

WELCOME TO THE 72ND FIFA CONGRESS, 2022

Dear Delegate,

Can you hear the roar of millions as the whistle blows?

Can you hear the anticipation of a nation?

The soft swell of a people, hoping, sighing, praying, dreaming?

Can you hear the World Cup? Play on, play on, play on – For glory awaits.

Founded in 1904 to provide unity among national soccer associations, the Federation Internationale de Football Association (FIFA) boasts 209 members, rivaling that of the United Nations, and is arguably the most prestigious sports organization in the world.

FIFA was established on May 21, 1904, by seven national associations — Belgium, Denmark, France, Netherlands, Spain, Sweden and Switzerland — to “promote the game of Association Football, to foster friendly relations among National Associations, Confederations, and their officials and players, by promoting the organization of football matches at all levels, and to control every type of association football by taking steps as shall be deemed necessary or advisable.”

With constant corruption scandals and allegations of wrongdoings, the leadership of FIFA is under intense scrutiny by media and fans alike. Critics argue that the 2022 World Cup was awarded under dubious circumstances to Qatar. They point to Qatar building a World Cup on the blood of slave laborers and argue that the potential human rights abuses tarnish the image of FIFA forever. If these circumstances were not challenging enough, we are currently in the controversial Qatar world cup year with a pandemic still plaguing across the planet and threatening an event bound to gather over 1.5 million people worldwide.

In this committee, you will understand and navigate the challenges of managing a sport played and celebrated by billions all over the planet and guide FIFA through one of the most challenging phases of its history.

Are you ready to kick-off?

- **Executive Board, FIFA**

AGENDA FOR THE 72ND FIFA CONGRESS, 2022

***DELIBERATION UPON THE CHALLENGES TO THE
2022 WORLD CUP WITH SPECIAL EMPHASIS ON
THE PANDEMIC***

&

***REVIEW OF THE 4 YEAR CYCLE POLICY OF THE
WORLD CUP***

OVERVIEW & STRUCTURE OF FIFA

FIFA or the Federation Internationale de Football Association is the highest governing body of football in the world. It is the international governing body of association football, futsal, and beach soccer. FIFA is a non-profit organization.

FIFA's birth was a result of the growing number of international games shortly after the dawn of the 20th century. Soccer leaders in Europe felt that such expanded competition required a governing body, and under the leadership of Robert Guerin, a French journalist, the seven founding members gathered in Paris to shape the future of the sport. Guerin, FIFA's first president, presided over the organization from 1904 to 1906. Seven other men have also served as FIFA president, including Jules Rimet for 33 years from 1921 to 1954.

Currently, Italy's Gianni Infantino serves as FIFA president, having been elected in 2016's Extraordinary Congress held in the wake of corruption allegations against numerous FIFA Officials that resulted in former president Joseph "Sepp" Blatter stepping aside and then being banned from FIFA by its Ethics Committee. FIFA's general secretary since 2009, Infantino will serve a three-year term as FIFA president.



FIFA regulates the game across the world. Through the International Football Association Board, which was established in 1886 before coming under FIFA's umbrella, it ensures the laws of the game remain universal.

It runs the World Cup which is held every four years and generates its principal source of income running into hundreds of millions of dollars, and a number of other women's and age group world tournaments.

By remaining strong and unifying the vastly different elements in its membership FIFA ensures the game remains universal without rival organizations trying to form breakaway leagues and championships as they have done in other sports.

Confederations

FIFA started with only seven members, and now boasts a total 209 member associations, 17 more members than the United Nations. The nations are divided into six different confederations, one for each continent. The six FIFA confederations are:

Asian Football Confederation – AFC

Confédération Africaine de Football – CAF

Confederation of North, Central American and Caribbean Association Football – CONCACAF

Confederación Sudamericana du Fútbol – CONMEBOL

Oceania Football Confederation – OFC

Union des Associations Européennes de Football – UEFA

These confederations serve as the umbrella organizations for FIFA on the various continents. They host their own tournaments and outreach programs and help to organize their various member associations.

Congress

The FIFA Congress is composed of 209 members, one from each national football association of FIFA. It meets annually for ordinary congresses to decide on rules amendments, statutes, and to approve the annual report. In addition, and perhaps most importantly, every four years they elect the President



While the Congress is set up democratically, it only meets once a year, which lowers productivity tremendously. In extreme situations, extraordinary congresses may be called into session at any time by the executive committee but require the consent of 1/5th of the members. Such extraordinary congresses have been called 5 times.

During the first FIFA congresses in the early 20th century, the major debates were over larger political issues. The main area of contention was what constituted a nation for the purposes of entry into FIFA. For example, Great Britain did not apply for an entrance, but rather as four separate entities: Scotland, Northern Ireland, Great Britain and Wales. In 1908 an extraordinary congress (the second in FIFA's history) was called to verify the entrance of these parts as four separate entities. During FIFA's early years congress decisions included establishing English as FIFA's official language and producing annual financial reports.



In 1910 the first non-European country, South Africa, was admitted. However South Africa's membership has not been without its issues and has been revoked twice. It was not until 1992 that it regained full membership again following the end of the apartheid system.

By 1929, 23 associations had become members of FIFA, and had set its sights on an international tournament. The first world cup was held in 1930. Following World War I, it was decided that a permanent home for FIFA would be established in Zurich. Additional changes, such as Spanish being added as an official language, also occurred at this time.

In 1962 a third extraordinary congress was called to elect a new President after the death of Stanley Rous. Two more extraordinary congresses were called, in Los Angeles in 1999 and in Buenos Aires in 2003 to address various matters surrounding those cities hosting upcoming World Cups.

Most recently, in 2003, an extraordinary congress was held in Doha. This extraordinary congress was called to address various financial matters that were plaguing FIFA. It was also the first Congress to be held in the Middle East, an important step for FIFA and its global mission.

Executive Committee

In addition to the Congress, FIFA has an executive committee, which serves as the decision-making assembly when the Congress is not in session. The executive committee is made up of the President, a General Secretary, 8 vice presidents, and 15 members. Each member serves terms of 4 years and, like the President, can be reelected. Representation on the executive committee is "based on the economic and social importance of football for the respective continent and region".

Standing Committee

Below the executive committee are various standing committees. FIFA currently has 22 standing committees that fall into three main categories: those dealing with FIFA tournaments, those relating to the rules of the game, and those that handle the more corporate and administrative sides. Each committee has a chairman, deputy chairman, and then various members, all of which are determined by the executive committee. The following is a list of the standing committees.

Referees Committee

Medical Committee

Finance Committee

Organizing Committee for FIFA Competitions

Football Stakeholders Committee

Member Associations Committee

Development Committee

Judicial Bodies

The final main structural body of FIFA is their judicial branch. It has three main parts, the Disciplinary Committee, the Appeal Committee, and the Ethics Committee. They have recently worked together to produce the FIFA disciplinary code and Code of Ethics



A PROFILE ON THE WORLD CUP

The FIFA World Cup is one of the biggest tournaments in world sport and is passionately followed by billions of fans every four years as it is contested in different host countries around the globe. The format of the World Cup has traditionally involved a 32-team competition with a group stage and then single-elimination knockouts thereafter, until one nation is crowned champions. In the history of the Cup, eight national teams have won in the twenty iterations of the tournament that have been played since its inauguration in Uruguay in 1930, and among those Brazil has won more times than any other nation with five victories. FIFA has voted to expand the World Cup to a 48-team competition by 2026, once again denoting the tournament's prominent status as a truly globe-spanning entity.

For most countries, hosting the World Cup is an opportunity to boost tourism and prestige on the international stage. Every four years, the tournament draws in "massive amounts of sponsorship and revenue for TV rights, advertisements, tourism, and direct investment into the local economies of the host nation" (BBC iWonder, 2014). This is before mentioning the prestige and stature bestowed by hosting a global event on the scale of the World Cup. Nations and continents hosting the World Cup are said to have "arrived" on the international stage, and with hosting privileges come the connotations of political eminence, domestic development, and cultural authority. For example, "an estimated 715.1 million people watched the final match of the 2006 FIFA World Cup held in Germany" (FIFA, 2013). For the hosts of the World Cup, a spotlight is shone upon the nation, giving them a chance to present themselves and their culture to the gaze of billions.

Timeline of important events:

1930 - Inaugural World Cup hosted in Uruguay

1934 - First World Cup to have a qualification stage, hosted by Italy

1938 - First time titleholders and host nations are awarded automatic qualification

1950 - First World Cup hosted after the Second World War, hosted by Brazil

1954 - First televised World Cup, hosted by Switzerland

1966 - First "modern" World Cup with marketing, mascot, and official logo, hosted by

England

1982 - World Cup expanded to 24 teams, hosted by Spain

1998 - World Cup expanded to 32 teams, hosted by France

2002 - First World Cup held in Asia, first jointly hosted World Cup, hosted by Korea and

Japan

2006 - Now previous winners were not granted automatic qualification, hosted by

Germany

2010 - First World Cup held in Africa, hosted by South Africa

World Cup every 2 years going forward?

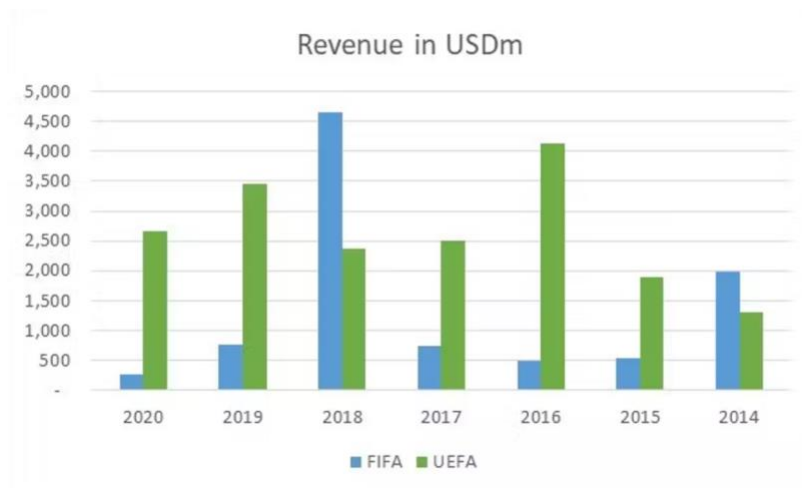
In May 2021, FIFA began exploring the idea of holding a men's football World Cup every two years instead of four. Further plans have since been unveiled, and the proposal, which originally came from Saudi Arabia, has received support from some international organizations.

FIFA's chief of global football development and former Arsenal manager Arsène Wenger says he is "100% convinced" it is the right way forward for the sport. Others, including fan groups, have quickly called foul on the proposal. UEFA, responsible for governing football in Europe, has threatened a boycott, with its president Aleksander Ceferin commenting: "We can decide not to play in it ... So good luck with a World Cup like that."

Arguments in favor of the scheme include more frequent quality football entertainment and the chance to raise more funds for player development in poorer countries. Those against complain of a loss of novelty value and the need to look after the health of players.

But like most decisions taken in the world of business, be it banking or sport, this is not just about pros and cons. It is about financial benefits and costs.

For FIFA, the majority of its revenue comes from the broadcasting fees, licensing rights and ticket sales of the men's World Cup tournament, held every four years since 1930. In fact, there is a clear financial cycle in which losses accrue in three out of every four years. More World Cups could bring in more income.



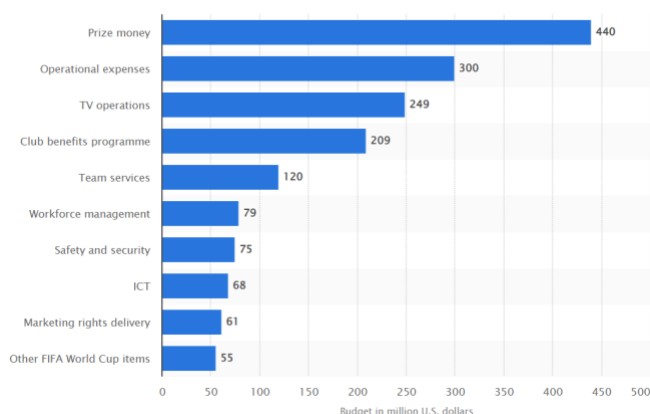
So why isn't UEFA keen to do the same? Potentially, the change could lead to it hosting the Euros more frequently (also currently held every four years) and benefiting from increased revenue.

The main difference is that UEFA simply is not as financially dependent on a single event. Instead, it has something FIFA does not have, which is more than one major event that generates money. These include the Champions League (men's and women's) and Europa League competitions.

Economics of a world cup every 2 years

Currently FIFA's largest outgoing – about US\$500 million (£362 million) a year – is on what it terms “development and education”. It sounds like a laudable aim, and few would argue against Wenger's aim to “provide an incentive to invest in youth programs”.

But it is worth thinking seriously about where extra funds would come from. Doubling the number of World Cups does not necessarily mean double the money.

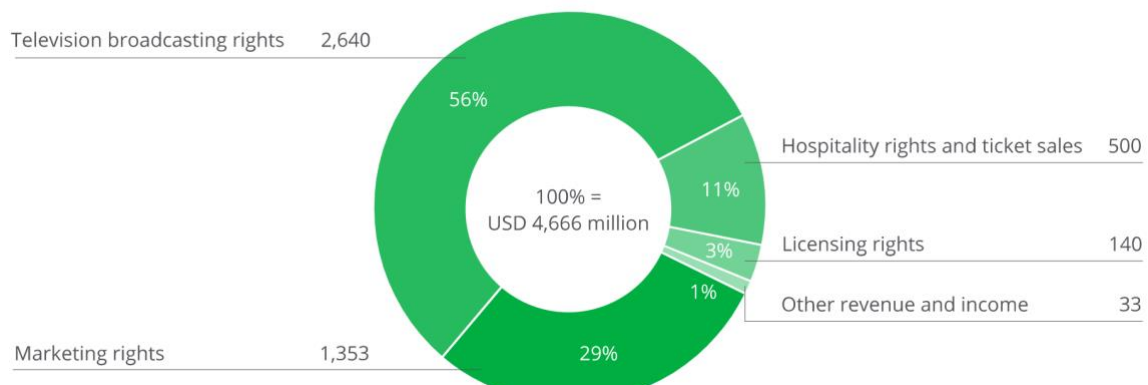


QATAR 2022 WORLD CUP BUDGET

Income is generated from a number of sources, and in the last World Cup year (2018), TV broadcast rights made up the largest (55%) source of Fifa's revenue (ticket sales made up only 15%).

But what broadcasters pay for rights depends on demand from the prospective audience. The more people want to watch something, the more they are willing to pay to outbid their competitors.

2022 revenue budget by category (USD million)



Making a major event less rare (and therefore perhaps less major), by having it occur twice as often, and clashing with other sporting events that people want to watch (such as the Olympics) can easily dilute value to broadcasters, making them less willing to pay.

This is the gamble. With more events but potentially less money per event, will the overall effect be a positive one for FIFA's income? And is any extra money worth risking the wrath of UEFA, some of the world's biggest clubs, and crucially, the fans?

QATAR WORLD CUP 2022

Background on Qatar

Officially known as the State of Qatar, Qatar occupies a small peninsula off of the Arabian Peninsula that has been sporadically occupied since prehistoric times. (Encyclopedia Britannica, 2017). The independent emirate was controlled by many local and foreign dynasties before it was under the partial control of the United Kingdom due to threats from the Ottoman Empire.

Within the last six decades Qatar (under the rule of the Al Thani family since the mid 1800s) has evolved from a poor British territory to an independent state with the highest per capita income in the world (since 2007) (Central Intelligence Agency, 2017). Qatar enjoys control of one of the largest reserves of petroleum and natural gas in the world (British Broadcasting Corporation, 2017). Qatar has always depended on foreign labor in its petroleum and natural gas extraction process due to an insufficient native population and immense supply of oil. Non-Qatari people represent 88.4% of the population of Qatar (Central Intelligence Agency, 2017).

Relations between Qatar and other Gulf states are complicated. Foreign ambassadors are routinely removed from Doha. Most recently, some countries have accused Qatar of allegedly supporting terrorism and have demand Qatar cease immediately. Multiple reports have stated that Arab countries plan on boycotting the FIFA world cup over the crisis, but these have been denied by FIFA (British Broadcasting Corporation Sports, 2017).



Qatar and the World Cup

Qatar's hope of hosting the 22nd edition of the FIFA World Cup has been consistently plagued with issues. These issues include human rights concerns as it relates to labor, pitch conditions, corruption of the original bidding process and strained diplomatic relations between Qatar and its neighboring countries.

According to a Deloitte report, Qatar plans on spending \$200 Billion USD on the 2022 World Cup (Deloitte, 2013). This is a huge expense, considering that the population of Qatar is 2 million people, of which only about 225,000 are Qatari citizens. The investment would result in Qatar spending \$100,000 per capita, compared to \$350 for the Sochi Olympic Games, \$73 for the Brazil World Cup and \$54 for the South African World Cup. This number ends up being 286 times more expensive - per capita - than the most expensive Olympic Games in Sochi (Gregory, 2013). Considering the immense amount of money being spent, and the socioeconomic landscape of Qatar, there will be little benefit "in the typical measures of effects" (Dorsey, 2011). For example, Qatar will not experience any return resulting from: investment in infrastructure, local companies benefiting from infrastructure development opportunities, a long-term boost to tourism and related industries such as hospitality and air transport, job creation or increased wealth for the local population because of secondary expenditure in the economy. Qatar's main benefit will be improved public works and public relations that will give the country more prominence and give a different image of the Arab world.



In the Middle East, Qatar's winning of the bid was considered by many to be a regional victory. Advocates pointed out the opportunity for the Arab World to present itself in a different light compared to the impressions given by Western media. Through hosting the World Cup, Qatar can show off its country and culture directly to an audience of billions and can show the world the warmth and hospitality of the Qatari people.

CHALLENGES TO THE 2022 WORLD CUP

Geography

With an area of 4,416 square miles, Qatar is the smallest nation to host the World Cup since Uruguay in 1930. Many people see this as a major issue considering the expected major influx of tourists. Those who excuse the size, also have concerns about the sweltering temperature in the area. The Qatari government has aimed to turn these cons into benefits by introducing a rail system that will allow fans to (hypothetically) attend multiple matches in the same day (considering that 10 of the 12 stadiums are in 20-Kilometer radius). The government has also moved the World Cup to the winter – per FIFA recommendations (AlSuwaidi, 2015).

Government

Qatar has a very conservative penal code that extends to accepted, legal practices in many other countries. Homosexuality, sleeveless shirts and even bounced checks are punishable by law and can result in jail time (Online Qatar, 2012). Qatar has been ranked as 121st out of 178 countries on the Press Freedom Index, 144th out of 167 countries on the Democracy Index has only recently been upgraded from the lowest rating by the State Department for propensity to engage in human trafficking (Reporters Without Borders; The Economist Intelligence Unit; US Department of State, 2017).

Human Rights Concerns

In 2013, the International Trade Union Confederation claimed that almost a dozen people were set to die per week (600 per year and 4,000 in total) due to the poor working conditions of the World Cup project (The Guardian, 2013). Workers have described conditions where they are forced to work in 50-degree heat and employers retain employee salaries for months and often do not return passports. Often more accurate numbers are hard to obtain because of governmental control. In 2015, BBC reporters were even arrested for gathering additional information (BBC, 2015). The Qatari government has obviously categorically denied these allegations citing that numbers were for the entire construction industry and not merely for the World Cup. In response, the organizing domestic government committee for Qatar's World Cup (the Supreme Committee for Delivery and Legacy) issued a 50-page document entitled "Workers' Welfare Standards" which hopes to improve relations. The committee also releases compliance reporting in conjunction with a third-party monitor (Impactt Ltd.). It "details the successes and challenges encountered while implementing the Workers' Welfare Standards." (Supreme Committee for Delivery and Legacy, n.d.).

Bribe Allegations

Before the vote, odds makers had the chances of the Qatari bid winning at about 6-1 against, and FIFA suspended two of its delegates for vote selling allegations. In addition to this, the Qatari government had a surplus of about \$12 Billion USD giving it both the means and opportunity to have bribed officials (Silver, 2010). While FIFA did conduct and release a corruption report that cleared both Qatar and Russia of wrongdoing, this was only part of the report and Michael Garcia, who completed the report, resigned over its handling (Longman, 2014). Garcia said that the version of his report that was published contained “numerous materially incomplete and erroneous representations”, raising further suspicion regarding the potential for bribery to have occurred during the bidding process (Longman, 2014).

Diplomatic Relations

As mentioned before, Saudi Arabia, Bahrain, Egypt and the United Arab Emirates (UAE) cut ties with Qatar stating that it was destabilizing the Middle East. Qatar has refused to adhere to the lists of conditions given by its Gulf Coast neighbors and despite Qatar's denials, Saudi Arabia has cut its land border with Qatar. All four countries (Saudi Arabia, Bahrain, Egypt and the United Arab Emirates) have cut air and sea ties to the country (BBC, 2017). One report by Cornerstone entitled “Qatar in focus: Is the FIFA World Cup 2022 in danger?” states that “Qatar is under greater pressure regarding its hosting of the tournament... the current political crisis has seen - or at least raised the possibility of - a Qatari opposition movement emerging... given the current political situation... it is certainly possible that the tournament will not be held in Qatar” (Roan, 2017). The sanctions placed on the country is yet another hurdle that contractors and organizers must cross.

Pandemic

"The State of Qatar is proud to be the first country from the Middle East to host the FIFA World Cup. But our goal is not just to hold a successful sporting event – it is also to hold the healthiest sporting event possible. It is for this reason we have teamed up with WHO."

- Dr Al Kuwari, Qatar's Minister of Public Health

As the world still recovers from the COVID-19 pandemic, Qatar continues to ready itself to receive 1.5 million fans from worldwide to witness the biggest sporting event on the planet. Although Qatar has promised complete readiness to handle 1.5 million people across 30 days in compliance with all COVID prevention protocols, critics are still not convinced that a sporting event should be conducted at a time when millions are dying worldwide. The pandemic has also plagued the global economy and critics are still

struggling to accept the fact that we as a global community would be spending close to \$220 Billion on a sporting event during this difficult time.



Lest there be any doubt, Qatar is signaling its readiness to host this year's World Cup. To ensure the Cup's success and safety of attendees, Qatar announced in mid-2021, that they will only allow people fully vaccinated against COVID-19 to attend next year's World Cup. Qatar's Prime Minister Sheikh Khalid bin Khalifa bin Abdulaziz Al Thani advised the media that while Qatar expected that most countries would have vaccinated their populations by the end of 2022, Qatar was still committed to taking measures to ensure a successful event. In June Al Thani announced that "we are currently negotiating with a company to provide one million doses of COVID-19 vaccines in order to immunize and vaccinate some of those coming to Qatar". In August, FIFA and Qatar organizers announced that vaccines would also be mandatory for all ticket holders for the 2021 Arab Cup. This firmly cements Qatar's approach to a COVID safe World Cup come 2022 and their commitment to hosting a major event with an audience.

A recent change to Qatar's entry policy will also lend positively to Qatar welcoming fans in person, with borders reopening in mid-July but only to tourists who are fully vaccinated with vaccines approved by Qatar's Ministry of Public Health (PfizerBioNTech, Moderna, AstraZeneca and Jansen with those vaccinated with Sinopharm requiring some additional measures) with no need to quarantine upon arrival. Qatar had previously implemented stringent travel and border restrictions in March 2020, with tourists only being able to enter Qatar with this most recent border change. However, with vaccine rates rising with 82.1% of the eligible population having received two doses, and case numbers lowering with a rolling 7-day average of 87 cases as of 5 October, Qatar is hoping that easing travel restrictions will lead to an influx of tourism and an economic boost ahead of the World Cup.

Key Questions and issues for Delegates to ponder

- 1) In today's day and age where millions are struggling worldwide with a pandemic, does it make economic sense to conduct a sporting event at such a high expense?
- 2) How can we as a committee do our best to mitigate all the challenges that pose the 2022 world cup?
- 3) Economic cost of hosting a world cup every 2 years vs 4.
- 4) Should there be more representation from players in FIFA especially when it comes to key decisions such as a world cup every 2 years?
- 5) Accountability and Transparency of FIFA's functioning.
- 6) Future development and upliftment of the sport worldwide.

Please note that the background guide is designed to only act as the first steppingstone of your research. Your executive board fully expects delegates to conduct some extensive research beyond this document prior to attending committee.

