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RE-BALANCE THE GAME IN A GLOBALIZED 21ST CENTURY

FOR A STRONG, DEMOCRATIC, RESPECTED AND PROACTIVE FIFA

Ladies and Gentlemen Presidents of FIFA member associations,
Officers and Officials of associations, confederations, leagues, clubs and players' associations,
Friends of football,

With determination and respect, **I come before you again as candidate for the presidency of FIFA** for the elections on 26 February 2016.

The events of the past few months have renewed my determination to be a candidate.

At a time when FIFA, our FIFA, needs more than ever an open debate about its future, its reform and the reform of football, we are witnessing the first months of the electoral campaign being dominated by controversy and deals made behind closed doors.

At a time when football, our football, is suffering along with our planet and society from the increasing level of inequalities, we have to assert the need to better control the globalization of our sport. We must continue the efforts to improve the spectacle of elite football and, at the same time, reduce the inequalities for the benefit of everyone.

At a time when we are feeling that football, our football, is running away from us, the real questions are not even being asked, namely how to

- Turn around the diminishing **uncertainty of competition results,**
- Assist the more than 90% of associations, leagues, clubs and players fighting enormous **technical and financial obstacles,** while the eyes of the world are on a minority of football protagonists with the best players and the highest revenues,
- Correct the **loss of identity of our clubs** who prefer to trade their young talent rather than groom them into active members of their squad,
- Analyze the format and the number of our **competitions whose quantity and complexity have continued to grow,**
- Introduce **new technologies** that can assist referees in their work, in order to enhance the spectacle of the competition and deliver the fair outcome to players and fans,
- Assist football institutions to evolve into modern entities, help them exit controversies, respond to the **requirements for more transparency** and proximity, and to better accomplish their mission.

Above all **we need to save FIFA** and its role of governance and redistribution, which is in danger at a time when they are needed the most. We must also restore FIFA's credibility, and prepare it for the challenges of an ever evolving world.

We must protect the World Cup as that moment of planetary communion during which the pride in our colors and friendship among people of the world are truly at the altar.

We must preserve that vision of universality and solidarity in football which gives a chance to each one among us.

Let us all take stock of these facts and act accordingly!



Briefly, I would like to reiterate the following about myself:

- My career as a diplomat and citizen of the world has enabled me to live on different continents, taking me to Oman, Cuba, the United States of America and Brazil. My professional life in football has consisted of seven years as a free-lance journalist at France Football, a function at the organizing committee for World Cup France 98, and eleven years in FIFA. I have spent the past five years as a consultant at the service of football and the associations.
- My career at FIFA was cut short in January of 2010. I lost my job as a result of pressures coming both from within the organization and externally. There is no need to delve into the reasons or the persons behind my ouster, as they are known by all.
- As such I have no connection with the issues surrounding the December 2010 vote, nor the special interest groups trying again to take control of FIFA.
- During my first foray as a candidate, I put all my efforts to bring forth the basic issues, and analyze the problems facing FIFA and football. I have always strived to propose **a realistic platform for a campaign that is willing to debate the subjects that matter most, and propose concrete and applicable solutions.** I will, as I have since 2012, always give priority to ideas.

My wish is to bring stability, reconciliation, competency, modesty, willingness to listen, inclusion, openness, knowledge of FIFA, of football and the world.



My agenda “Which FIFA for the twenty-first century?” and my thoughts and considerations have been shared with you in my monthly letters between January and November 2014. They are all still available on my site (www.jeromechampagne2016.com) as well as my earlier « contributions » of 2012 and 2013.

If I can have your trust and your vote, **I will commit to the following goals** during the next four years. This pledge does not exclude any additional measures that may become necessary in the future.

- 1. CONTINUE WHAT HAS BEEN DONE WELL OVER THE PAST FORTY YEARS**
- 2. ADAPT THE GOVERNANCE OF FIFA TO CURRENT REALITIES**
- 3. APPLY THE HIGHEST STANDARDS OF TRANSPARENCY AND ETHICS**
- 4. BOOST DEVELOPMENT PROGRAMS TO COUNTER THE GROWING DISPARITIES WITHIN FOOTBALL**
- 5. ELEVATE WOMEN'S FOOTBALL TO EVER HIGHER STANDARDS BOTH INSTITUTIONALLY AND AT THE SPORTING LEVELS**
- 6. BETTER TAKE STOCK OF THE SPECIFICITIES OF HIGH LEVEL PROFESSIONAL FOOTBALL**
- 7. SUPPORT REFEREES AND ADAPT THE RULES OF THE GAME FOR A GRANDER SPECTACLE AND A MORE EQUITABLE RESULT**
- 8. MODERNIZE FIFA ADMINISTRATION**

These commitments are not simply catchphrases. Below you will find more details on the ways and means of their application.



These firm commitments, which constitute my electoral platform, are based on the experience that I have gained within and outside of FIFA. They take into account the needs of football today, the daily struggles of the associations, leagues, clubs, players, referees and the volunteers of our sport. They are realistic, achievable and financially feasible.

The months that separate us from the upcoming election must be an opportunity for a true and open debate on the future of FIFA and through that on the future of football.

That is why I renew my proposal, which I was the first to formulate in January of 2014 during my initial campaign: let us organize public debates on television. These should be broadcast to the widest audience in each continent and made available on fifa.com. Once the official list of candidates has been published by the Electoral Commission, every candidate should be able to participate. **I propose that we have three debates:** one in December 2015, and one each in January and February 2016.

You, presidents and officers of national associations who will vote during the next election, deserve to participate in this debate, as well as all the other protagonists and lovers of the round ball. You have the right to know to whom, and for what, you are entrusting your support.

FIFA also deserves a proper debate about its future. Errors have been made and they must be corrected with no weakness, but justly and without a whitewash.

FIFA has achieved much for football and the world during its first 111 years, and I am certain that it will continue to do a great deal more in the coming years.

FIFA needs this election more than ever to rekindle itself into a bright beacon for a clear vision of the future.

For all the above reasons I come before you with faith in FIFA, the love of football, and my passion for the world.

Sporting regards,

Jerome Champagne

Zurich, 21 October 2015



MY COMMITMENTS FOR THE FUTURE OF FIFA

1. CONTINUE WHAT HAS BEEN DONE WELL OVER THE PAST FORTY YEARS

- Continue to stage FIFA competitions in every continent, such as the first World Cup in Africa in 2010,
- Increase development programs to correct inequalities (see hereinbelow),
- Continue to take the correct sporting political decisions, such as banning South Africa in 1976 because of Apartheid, refusal of political boycotts, admission of the Palestinian Association in 1998, etc.
- Continue to develop women's football as FIFA has done starting in the 1990s (see hereinbelow).

2. ADAPT THE GOVERNANCE OF FIFA TO CURRENT REALITIES

- Rebalance the composition of FIFA's Executive Committee and the allocation of spots in FIFA competitions in favor of under-represented continents,
- Strengthen the role of national associations who are the only members of FIFA, while clarifying the responsibilities of continental confederations who are non-members, but who are very important contributors to the structural organization of football,
- Incorporate players' representatives into FIFA's Executive Committee via FIFPro, as well as representatives of clubs and leagues via democratic pyramidal world associations yet to be created,
- Increase women's presence in the management of football from top down by implementing a quota system at all levels (see hereinbelow),
- Limit elective positions to three terms of four years each,
- Research ways of involving fans in the operation of football institutions,
- Create an "Elders Advisory Committee" made of football personalities and other leading figures outside football. Their duty would be to offer recommendations to the institutions and be entrusted with real means, such as the presence of one of their members at Executive Committee sessions and other committees, be able to review the documents of the committees, and report to the FIFA Congress,
- Give back to the annual FIFA Congress all its function of "Football Parliament" with a structure enabling true open debates, a strong dialog with associations, and intensified relations among each other,
- Reinforce the new protocol for the assignment of the World Cup which is now entrusted to the FIFA Congress.

3. APPLY THE HIGHEST STANDARDS OF TRANSPARENCY AND ETHICS

- Institute integrity checks for all FIFA officials and support the independence of the FIFA Ethics Commission,
- Publish the salary and benefits of the FIFA president and top management, as it is customary with large corporations and governments, in the annual report,
- Establish the obligation by the president and other top officers of FIFA to declare their interests and any potential conflicts, to the Ethics Commission. This should be done before elections and at the end of their term,
- Ensure open and competitive bidding for all types of FIFA contracts, free from any political influence and conforming to best practices,

- Reinforce the existing FIFA Code of Ethics to better protect it against all form of conflicts of interest, including new forms of influence that we see in the 21st century,
- Reinforce the monitoring of funds usage which FIFA devolves to development programs,
- Place FIFA under the “International Organization” status, subject to OECD standards against corruption and under the authority of the Swiss criminal code.

4. BOOST DEVELOPMENT PROGRAMS TO COUNTER THE GROWING DISPARITIES WITHIN FOOTBALL

- Make the fight against inequalities in football the priority for FIFA,
- Start a program of construction of artificial turf pitches. Set an initial goal of 400 to be built in four years in order to offer clubs and championships quality playing fields,
- Create a specific support program for the small island associations of Oceania, the Caribbean and Africa, who face hardships because of their size and long travel distances,
- Establish a “Task Force” to coordinate multilateral assistance to associations of “continent countries” (China, India, Indonesia, Nigeria, DR Congo) in their development task, given the size and population of these countries,
- Develop a specific program in support of professional and pre-professional football in order to assist local championships and leagues,
- Increase support to amateur and youth programs particularly for grassroots and school football,
- Fill-in the map of FIFA members (Oceania, the Caribbean, Kosovo) in order to be able to assist all the associations which have not joined yet our world community,
- Strengthen the assistance to national associations for the use of existing and future infrastructure (Goal projects and others).

5. ELEVATE WOMEN'S FOOTBALL TO EVER HIGHER STANDARDS BOTH INSTITUTIONALLY AND AT THE SPORTING LEVELS

- Establish a quota system for women's representation in all football institutions (see hereinabove),
- Organize new women's competitions, such as a World Cup for clubs, futsal and beach soccer,
- Increase resources for women's football development by creating a specific fund separate from the FIFA Financial Assistance Program (FAP).

6. BETTER TAKE STOCK OF THE SPECIFICITIES OF HIGH LEVEL PROFESSIONAL FOOTBALL

- Include players, clubs and leagues into the decision making process (see hereinabove) at FIFA and at all levels of the world pyramid of football,
- Negotiate and sign a collective bargaining agreement at worldwide level and a “packet of measures” under the auspices of FIFA between players/employees on one side, and clubs and leagues/employers on the other, to modernize and better apply rules affecting professional football, such as transfers,
- Create a Chamber of Compensation under the authority of FIFA Transfer Matching System. This will serve as a clearing house for the monetary transactions resulting from player transfers. The chamber will be staffed by highly competent professionals to enable a better redistribution of training indemnity and solidarity mechanisms, and distance these transactions from the criminal element,

- Reduce the time and cost involved in the resolution of labor issues between players and clubs at the level of the Dispute Resolution Chamber within FIFA, and formulate proposals along the same lines for the appeal mechanism currently handled by the Court of Arbitration for Sport,
- Create a fully active division within FIFA, in charge of professional football, for drafting and application of rules and regulations, and for the development of professional and pre-professional football (see hereinbelow).

7. SUPPORT REFEREES AND ADAPT THE RULES OF THE GAME FOR A GRANDER SPECTACLE AND A MORE EQUITABLE RESULT

- Ponder upon a gradual but efficient introduction of video assistance for referees in the most complex moments of important tournaments,
- Introduce an “Orange Card” for temporary send-offs,
- Modify “triple punishment” (red card, penalty and a suspended match for a last man foul within the penalty area),
- Allow adding a substitution during extra time for direct elimination matches,
- Limit any interaction with the referee to the team captain. Otherwise, as in rugby, a foul would be called, or the existing foul would be advanced by ten meters,
- Strengthen further debate about the International Football Association Board,
- Increase development funding for referee programs around the world.

8. MODERNIZE FIFA ADMINISTRATION

- Open the top levels of FIFA administration to worldwide recruitment to reflect today's football diversity,
- Strengthen the “Member Associations Division” by implementing, among other measures, an interactive intranet, periodic surveys and a central buying office,
- Create a “Division of Professional Football” (see hereinabove),
- Launch a cost reduction program with an objective of 5%, with the exception of development programs which should be beneficiaries of all savings,
- Increase the use of computerized e-administration tools within FIFA, the associations, confederations and leagues,
- Create an autonomous “FIFA Foundation”, with its own and separate administration, to address all activities relating to social responsibility, such as efforts to combat racism and segregation, health, peace, and assistance in case of natural catastrophes,
- Create a “FIFA Club” open to all players licensed in their respective national associations worldwide, and to football fans. The aim of the club is to reinforce dialog and to better listen and understand the “base” of our sport.

