Establishing and Delivering Good Governance in the Football Community
Agenda

Establishing good governance in sport / governance activities until 2011

Decisions of the FIFA Congress 2011

Reform process

Reform phase I: 2011-2012

Reform phase II: 2012-2013
Today: 209 member associations...
... are grouped into six confederations
Decision-making and implementation of decisions

Decisions
- FIFA Congress
  - FIFA President
  - FIFA Executive Committee
    - Standing committees

Implementation
- Secretary General
  - FIFA administration
Good governance principles in sport (selection):

• Clear structures and regulations

• Governing bodies:
  ➢ Adequate size: clear tasks and responsibilities
  ➢ Independence: separation of powers

• Representation of members: democratic processes

• Clear decision-making processes: involvement of members

• Election or re-election of officials on a regular basis

• Possibility of appeal against disciplinary and similar decisions in an arbitration court
Good governance principles in sport (selection):

- Establishing and enforcing ethical and integrity principles and rules
- Accountability, transparency and control, especially in financial matters
- Protection of players: rules and measures against
  - Exploitation of young players
  - Doping
  - Dangers to player’s health etc.
- Fairness and fair play as basic principles of any competition
Establishing good governance

Basis for establishing good governance principles: relevant (written) rules and regulations

- Statutes, regulations, rules, directives, etc. on specific issues
- Examples:
  - FIFA Statutes
  - FIFA Code of Conduct
  - FIFA Code of Ethics
  - FIFA Organisation Regulations
  - General Regulations for FIFA Development Programmes
Need for good governance in international sports organisations

Governing sports bodies play a key role in society...

- **Regulators** (e.g. Laws of the Game)
- **Event organisers** (e.g. World Cups)
- **Commercialisers** (TV, marketing rights)

... and are therefore expected to respect the core principles of good governance

1. Rules and regulations
2. Separation of powers
3. Transparency
4. Accountability
5. Democracy
The implementation of good governance started back in 1998

<table>
<thead>
<tr>
<th>Ongoing professionalisation</th>
<th>Reform phase I</th>
<th>Reform phase II</th>
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<tbody>
<tr>
<td>Implementation of numerous improvement measures with a focus on financial control and transparency</td>
<td>Mandate for the FIFA President by the Congress in 2011 to strengthen FIFA’s governance, in particular to reform the judicial system (ethics)</td>
<td></td>
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1998-2011 | 2011-2012 | 2012-2013
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Reform phase I: 2011-2012

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Mandate by the FIFA Congress in 2011

- To strengthen the Ethics Committee (division into an adjudicatory and an investigatory chamber)

- To give the decision on the host association of the FIFA World Cup™ to the Congress based on a shortlist drawn up by the Executive Committee

- To establish a FIFA committee for corporate governance and compliance (“committee of solutions”)

- To co-opt a female member onto the FIFA Executive Committee
Agenda

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Reform phase I: 2011-2012

Reform phase II: 2012-2013
Structure of the reform process

- FIFA Congress
- FIFA Executive Committee
- Task Force Revision of Statutes
- Task Force Ethics Committee
- Task Force Transparency & Compliance
- Task Force Football 2014
- Independent Governance Committee (IGC)
Agenda

- Establishing good governance in sport / governance activities until 2011
- Decisions of the FIFA Congress 2011
- Reform process
- Reform phase I: 2011-2012
- Reform phase I: 2012-2013
## Reform phase I: 2011-2012

### Core principles of good governance

<table>
<thead>
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<th>Reforms</th>
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<tbody>
<tr>
<td><strong>1. Rules and regulations</strong></td>
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<tr>
<td>• New Code of Conduct</td>
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<td>• Revised FIFA Statutes</td>
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<tr>
<td>• Independence criteria for the chairmen of the Ethics Committee and the Audit and Compliance Committee</td>
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<td>• Integrity check for office-bearers</td>
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<tr>
<td><strong>2. Separation of powers</strong></td>
</tr>
<tr>
<td>• Revised Code of Ethics</td>
</tr>
<tr>
<td>• Ethics Committee with two chambers: investigatory and adjudicatory</td>
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<tr>
<td><strong>3. Accountability and financial control</strong></td>
</tr>
<tr>
<td>• Audit and Compliance Committee with increased scope of responsibility</td>
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<td>• Confidential reporting mechanism</td>
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<tr>
<td><strong>4. Transparency</strong></td>
</tr>
<tr>
<td>• Comprehensive public information on development programmes (fifa.com)</td>
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<tr>
<td><strong>5. Democracy</strong></td>
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<tr>
<td>• Election of the members of the judicial bodies and the Audit and Compliance Committee by the Congress</td>
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<tr>
<td>• Election of female member to the Executive Committee</td>
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<tr>
<td>• Appointment of World Cup host by FIFA Congress</td>
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<tr>
<td>1. Rules and Regulations</td>
<td>• Regulations governing candidatures for the office of FIFA President</td>
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<td>2. Separation of powers</td>
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</table>
| 3. Accountability and financial control | • FIFA Organisation Regulations  
• FIFA Development Regulations |
| 4. Transparency                   | • International Football Association Board (IFAB)  
• FIFA Development Regulations |
| 5. Democracy                      | • Confirmation of the members of the Executive Committee by the Congress  
• Composition of the Executive Committee  
• Election of the FIFA President (who can propose candidates)  
• Stronger representation of interest groups in FIFA  
• Detailed process for the bidding/decision on venue of future FIFA World Cups  
• Term of office / age limit |
Reform recommendations by the Independent Governance Committee

Not (yet) implemented

- Independent observers in the FIFA Executive Committee
- Introduction of various terms of office and age limits for officials
- Publication of compensation details of key management

Implemented

**Ethics Committee**
- New Code of Ethics (e.g. “proprio motu”, retroactive)
- 2-chamber system (investigatory, adjudicatory)
- Independent chairmen & deputy chairmen
- Initial candidates proposed by the IGC
- Confidential Reporting System (e.g. public access)

**Audit & Compliance Committee**
- Independent and professional chairman & deputy
- Initial candidates proposed by the IGC
- Best practice compliance programme (regulations, compliance unit)
- Compensation sub-committee with decision power (strategy/individuals)

**Development programs**
- Establishment of a Development Committee
- Control of funds (e.g. new regulations, requirements, reporting, audits)
- Public disclosure of projects and use of funds

**FIFA World Cup**: new process for the hosting decision

**Integrity checks**: compulsory self-declaration for key officials
Delivering good governance principles in the football community: specific challenges due to the size and diversity of the stakeholders

- 209 member associations covering the entire globe
- 6 confederations
- Countless leagues, clubs, players and officials, etc.
- Highly diverse backgrounds, e.g. cultural, legal, religious, etc.

⇒ Good governance principles must be applied in a uniform manner
Thank you for your attention!