposal
Open debate at FIFA Congress on the future of the World Cup with the following three proposals to be discussed:

Proposal 1:
• Status quo of 32 teams

Proposal 2:
• Expansion to 40 teams with 8 groups of 5 teams
• Feasible with 3-4 additional days
• Additional teams weighted towards non-European nations

Proposal 3:
• Expansion to 48 teams with two 24-team-tournaments played on two continents simultaneously, for example Americas and Asia/Oceania or Africa and Europe, followed by a final knock-out stage in one country
• A rotation system would be put in place to ensure every part of the world has the “world cup feeling” every second World Cup
• Feasible with 3-4 additional days
• Additional teams weighted towards non-European nations

My starting point in this debate is that by increasing the number of teams participating in the World Cup, we not only make sure that we include more countries from across the world in the greatest football competition in the world, but also enable FIFA to raise significant increased revenues that can be used to invest in the growth of the game globally.

“The World Cup is the most popular sporting event in the world. Interest from fans is increasing exponentially at each new edition. It is a true treasure for FIFA and its Member Associations... I propose to have an open debate at the FIFA Congress on its future...”
"I will implement true good governance principles and give back the real decision-making power to the Member Associations by changing FIFA’s structures.

I will work in a collegiate way consulting Member Associations and installing a proper democratic consultation process before decisions are taken."
I want to restore the credibility and image of FIFA with a real change in leadership and take the necessary steps to create a new and modern FIFA.

I will lead by example, with the highest ethical and moral standards.

I will involve leading and respected football figures in advising the decision-makers of world football with the creation of the FIFA Football Council.

Concrete proposal

Creation of the FIFA Football Council

• The role of the FIFA Football Council will be to advise the FIFA President and the FIFA Executive Committee on strategic football matters such as:
  • Calendar
  • Competition formats
  • Laws of the Game
  • Strategies for football development

• The Council will be composed of highly respected members of the football community (former players, coaches, managers, etc) chosen for their quality, experience and respectability to ensure the highest credibility and professionalism of the Council

• The composition of the Council will be approved by the FIFA Congress

FIFA should also take on board the opinions and views of fans. I will therefore set up mechanisms to give fans the opportunity to finally also have their say on FIFA priorities.

The digital and connected age we live in gives us a powerful tool to reach out to the people who have made the beautiful game the most popular sport in the world: the fans. Let us make use of it!

With the help of social media and innovative technologies, I intend to interact directly with the hundreds of millions of football fans around the world to ensure their views are also taken into account by FIFA.

I will bring diversity and real inclusion to the FIFA administration and appoint at least one Director from each continent into the management (today only one FIFA Director comes from outside Western Europe). We should also aim to have at least 50% of FIFA staff come from regions outside Europe. Diversity and inclusion must not simply be slogans, they must be reflected in the realities of FIFA’s day-to-day administration and operations – it must lead by example.

I will propose to the Congress a term limit for the FIFA President of a maximum 12 year period.

The digital and connected age we live in gives us a powerful tool to reach out to the people who have made the beautiful game the most popular sport in the world: the fans.

LET US MAKE USE OF IT!
I will **UNITE FIFA, ALL CONFERENCES AND MEMBER ASSOCIATIONS** by agreeing joint objectives and sharing implementation responsibilities. A coordinated and integrated approach is needed. The FIFA hubs will help to create synergies and cooperation in delivering concrete football development projects on the field, while taking into account regional needs.

I will also **INCLUDE THE PROFESSIONAL FOOTBALL STAKEHOLDERS** (clubs, leagues, players and of course Member Associations) in the consultation and decision-making process for matters related to professional football. A new separate structure – **THE REPRESENTATIVES COUNCIL** – will be created where stakeholders can send their representatives to input on key issues. It will foster the vital dialogue between all interested parties and will directly report to the FIFA Executive Committee.

In order to protect National Team football it is vital to establish a **TRUE PARTNERSHIP WITH THE CLUBS**. It is important that everybody, Member Associations and clubs alike, understand that only a united effort of coordination and balance will protect both National Team and Club football. I am convinced that we will find the right solutions, building on from what has been agreed in the past (such as player insurance and solidarity contributions for clubs from the revenues of the FIFA World Cup).

I will make sure, in particular, that **COOPERATION WITH THE CLUBS IS IMPROVING** and that jointly agreed solutions can be found, in particular with the European Club Association, which currently does not have any agreement in place with FIFA. This situation cannot be underestimated and jeopardises the future of all 209 Member Associations and our National Teams.

I will keep and strengthen the **ESSENTIAL LINK BETWEEN THE PROFESSIONAL AND AMATEUR GAME** with the creation of cooperation programmes at all levels of Football. It must be an obligation for each professional football stakeholder, as part of its Corporate Social Responsibility, to invest a share of its revenues (with a percentage to be defined) into grassroots, youth, women’s and amateur football.

**“I want to bring back unity in world football and to work together to improve and develop the beautiful game across all territories. A strong and united football family is needed to meet the challenges of the future.”**

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Unity, Inclusion, Partnership...
My views on the Laws of the Game:

- **YES** to goal-line technology
- **YES** to starting a real and structured debate on the use of technology in football, in particular regarding impact on game flow (any proposals to be fully tested)
- **STOP** the “triple punishment”
- **TEST** the introduction of sin-bins for unsporting behaviour towards referees
- **REVERT** to the “old” definition of the offside rule where a player is judged offside, whether directly involved in the play or not

Modernise the International Football Association Board [IFAB]:

**Concrete proposal**
- Establish clear, transparent and understandable procedures for the functioning of IFAB, keeping the current voting structure of 4 FIFA and 4 British representatives
- Consult the FIFA Football Council to discuss potential amendments to the Laws of the Game
- The 4 FIFA representatives will reflect the decisions made at FIFA Congress on important strategic matters, such as use of technology in football
- Revise the Laws of the Game only every 4 years to ensure continuity and tradition

“In order to ensure football stays modern and adapts when the time is right, I propose the following two reforms...”
Protecting the game from the dangers modern football is facing must always remain a priority for FIFA and its Member Associations. Coordination, diligence and teamwork are required to protect our game. The following areas will be my priority:

**#1 Preserve the integrity of the game with FIFA leading the fight against match-fixing:**
- Close cooperation with police and prosecution authorities
- Coordination with confederations and Member Associations
- Effective education policies
- Strong and dissuasive disciplinary sanctions, including life-bans for players, referees and officials involved in match-fixing

**#2 Football as a clean sport with FIFA leading the fight against doping:**
- Enforce strict testing programmes (blood, urine and biological passport)
- Re-enforce existing education programmes and preventive measures

**#3 Eradicate violence and hooliganism from football stadia and pitches**
- Education and awareness policies
- Exchange of expertise in building secure stadia
- Close cooperation with government and police authorities
- Strong disciplinary sanctions, including stadium closures and sporting sanctions such as exclusion from competitions

**#4 Kick racism and all types of discrimination out of football:**
- Integrated approach at all levels
- Common education programmes and communication campaigns with confederations and Member Associations
- Show the positive effects and messages of diversity and inclusion

**#5 Increase transparency on money flows around transfer activities**
- Design clear rules and procedures for transfer activities involving clubs and players’ representatives
- Improve the protection and solidarity for the training of players
- Protect players’ rights (in particular the payment of salaries for those having “small” contracts) in a fair and balanced manner
Football has given me so much in my life and I now want to give something back to the game that has shaped me so deeply...

Throughout my career I have worked at all levels of the game. This has given me a unique insight and understanding that I feel can enhance the discussion about the future of FIFA and the future of Football.

I grew up in a working class district of Lisbon playing on the streets and my life changed forever through the power of Football. Because of my upbringing and the time during and after my playing career, I cherish the fact that I am my own man. I don’t owe anything to anybody. Therefore I can serve as FIFA President exclusively in the interest of football and its future.

I was very lucky and extremely fortunate to have the chance to play and get training from a very young age. Unfortunately, this opportunity does not exist for most children in the world and addressing this crucial issue would be a key focus for me if elected FIFA President.

My Manifesto, which has been developed after talking with and seeking the views of many in the football family, has a clear vision and detailed policy ideas. One of the consistent themes fed back to me as I prepared this Manifesto was the way in which FIFA currently distributes revenues to its Member Associations is very inefficient and ineffective – especially for developing football across all Associations.

That is why one of my core recommendations is that 50% of FIFA’s revenues - $2.5 billion - should be distributed directly to the National Associations over 4 years to help fund grassroots football across the world. If done in the right way, with a clearly defined strategy that is centrally audited and monitored, this investment will radically enhance football opportunities for boys and girls and directly benefit all of FIFA’s 209 Member Associations.

In recent weeks, months and even years, I have seen the image of FIFA deteriorate and as I speak to many people in Football – players, managers and Association Presidents – so many of those people have told me that something has to be done.

In this Manifesto I have outlined, clearly, how I would help to restore FIFA’s credibility and rebuild trust in it. This will not be a simple and quick fix. It requires fundamental changes.

There is far too much at stake to sit on the side lines and refuse to act - that is not the man I am. I urge you all to join me in ensuring a new style of leadership at FIFA, one that places global Football at the heart of everything it does and stands for.

“Football runs through my veins. I am a man of Football, inside and out and I am ready to help bring about real change and usher in a far more positive era for FIFA and every one of its National Associations.”