



GIVE BACK THE GAME

How to fix FIFA

Transparency International is a global movement with one vision: a world in which government, business, civil society and the daily lives of people are free of corruption. Through more than 100 chapters worldwide and an international secretariat in Berlin, we are leading the fight against corruption to turn this vision into reality.

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HOW TO FIX FIFA

FIFA is a non-governmental, non-profit organisation with revenues that exceed US\$5bn. It has unprecedented reach, political clout and enormous worldwide social influence. Its power is such that it can demand that World Cup host countries change their laws. Such is the global impact that countries will spend billions on hosting the World Cup.

If FIFA were a multi-national corporation it would be accountable to its shareholders. FIFA and its executive committee have no accountability to anyone except themselves. It is exempt from the kind of legal oversight, disclosure and compliance rules that would be standard for businesses of this magnitude.

FIFA's objectives are to improve the game "in the light of its unifying, educational, cultural and humanitarian values" and "to promote integrity." In this it is failing. It has forgotten that it is the custodian of the sport, not the owner.

It is time to listen to the millions who play the game and the billions of supporters. FIFA is a flawed democracy that needs to be fixed urgently.

Transparency International is calling on FIFA's leaders to present a serious reform programme to their delegates and that those delegates should back change and elect a president that embraces integrity. The reform programme should be based on the principles of transparency and accountability.

Transparency International believes the process should be monitored by an independent reform commission that has the power to introduce further reforms.

FIFA's executive committee must first propose new governing statutes to embrace real reform and show it is serious about fighting corruption. The delegates must demonstrate their commitment to fight corruption by backing these changes.

1. INDEPENDENT REFORM COMMISSION

All previous attempts at FIFA reform have fallen short. FIFA needs a truly independent reform commission led by eminent public figures to oversee reform with the mandate to:

- ▶ Review and develop the Statutes and Codes
- ▶ Review and develop new governance arrangements, including membership and terms of reference
- ▶ Make public their recommendations

2. ROLE OF NATIONAL FOOTBALL ASSOCIATIONS AND CONFEDERATIONS

FIFA delegates represent country Football Associations. The Confederations elect members to the Executive Committee. These organisations need to be more transparent and accountable to their own leagues, clubs, players, supporters and citizens. FIFA's Statutes should be amended to ensure membership of FIFA is dependent on high standards of accountability and transparency at every level of the organisation.

WE PROPOSE FOR THESE ASSOCIATIONS AND CONFEDERATIONS:

- ▶ Independent integrity checks on their Executive Committee members and delegates
- ▶ Publication of declarations of interest of Executive Committee members and delegates to FIFA Congress
- ▶ Independently audited accounts of all monies received by beneficiary organisations from FIFA and all associated income and expenditures
- ▶ Term limits for their Presidents and Executive Committee members of 2x4 years

3. FIFA PRESIDENTIAL ELECTIONS AND CONGRESS

Currently all voting by delegates takes place secretly. This means that delegates have no accountability to their associations. To make the election more transparent and accountable,

WE PROPOSE:

- ▶ All candidates should be subject to independently verified integrity test
- ▶ All candidates should publish a complete declaration of interests
- ▶ All candidates should declare how much they are spending and who is donating money to their campaign
- ▶ All candidates should have equal opportunity to address the associations during their election campaign
- ▶ The FIFA President should be elected by an open vote in congress
- ▶ The term limits of the President should be limited to 2 x 4 years

4. EXECUTIVE COMMITTEE

The 25 person Executive Committee comprises 23 members elected by the Confederations, the President and one female member elected by Congress. There are no independent non-executive directors to provide oversight or challenge decisions.

WE PROPOSE:

- ▶ Term limits of Executive Committee members should be limited to 2 x 4 years
- ▶ There should be a balance of independent non-executives appointed to the Executive Committee such that no individual or small group of individuals can dominate decision taking
- ▶ The Chairs of the Audit and the Finance Committee should also be independent and sit on the Executive Committee

5. FINANCIAL TRANSPARENCY

The opaqueness of FIFA financial reporting and lack of detail make it impossible for there to be true accountability or transparency on how money is spent, whether it is spent on the intended purposes, or if it provides value for money.

WE PROPOSE:

- ▶ Public disclosure of income of senior executives
- ▶ Public disclosure of all payments/benefits in kind to senior executives and committee members
- ▶ FIFA project-by-project reporting on all monies for development and to beneficiary organisations
- ▶ Contract-by-contract reporting on revenues including all marketing, broadcast rights and sponsorship deals
- ▶ Publication of financial information on an open data platform

6. SPONSORS, BROADCASTERS AND MARKETING RIGHTS

Sponsors, broadcasters and marketers compete for the rights associated with FIFA's activities. Commercial considerations should not outweigh requirements for anti-corruption measures and full accountability.

WE PROPOSE:

- ▶ All contracts are subject to competitive bidding in open markets
- ▶ FIFA put in place monitoring and compliance measures that apply to its partners, contractors and sub-contractors
- ▶ FIFA publish an annual report on compliance as it applies to these partners

7. JUDICIAL OVERSIGHT

In Swiss law bribery in the private sector falls under the Unfair Competition Act which applies only when private bribery has an effect on a competitive relationship and a formal complaint is made. Therefore bribery in a tender process for an international sporting event, such as the FIFA World Cup, does not fall within the scope of this provision.

WE PROPOSE:

- ▶ That private bribery must be transferred to and included in the Swiss Criminal Code as a crime which has to be prosecuted in all instances

Transparency International
International Secretariat
Alt-Moabit 96, 10559 Berlin, Germany

Phone: +49 30 34 38 200

Fax: +49 30 34 70 39 12

ti@transparency.org

www.transparency.org

blog.transparency.org

[facebook.com/transparencyinternational](https://www.facebook.com/transparencyinternational)

twitter.com/anticorruption