FRANÇOIS CARRARD
CHAIRMAN 2016 FIFA REFORM COMMITTEE
PROPOSED SET OF **PRINCIPLES FOR REFORMS**

**LEADERSHIP**
Principles of leadership to **affect cultural change** at FIFA

**GOVERNANCE**
Principles of **governance reform**

**PARTICIPATION**
Principles to foster **greater participation** of member associations and stakeholders in FIFA
**PRINCIPLES OF LEADERSHIP**

**RESPONSIBILITY**
Key FIFA officials shall **accept and assume responsibility** in respect of **recognising** and **addressing any emerging deficiencies** in FIFA and in organised football as a whole.

**HUMILITY**
All key FIFA officials must accept that no individual or organisation is perfect. Errors do occur, and they must be recognised and addressed.

**TONE AT THE TOP**
FIFA, the Confederations, member associations and stakeholders in organised football must set the tone to encourage an ethical culture within all their organisations.

**RESPECT**
All those involved in football must show respect for each other for the regions and cultures we represent and for the views of external stakeholders, including the media and critics.

**CANDOUR**
Nothing short of full transparency in how football is governed at global, regional and local level shall be acceptable.
CLEAR SEPARATION of "POLITICAL" (STRATEGIC) AND MANAGEMENT FUNCTIONS

**FIFA COUNCIL**
- Oversees strategic matters
- Supervisory role over committees and general secretariat

**GENERAL SECRETARIAT**
- Executes day-to-day business
- Implements policies and strategies as defined and directed by the Council

**FULLY INDEPENDENT AUDIT AND COMPLIANCE COMMITTEE**

**FIFA PRESIDENT** (CHAIR)

**SECRETARY GENERAL** (CEO)

**CHIEF COMPLIANCE OFFICER**

Policies and strategies

Reports to

For the Game. For the World.
CLEAR SEPARATION of "POLITICAL" (STRATEGIC) and management functions: "MONEY IN"
CLEAR SEPARATION OF "POLITICAL" (STRATEGIC) AND MANAGEMENT FUNCTIONS: "MONEY OUT"

CONGRESS
- Approves budget
- Sets general framework

FINANCE COMMITTEE
- Assists
- Sets framework

COUNCIL
- Defines policies & guidelines
- Oversees

FULLY INDEPENDENT AUDIT AND COMPLIANCE COMMITTEE
- REVIEW & OVERSEE
  All processes and money flows

GENERAL SECRETARIAT
- Day-to-day operations, Decisions of Dev. Comm., Checks appropriate use of funds
- Instructs

DEVELOPMENT COMMITTEE
- Allocates funds to individual projects
2/3 December 2015
EXECUTIVE COMMITTEE MEETING
Home of FIFA, Zurich

ELECTIONS AND TERMS OF MEMBERS OF THE FIFA COUNCIL

- FIFA Congress (209 MA’S)
- FIFA President
- FIFA Council (36 Members)
- FIFA Review Committee

FIFA President supervises election processes and checks eligibility.

Member Associations elect:

- 7 AFC
- 7 CAF
- 5 CONCACAF
- 5 CONMEBOL
- 3 OFC
- 9 UEFA

Maximum 3 terms of 4 years.

*Elections by FIFA member associations on the occasion of confederations’ congresses in accordance with FIFA Statutes and regulations.
TRANSPARENCY OF COMPENSATION

INDIVIDUAL COMPENSATION OF:

- President
- Council Members
- Secretary General
- Chairpersons of Independent Committees
- Chairpersons of Judicial Bodies

REVIEW AND APPROVAL by independent Compensation Committee

DISCLOSURE on an annual basis
UNIVERSAL PRINCIPLES FOR CONFEDERATIONS AND MEMBER ASSOCIATIONS (MINIMUM STANDARD)

- **Political and Religious Neutrality**
  - Clear-cut Decision-Making Bodies
  - Avoidance of Conflicts of Interest

- **Prohibition of Discrimination**
  - Respect for Loyalty, Integrity, Fair Play
  - Representative Democracy

- **No External Political Interference**
  - Independent Judicial Bodies
  - Annual Independent Audits
PRINCIPLES OF PARTICIPATION

**REDUCTION OF STANDING COMMITTEE**
- Reduction of the number of Standing Committees from 26 to 9

**INDEPENDENT COMMITTEE MEMBERS**
- Finance, Development and Governance committee to include requirements for a minimum number of independent members

**STAKEHOLDERS’ COMMITTEE**
- Creation of a new Football Stakeholders’ Committee to include members representing key stakeholders in the game

**ANNUAL MEMBER CONFERENCES**
- FIFA-hosted conferences involving all member associations

**FIFA MEN’S WORLD CUP**
- Expansion of the number of teams eligible for the finals of the FIFA Men’s World Cup from 32 to 40

**PROMOTION OF WOMEN IN FOOTBALL**
- Substantial increase of voting seats on the FIFA Council for women
- Promotion of women as an explicit statutory objective of FIFA