



JEROME CHAMPAGNE
CANDIDATE
TO THE FIFA
PRESIDENCY

RE-BALANCE THE GAME IN A GLOBALIZED 21ST CENTURY

THE SITUATION IS CRITICAL

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

In one week, you will be taking a historical decision. You will be electing the ninth president of FIFA and above all, beyond the person, you will be choosing which FIFA and football you want for the 21st century.

The situation is critical. Given the current crisis, **it is the survival of FIFA itself which is at stake!**

Considering the gravity of the issue, I proposed several months ago, in my letter No. 10, that the five candidates convene publicly in a debate to discuss their individual proposals. Two television channels (ESPN, BBC) offered to organize the event with flexible dates, but **every single candidate refused to participate!**

Faced with such a denial of democracy, such a denial of the often invoked "transparency", I have no choice but to write this last letter so that you can make your choice in all knowledge, and be able to separate fact from fiction.

FOUR KEY QUESTIONS

In my view, you are facing four key questions.

1. WHICH KIND OF FIFA DO YOU WANT?

For nearly 112 years, FIFA has been a federation of national associations. Will it continue to remain one? Will it continue to belong to you, or **will it become an association of confederations?**

In FIFA today, the associations:

- Are organized on the principle of one country, one vote,
- Are subject to universal rules and regulations enacted by FIFA,
- Keep a direct contact with FIFA, including regarding development programs,
- Can defend their national interest above all else,
- Have access to the weight and influence of the world body to protect their independence.

As you know, some people want to undermine these principles and structure, voicing it more or less openly.

In my view FIFA must continue unchanged, as it has been since 1904, because football and its organization are essential assets for the identity of our countries. The supreme authority must remain in the hands of the national associations, and ensure the respect for the differences and peculiarities of nations regardless of their power! Although they are not members of FIFA, confederations play a big role at the continental level. I will work tirelessly to clarify their relationship with FIFA through the signing of "performance contracts" which will outline the continental responsibilities of confederations and the global ones of FIFA.

FIFA must remain at the service of all: continents, countries, and the football community. But it cannot and should not be dominated by a particular continent or interest group.

Our sport has been able to rely on a strong FIFA, the only organization capable of maintaining the balance of world football which is overshadowed by European football. It has enabled us to be participants in the expansion and successes that we have been witnessing in the last forty years. Under these circumstances, giving the keys of FIFA to UEFA would be tantamount to abandoning, with no hope of a reversal, this element of balance and counterpoint between the universal and the regional which has been a hallmark of our strength.

2. WHAT ROLE WOULD YOU SEE FOR FIFA?

Should it be limited to organizing the World Cup every four years? Or should it continue to be the government of world football, able to regulate it, to redistribute its income and rebalance it between the continents?

In my view it must be this governing authority, capable of mastering globalization in the interests of the elite football as well as in the interests of those who are vying to be a part of it, imitating and hoping to catch up.

The role of FIFA is also **to correct the imbalances of our sport: those that make our sport more and more predictable**, those that significantly reduce the uncertainty of our attractive competitions, and those that confine some continents and countries to the roles of suppliers of "football raw material", for the exclusive benefit of a minority becoming richer every day, and now wishing to control also the political power of FIFA.

Finally, and if we are not careful, a weak FIFA would result in surrendering football in the hands of those who rather than being at its service want to use it for political, financial, or even criminal reasons, incurring the associated risks which we are all unfortunately too familiar with.

3. WHAT FOOTBALL WOULD YOU LIKE?

Since the election of Mr. Havelange in 1974 and Mr. Blatter in 1998, the world map of football has thoroughly changed. **Football has become multipolar**; new regional powers have emerged thanks to development programs; national team football has become increasingly more open.

However, club football has become increasingly more unbalanced with **a huge and unacceptable increase in inequality between continents, within continents** (see the situation in Europe since the fall of the Berlin Wall), **and within national competitions** (except the English League which redistributes its revenue in the most egalitarian way in the world).

To me, football should not become like basketball, with a single competition, such as the NBA, dominating all others. Football should not be a sport where club competitions are more important than the national team competitions.

For these reasons, FIFA must continue to work tirelessly to correct these imbalances.

4. WOULD YOU LIKE TO FINALLY TURN THE PAGE ON THE CONTROVERSIES?

The past few years have seriously undermined the credibility of our organizations, damaged the relationship with the fans and the football community, and also made more difficult the commercial relations with the business world.

Will we continue these controversies, with FIFA mired in lawsuits, investigations, imaginary or actual suspicions, quests for personal gain? Or will we finally get out of this quagmire to resume the progression of FIFA?

Again, I think the choice is clear. FIFA must embark on the path of reform, transparency and best practices. **On February 26, your choice will be decisive.** We must elect a candidate with integrity and honesty, one able to restore that credibility.



REALITY OR SMOKE AND MIRRORS?

In 2012, in my letter to the federations "Which FIFA for the 21st century?", and again in 2013, and also in 2014 during my first campaign, I presented a comprehensive program of steadfast commitments: specific, feasible and fundable. In the enclosure at the end of this letter you can find the outlines of my program.

Moreover, I am delighted that many of my proposals have been taken up by the FIFA Reforms Commission and some of my opponents.

Nevertheless, in the absence of a public debate, I have no choice but to denounce the demagoguery of some of their proposals.

The World Cup with 40 teams

Everyone saw in Brazil 2014 how expensive, complicated, politically and socially difficult is the organization of a World Cup. In addition, the format of 32 teams is sportingly perfect while playing the WC with 40 teams would result in unusual formats (10 groups of 4 teams or 8 groups of 5).

Also, think about the clubs and players whose schedules are already so overloaded. **Let's stop the gigantism, the inflation of competitions and formats.** Let's keep the spirit of the World Cup held in one country, or maybe two, welcoming fans from all over the world. Let's think about football first.



What better illustration of the World Cup burden with 32 teams, than the picture of the stadium in Brasilia, an investment of \$550 million, used today as a bus parking lot!

And then let's say it as it is: one or two places in the World Cup every four years will not solve any of the imbalance issues of today's football, the conditions of 150 of the 209 associations, and the profoundly unfair international economic order that is prevalent!

Dangerous financial promises

It is a fact that FIFA has large reserves through prudent management since 2002, and I have personally proposed that we use a portion of these funds for, perhaps, the construction of artificial turf pitches.

But **FIFA is currently going through a difficult period** with a deficit of about \$100 million in 2015, many contracts with economic partners that remain unsigned to date (2 of "top sponsors" for 2018, approximately 20 out of 27 for other competitions), a worst-case projected reduction in income of \$ 600 million until 2018, and the possibility of a fine at the end of the ongoing investigations.

It seems therefore ludicrous to promise nearly a billion dollars with political and electoral objectives, after having criticized FIFA and President Blatter for years on the alleged grounds that he received votes in exchange for development programs!

The spreadsheet below clearly shows the irrelevance of these tempting proposals on paper, which in reality are very dangerous:

FIFA Financial accounts and projections

	Actual 2011-2014 accounts	Provisional Budget 2015-2018 [approved in 2014] (4)	Infantino Impact on Provisional Budget 2015-2018 [approved in 2014]
Income	5700	5000	5000
Competitions	(2800)	(2650)	(2650)
Development	(1100)	(900)	(900)
Operating exp.+Football governance+Rights exploitation	(1200)	(1350)	(1350)
Financial expenses	(300)		
To surplus	300		
Infantino Promised Additional Distribution			(900)
Balance	300	100	-800
Estimated deficit for 2015 (1)		(100)	(100)
Estimated value of not-yet-signed marketing contracts for competitions (2)		(600)	(600)
Potential loss (3)		-600	-1500

(1) If the deficit accumulates for the next three years, this sum will be much larger

(2) This amount could be smaller, but also could be larger

(3) The loss could be substantially larger if there are fines levied against FIFA

(4) This is where I am starting before my program of cost-cutting

All numbers in million US dollars (x1,000,000)

(source: FIFA Financial Reports 2013 and 2014 voted by the Congress in 2014 and 2015)

Instead of demagoguery, the situation requires that we employ very careful management, and a significant reduction of administrative costs, until the smoke clears and we have a clear handle on the financial future of FIFA.



WHAT WILL I BRING TO THE PRESIDENCY OF FIFA?

1. INDEPENDENCE

My independence is total because I do not depend on any regional bloc, no interest group of our sport (e.g. the wealthiest European clubs), nor any government.

The election campaign has amply demonstrated this fact.

I am not bound by any commitment that would hinder my actions in any way or fashion, except that of being at your service.

2. KNOWLEDGE OF THE WORLD AND FOOTBALL

I have not needed this election campaign:

- To discover the realities of all the continents,
- To understand that imbalances are threatening our unity,
- To understand the problems of the associations under political interference
- And to realize that a strong FIFA is an absolute necessity.

3. THE EXPERIENCE OF FIFA OPERATIONS

My experience is based on eleven years of service at FIFA at the highest level and the dedication to your associations.

I know what has been done well during those years and also what needs to be reformed.

With me, FIFA will be managed on the morning of 27 February without waiting several months to understand its role.

4. FIDELITY TO THE WORLD VISION OF FOOTBALL

My loyalty to the universal vision of football is absolute. It has never ceased to drive me.

Having lived on four continents, I have become a world citizen.

Football in the 21st century is no longer unicentric, or even bicentric (Europe-South America). It is pluricentric.

5. FIDELITY TO FIFA

My loyalty to FIFA and its role at the top of football did not start with this campaign.

Unlike my opponents who have never stopped attacking FIFA, or who have always fought to subdue it, I have always defended FIFA and will continue to do so.

6. AN ACTIVE PRESIDENCY

Unlike one of my opponents, I am not vying for an "honorary presidency", the pomp and the honors of the function, while delegating responsibilities to the administration.

I will be a President who will be present, inclusive, open and active.

It is this spirit of global legitimacy that comes from your votes.

And remember the period when I worked with the national associations of FIFA: remember my availability, proximity, the celerity to meet your needs. I intend to recreate a standing Associations Division whose mission will be exclusively to be of service to you.

This is also what I offer.

7. INTEGRITY

My integrity is total and not tainted by any pending or potential case.



Decision time is here. The campaign was long, full of twists. I was the first to appear before you. I presented a clear and detailed program. I came to you as much as I could. I did not spare any efforts to try to facilitate a substantive debate that seemed indispensable.

Today, at decision time, **I am ready!**

The challenge now is to implement this program. I pledge to work, starting on 27 February, on the development of a modern FIFA, the guarantor of fair competition and redistribution; guarantor and respectful of the spirit of its founders. I am committed to a FIFA protective of the richness embedded in the differences and specificities of our nations.

Decision time is here. Forget the recommendations and orders that are being given to you! Forget the voting "discipline" that they are trying to impose on you. **FIFA belongs to the national associations!**

Sporting salutations

Jérôme Champagne

Zurich, 19 february 2016



OUTLINE OF MY PROGRAM FOR FIFA

A MORE DEMOCRATIC FIFA

1. Rebalancing the composition of the FIFA Executive Committee and the distribution of spots in FIFA competitions to the benefit of under-represented continents. Opening the administration of FIFA by diversifying its recruitment and composition.

2. Giving the annual FIFA Congress its entire function of "parliament of world football" - open discussions, dialogue with the federations - and consolidating its mission of attribution of the World Cup.

3. Integrating player representatives into the FIFA Executive Committee via FIFPro, of the clubs and leagues through the establishment of democratic global associations.

A MORE TRANSPARENT FIFA

4. Separating government functions of FIFA from its economic activities.

5. Publishing the salaries and benefits of the President and senior executives of FIFA.

6. Starting a cost reduction program with a target of 5%, without affecting development programs.

A FIFA WITH MORE SOLIDARITY

7. Placing the fight against the imbalances of football at the center of FIFA activity; initially, doubling the FAP for the less privileged 100 associations, 400 artificial pitches in four years, special funds for the travel requirements of island associations (Oceania, Caribbean, etc.), etc.

8. Developing a specific program for the professional or pre-professional football, in order to help the associations to support their local leagues and clubs.

A MORE FEMININE FIFA

9. Establishing a quota and affirmative action programs for women representation in all bodies of football.

10. Increasing the resources allocated to the development of women's football via a separate special fund of the Financial Assistance Program, and creating new competitions.

A MORE PROFESSIONAL FIFA

11. Negotiating, under the auspices of FIFA, a global collective agreement and a "package of measures" between players/employees on one side, leagues and clubs/employers on the other, to modernize the regulations of professional football.

12. Introducing, at a measured but effective pace, the use of video to assist referees in the most complex situations of major tournaments.

