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GUIDE TO THE BIDDING PROCESS FOR
FIFA Women's World Cup 2023™

FOREWORD

Giving women's football the importance and the respect it deserves is one of the paramount pledges of this new FIFA. It is an institutional priority as much as a moral one: after all, for far too long, the most popular sport on earth has all but overlooked half of the world's population.

In spite of the incredible growth of the women's game in recent years and the astonishing success of France 2019, the gulf is still vast – one that can only be bridged through concrete measures.

This is why, over the course of the last three years, we have established a dedicated Women's Football Division, drafted FIFA's first comprehensive Women's Football Strategy, bolstered the participation of women in decision-making positions, set a key objective to increase the number of registered female players to 60 million by 2026, and – most recently – doubled our investment over the next four years from USD 500 million to USD 1 billion.



The commitment to conduct an open, ethical and thorough bidding process to select the hosts of the FIFA Women's World Cup™ is yet another step change. By the time the FIFA Council appoints the hosts of the 2023 edition - the first-ever 32-team FIFA Women's World Cup - there should be no doubt whatsoever as to why that choice was made: evaluation must have been guided by strict, objective criteria.

This guide offers an overview of the bidding process, as well as how the evaluation process will work, covering the various requirements to host the competition. It can be seen as an extension of the open, ethical and thorough bidding process: after all, while it is important to conduct such a process, it is equally important to ensure that the public is proactively informed and in terms that are perfectly clear.

Yours sincerely,



Gianni Infantino
FIFA President

Fatma Samoura
FIFA Secretary General

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THE BIDDING PROCESS

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Recognising the scale and importance of the FIFA Women's World Cup™ as its flagship women's football tournament and the largest women's sporting event in the world, FIFA has enhanced the bidding process for the FIFA Women's World Cup 2023™.



PERFORMANCE

PRINCIPLES

FIFA has drawn upon lessons learnt from the revamped and highly successful FIFA World Cup 2026™ bidding process, adopting the following key principles:



OBJECTIVITY

The evaluation of the bids must be as precise and unbiased as possible. This includes a process of quantifying and rating the infrastructural and commercial aspects of each bid – with failure to reach the minimum overall score, or even the minimum requirements in one of the key criteria, leading to exclusion.



VISION

The FIFA Women's World Cup™ needs to be a catalyst for the development of the women's game, and raising the profile of world football's premier women's competition is FIFA's priority. In its evaluation, an important consideration will be each bidder's ability and plan to optimise all sporting and commercial elements of hosting the competition.



TRANSPARENCY

The bid books produced by the bidding member associations, as well as FIFA's evaluation report, will be published. Based on these, the FIFA Council will make a decision as to which member association(s) will be appointed to host the FIFA Women's World Cup 2023™. The result of each ballot and the related votes by members of the FIFA Council will be open and made public.



COMMITMENT TO SUSTAINABILITY AND HUMAN RIGHTS

FIFA is fully committed to conducting its activities in connection with hosting the FIFA Women's World Cup™ based on sustainable event management principles – in line with ISO 20121 – and to respecting international human rights and labour standards in accordance with the UN Guiding Principles on Business and Human Rights.

On this basis, FIFA also requires the implementation of human rights and labour standards by the bidding member associations, the government and other entities involved in the organisation of the tournament, such as those responsible for the construction and renovation of stadiums, training sites, hotels and airports.

PROTECTING THE INTEGRITY OF THE BIDDING PROCESS

As well as adhering to the FIFA Code of Ethics, each of the stakeholders involved in the bidding process is also bound by a set of strict rules and protection measures.

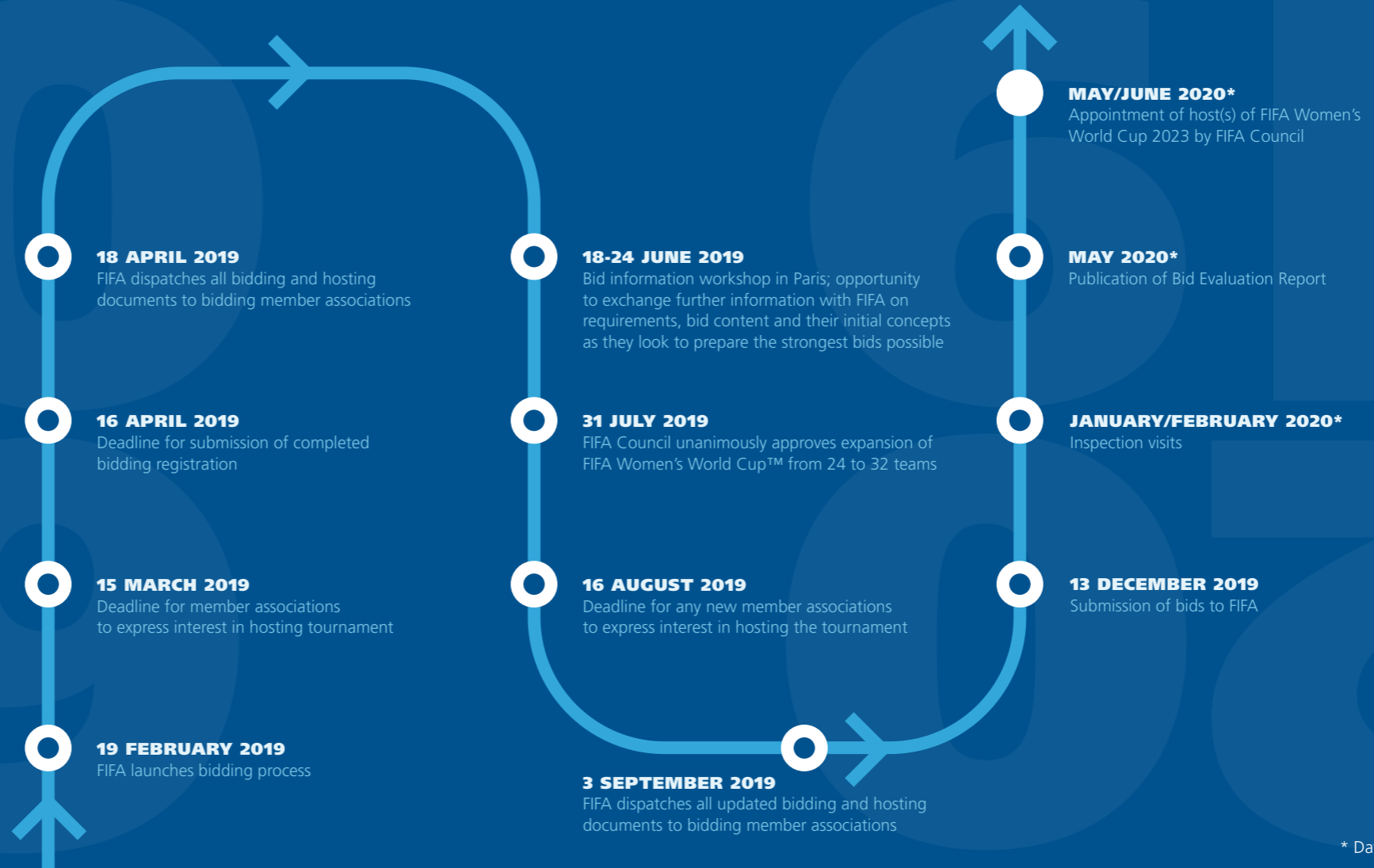


BID RULES OF CONDUCT

The activities of the FIFA administration, the decision-making bodies and, especially, the bidding member associations are governed by the rigorous Bid Rules of Conduct, which stipulate:

- The obligation to always apply core ethical principles;
- The prohibition of inappropriate gifts; and
- The prohibition of any form of unethical collaboration or collusion between member associations, as well as strict rules in relation to proposals for football development projects and the organisation of friendly matches.

The Bid Rules of Conduct continue to apply during the hosting phase, and FIFA reserves the right to terminate the hosting agreement if any unethical behaviour is detected.



* Dates to be confirmed

EVALUATION

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Building on the highly successful FIFA World Cup 2026 bidding process and incorporating lessons learnt where relevant, FIFA has developed an evaluation model specific to the bidding process for the FIFA Women's World Cup 2023.

The evaluation model comprises three key components:



RISK ASSESSMENT

Assessment of the risks associated with certain criteria (including security, legal, compliance and human rights), applying a risk rating of low, medium or high.



TECHNICAL EVALUATION

Assessment of certain infrastructure and commercial criteria, applying an evaluation system established by FIFA (see next page).



DESCRIPTION

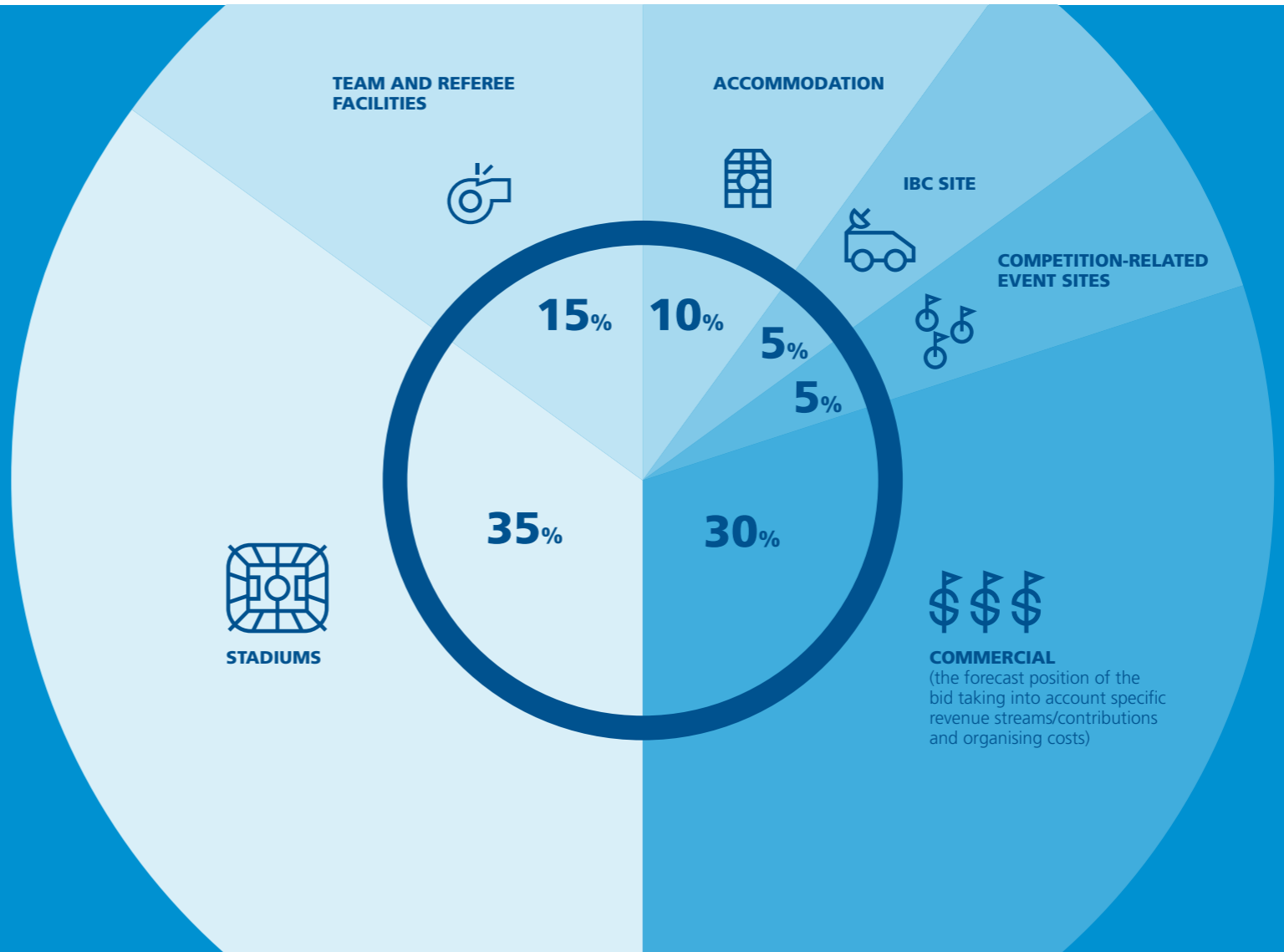
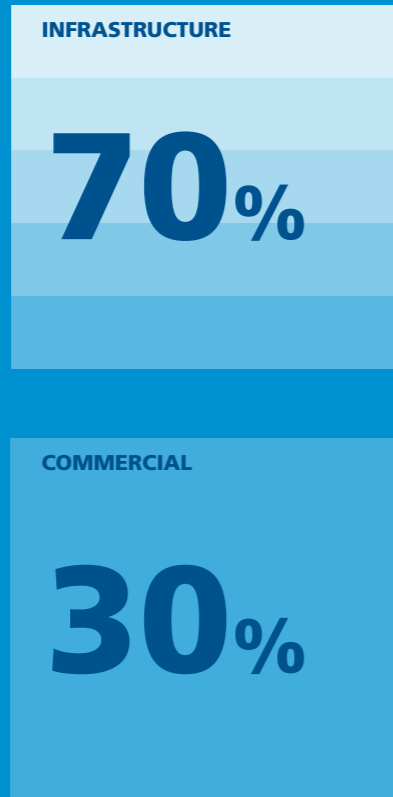
Summary of certain relevant information provided in the bid and highlighting potential issues (without technical evaluation or risk assessment).



DECISION-MAKING PROCESS

Qualified bids are submitted for final evaluation by the FIFA Council, which then takes a final decision in an open vote.

The final evaluation report on each bid will include a technical evaluation of the bidders' respective proposals for certain key infrastructure and commercial criteria, which are weighted according to importance.



WOMEN'S FOOTBALL

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WOMEN'S FOOTBALL

IN 2019

Right now, women's football is truly on the up. In the three years since FIFA established a dedicated Women's Football Division and began an ambitious ten-year plan to grow the number of female footballers to 60 million worldwide, the women's game has gained an irresistible momentum.

By far the biggest catalyst was the record-breaking FIFA Women's World Cup France 2019, watched

by 1.12 billion viewers around the world and during which the average live match global audience more than doubled from Canada 2015. What is clear is that women's football is enjoying unparalleled levels of media coverage and fan interest and, with wide-ranging developmental support underwritten by FIFA to the tune of USD 1 billion over four years, the game is entering an exciting new era.

"More than a sporting event, the FIFA Women's World Cup 2019 was a cultural phenomenon attracting more media attention than ever before and providing a platform for women's football to flourish in the spotlight. The fact that we broke the 1 billion target just shows the pulling power of the women's game and the fact that, if we promote and broadcast world-class football widely, whether it's played by men or women, the fans will always want to watch."

FIFA President Gianni Infantino

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WOMEN'S FOOTBALL

IN 2023

Considering the momentum with which the women's game has been developing in recent years, the sport will have a much broader fan base and a deeper pool of talent at all levels come the FIFA Women's World Cup 2023. The spotlight that France 2019 shone on women's football will lead to greater investment, bringing more structure to domestic leagues and clubs, and in turn allowing more and more young women to follow their footballing dreams.

In particular, the FIFA Women's World Cup 2023 will be a telling milestone for FIFA in terms of assessing the ten-year target of reaching 60 million female players.

Indeed, FIFA's Women's Football Division is already working with the member associations to nurture talented young players who have the potential to break

into senior national teams in four years' time. Following successful pilot projects in Mexico, New Caledonia, Peru and Portugal, a new suite of development programmes targeted at enhancing elite player pathways will be rolled out worldwide in due course.

More broadly, FIFA is focused on offering girls and young women everywhere opportunities to play organised football as a pathway into the sport, whether through Forward Programme-funded initiatives, the new Football for Schools programme, or the Women's Football Division's targeted development programmes.



Launched in October 2018, the Women's Football Strategy focuses chiefly on broadening female participation in football, which will entail optimising the quality and commercial strength of existing competitions as well as creating new ones. Leadership training platforms will be developed, meanwhile, to bring more women into the upper ranks of the football industry.

Five pillars of the FIFA Women's Football Strategy



DEVELOP AND GROW

FIFA aims to increase the number of female players to 60 million by 2026 by encouraging its members to establish their own comprehensive women's football strategies by 2022 and advocating for football to feature in national school curricula.



SHOWCASE

FIFA's greatest showcase for the female game is the FIFA Women's World Cup. Building on the unprecedented success of the 2019 edition in France, FIFA will use the global exposure as a driving force to develop the women's game through new and improved international and club competitions around the world and at all levels.



COMMUNICATE AND COMMERCIALISE

Women's football is undoubtedly a force for good in society. The new Women's Football Legends Programme offers modern role models for a youthful audience, and they will engage with that audience through FIFA's modern digital and communications platforms. Meanwhile, the commercial side of the women's game will be given concrete shape in the form of a dedicated programme by 2026.



GOVERN AND LEAD

FIFA has set formal goals for strong female governance in football: every member association must have at least one woman on its executive committee by 2026 while, by 2022, at least one third of FIFA committee members must be female. FIFA has incorporated female transfers into the International Transfer Matching System and plans to introduce a women's club licensing system to support the improvement of national leagues, clubs and the conditions for players.

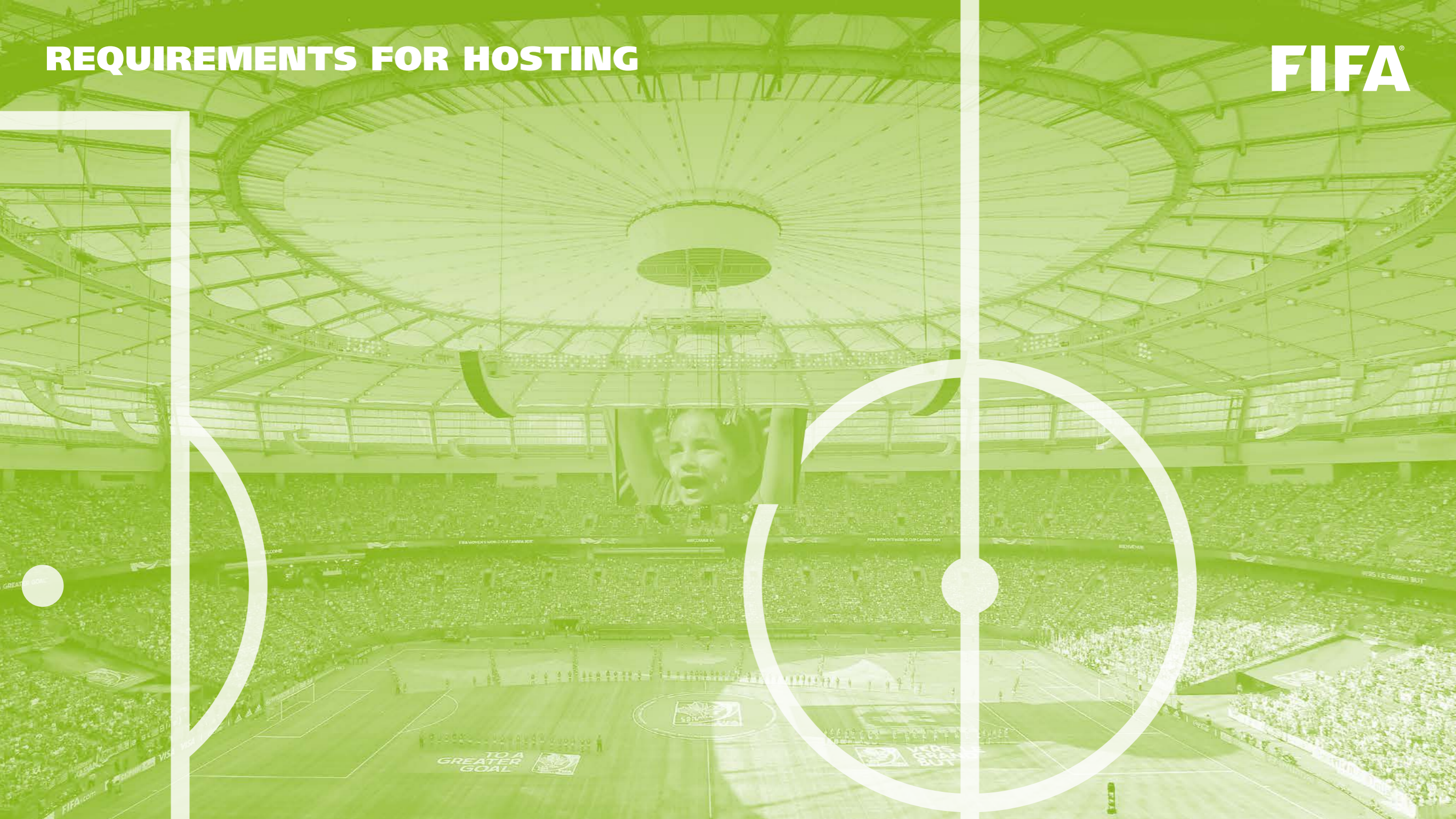


EDUCATE AND EMPOWER

FIFA is in an ideal position to educate and empower women and girls and will use football to address specific social issues that affect them. Through its competitions and by working more closely with NGOs and government stakeholders, as well as the member associations, FIFA will be able to help bring lasting improvements to the lives of women around the world, whether through leadership schemes or health education programmes.

REQUIREMENTS FOR HOSTING

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REQUIREMENTS FOR HOSTING



Within the documentation they submit as part of their bids, bidding member associations must cover a comprehensive range of technical and strategic considerations on which they will be scored in the final evaluation reports.

EVENT VISION AND KEY METRICS	EVENT INFRASTRUCTURE	EVENT SERVICES	COMMERCIAL	HUMAN RIGHTS AND SUSTAINABILITY
Hosting vision and strategy	Stadiums	Accommodation	Revenues and contributions	Human rights and sustainability
Women's football: development and legacy	Team and referee facilities	Transport	Organising costs	
Communication and event promotion	IBC site	Safety and security		
General information – candidate host country and host cities	Competition-related event sites	Health, medical and anti-doping		
Event timing		IT&T		

In each category, minimum requirements are expected of each bid. For example, with regard to event infrastructure, there are certain requirements for stadiums. A minimum of eight stadiums must be proposed, of which four must be existing stadiums. There are also minimum net seating capacities:

OPENING MATCH	55,000
REMAINING GROUP-STAGE MATCHES	20,000
ROUND - OF - 16	20,000
QUARTER-FINALS	20,000
SEMI-FINALS	35,000
THIRD-PLACE PLAY-OFF	20,000
FINAL	55,000

The specifics of all requirements are detailed in the overview document of the bidding process.

GOVERNMENT SUPPORT

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As a condition for their appointment to host the FIFA Women's World Cup, member associations are required to secure the full support of the governmental authorities at federal, state and municipal level in their respective countries.

The most important guarantees requested of governments are:



VISAS, PERMITS, IMMIGRATION, CHECK-IN PROCEDURES

The government is requested to establish a visa-free environment or to facilitate existing visa procedures in a non-discriminatory manner for individuals involved in the competition.



WORK PERMITS AND LABOUR LAW

The government is requested to guarantee the issuance of valid work permits unconditionally and without any restriction or discrimination of any kind. It is also requested to grant exemptions from labour law and other legislation for companies and personnel directly involved with the competition, provided that these exemptions do not undermine or compromise the government's commitment to respecting, protecting and fulfilling human rights.



TAX EXEMPTIONS AND FOREIGN EXCHANGE UNDERTAKINGS

In order for FIFA to meet the statutory objectives including the development of women's football worldwide, the government is requested to provide tax exemptions to FIFA and to certain third parties involved in the hosting and staging of the competition during certain periods where competition-related activities are envisaged. The only exceptions are any payments relating to the FIFA Women's World Cup legacy programme remaining in the host country after the competition.



SAFETY AND SECURITY

The government is requested to assume full responsibility for the safety and security of the competition. This includes developing a security strategy and concept, implementing the necessary security measures, taking into consideration international standards on security and human rights, and assuming liability for safety and security incidents.



PROTECTION AND EXPLOITATION OF COMMERCIAL RIGHTS

The government must acknowledge FIFA's unrestricted and inclusive ownership of any commercial rights in relation to the competition. For example, FIFA needs full legal and administrative support in relation to the sale and use of match tickets in order to make available as many tickets as possible to football fans at affordable prices.



ANTI-DISCRIMINATION PLEDGE

As part of the Government Declaration, each host country must guarantee that the national anthem of each competing team may be played before each match; that the national flag of each competing team may be flown; and that there is no discrimination of any nature.

SUSTAINABILITY INCL. HUMAN RIGHTS

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FIFA is committed to organising the FIFA Women's World Cup™ following sustainable event management principles including respecting internationally recognised human rights.

Therefore, FIFA expects all entities involved in hosting and staging the FIFA Women's World Cup 2023™ to follow the principles of sustainable event management and to respect internationally recognised human rights in line with the United Nations' Guiding Principles on Business and Human Rights.

In order to make this edition the most sustainable FIFA Women's World Cup™ in history and ensure a positive legacy, bidding member associations must provide the following:



- A concept for a sustainable event management strategy based on sustainable event management principles in line with ISO 20121
- A plan on how they will carry out stakeholder dialogue in each of the host cities on areas including human rights, anti-discrimination, accessibility, and environmental protection
- A strategy for a sustainable procurement process in full compliance with FIFA and UNODC principles and guidelines
- An explicit public commitment to human rights, a comprehensive human rights risk assessment (including an independent study) and a description of the proposed measures and strategy to address such risks
- Explicit public commitments, comprehensive assessments and action plans to ensure that the event will be discrimination-free, tobacco-free, accessible and environmentally friendly



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REFERENCE DOCUMENTS

Overview of the bidding process for the FIFA Women's World Cup 2023™

FIFA Statutes

FIFA Code of Ethics

FIFA Human Rights Policy

FIFA Women's Football Strategy

Overview of the scoring system for the technical evaluation of bids

