



“And yet it moves”

Walter De Gregorio

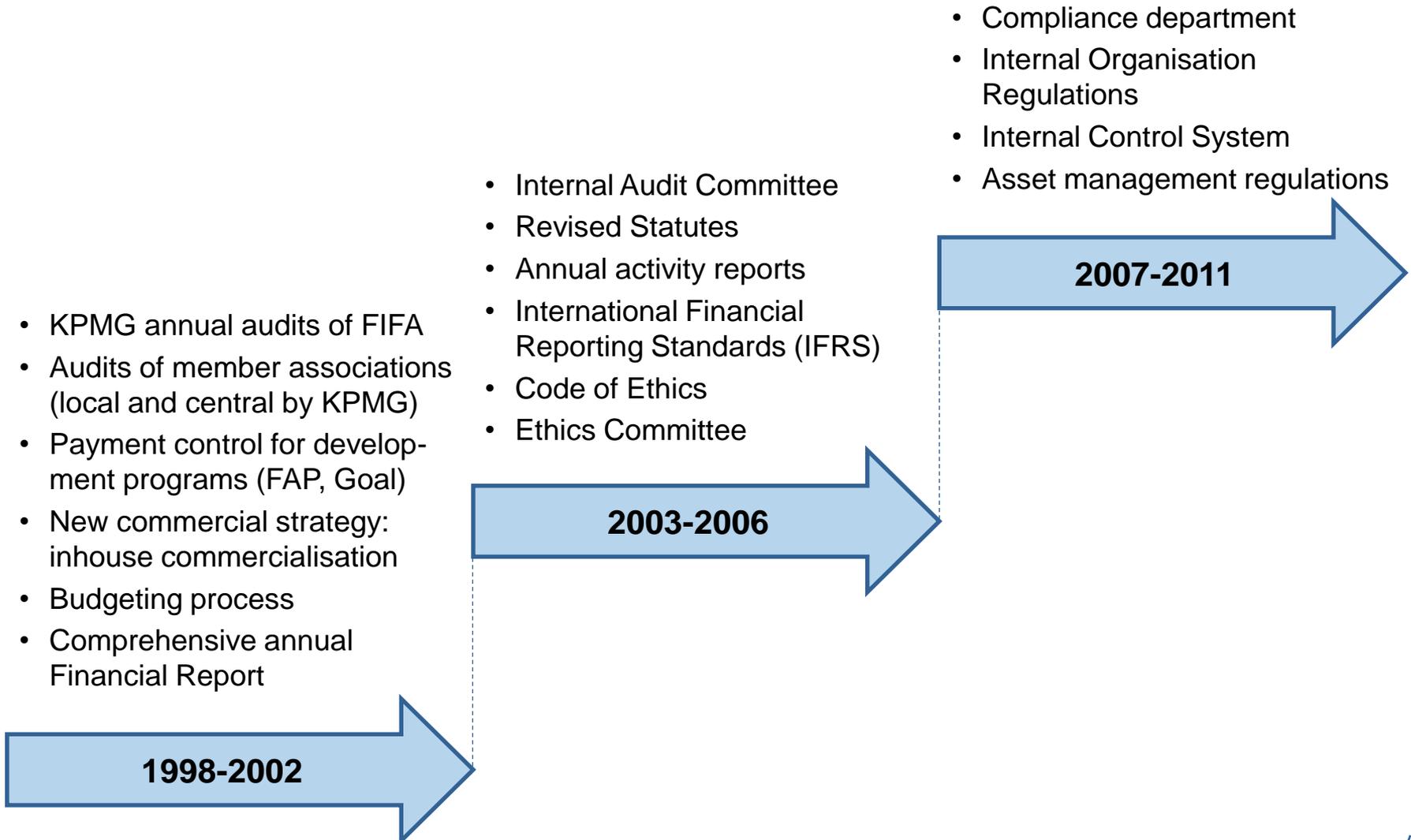
Director of Communications & Public Affairs

Play the Game 2013

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Continuous professionalisation process 1998-2012



FIFA Governance Reform Process 2011-2013

Objectives

- Improve the application of Good Governance principles
- Enhance transparency
- Strengthen the independence of the various FIFA committees and review the organisation of FIFA's judicial bodies (particularly direct election by the Congress)
- Proceed to improvements in the areas of governance, compliance and ethics (review of the FIFA Code of Ethics) and in relation to the structure of the Ethics Committee
- Propose the necessary amendments in the FIFA Statutes
- Promotion of women's participation in the FIFA Executive Committee

FIFA Governance Reform Process 2011-2013

Road map

- **Oct 2011:** ExCo meeting
- **Nov-Dec 2011:** reform work
- **Dec 2011:** ExCo meeting
- **Jan-March 2012:** reform work
- **March 2012:** ExCo meeting
- **May 2012:** FIFA Congress
- **Aug-Oct 2012:** reform work
- **Nov-Feb 2013:** reform work
- **March 2013:** ExCo meeting
- **May 2013:** FIFA Congress

Establishment of four **Task Forces**

First meetings of the **Task Forces**

Establishment of **Independent Governance Committee (IGC)**

Development of **concrete reform proposals** by Task Forces and recommendations by IGC

Approval of first set of reform proposals

Implementation of reform proposals: changes to Statutes

Concrete proposals by the **Audit and Compliance Committee**

Working group including General Secretaries and Legal Directors of Confederations to consult with all 209 member associations

Approval of final set of reform proposals

Implementation of remaining reform proposals: changes to Statutes

FIFA Governance Reform Process 2011-2013

IGC recommendations: status of implementation

Type	IGC recommendation (report to ExCo, 20 March 2012)	Status (15 July 2013)	
Judicial system	<p>Ethics Committee (2.3)</p> <ul style="list-style-type: none"> • New Code of Ethics (e.g. “proprio motu”, retroactive) • 2-chamber system (investigatory, adjudicatory) • independent chairmen & deputy chairmen • Initial candidates proposed by the IGC • Candidates to be elected and start as soon as possible • EC to be given sufficient competences/resources • EC secretariat to directly report to chairmen • Confidential Reporting System (e.g. public access) 	<input checked="" type="checkbox"/>	implemented July 2012
		<input checked="" type="checkbox"/>	implemented June 2012
		<input checked="" type="checkbox"/>	implemented July 2012
		<input checked="" type="checkbox"/>	H. Eckert (accepted by FIFA), M. Garcia (accepted by IGC)
		<input checked="" type="checkbox"/>	implemented July 2012 (first election in 2013)
		<input checked="" type="checkbox"/>	full access provided, no limitation of resources
		<input checked="" type="checkbox"/>	implemented July 2012
		<input checked="" type="checkbox"/>	implemented March 2013
Democratic reforms	<p>Audit & Compliance Committee (3.3.1.1)</p> <ul style="list-style-type: none"> • Independent and professional chairman & deputy • Initial candidates proposed by the IGC • Candidates to be elected and start as soon as possible • ACC to be given sufficient competences/resources • Best practice compliance programme (compliance unit) • ACC to decide on compensation (strategy/individuals) <p>• Compensation: individually to be reported to Congress</p> <p>Executive Committee (3.3.1.2)</p> <ul style="list-style-type: none"> • Chair of ACC and Nomination Committee to have seat <p>Terms of Office (3.3.1.3)</p> <ul style="list-style-type: none"> • Introduction of various terms of office for officials 	<input checked="" type="checkbox"/>	implemented June 2012 (deputy 2013)
		<input checked="" type="checkbox"/>	proposal accepted (D. Scala)
		<input checked="" type="checkbox"/>	implemented June 2012 (first election 2013)
		<input checked="" type="checkbox"/>	implemented June 2012
		<input checked="" type="checkbox"/>	currently being implemented (first draft accepted by ACC)
		<input checked="" type="checkbox"/>	implemented March 2013 (independent compensation sub-committee)
		no	There are different views on that
		(no)	Partially adopted (ad-hoc attendance)
		<input checked="" type="checkbox"/>	Proposal to be submitted to Congress 2014 as this item will be examined further

FIFA Governance Reform Process 2011-2013

IGC recommendations: status of implementation

Type	IGC recommendation (report to ExCo, 20 March 2012)	Status (15 July 2013)	
Compliance Program	<ul style="list-style-type: none"> ACC to establish and monitor a best practice Compliance Program (conflicts of interest, gifts & hospitality, Confidential Reporting mechanism, Responsibility and resources) 	<input checked="" type="checkbox"/>	already implemented (e.g. Code of Conduct, Organisation Regulations, Expense Regulations, internal audit function/control system, confidential reporting system) or in progress (e.g. directive for employees, training)
Financial controls	<p>Development programs</p> <ul style="list-style-type: none"> Establishment of a Development Committee Control of funds (e.g. audits, requirements) Public disclosure of use of funds <p>Hosting of the FIFA World Cup™</p> <ul style="list-style-type: none"> Regulations for the bidding procedure <p>Commercial contracts</p> <ul style="list-style-type: none"> Transparent and objective bidding procedures <p>Financial Controls over Member Associations</p> <ul style="list-style-type: none"> Implementation of proposals by Task Forces 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<p>implemented June 2012 (FIFA Statutes)</p> <p>implemented March 2013 (new Regulations)</p> <p>implemented March 2013 (new Regulations)</p> <p>new principle approved by Congress 2011 and Congress 2013 (Statutes), regulations currently being prepared</p> <p>professional procedures systematically applied (tenders, competitive bidding); formal policies to be developed</p> <p>implemented March 2013 (Development Regulations)</p>
Enforcement	<p>Nomination Committee (3.3.4.2)</p> <ul style="list-style-type: none"> Establishment of a Nomination Committee to ensure integrity of FIFA's officials and key employees 	<input checked="" type="checkbox"/>	obligation for integrity checks (Organisation Regulations); standardised self-declaration compulsory for key officials (e.g. Confederations); forms to be submitted to FIFA; investigatory chamber of Ethics Committee has access to files and can launch investigation if it deems necessary (instead of a Nomination Committee);

Some conclusions

- FIFA reform process has contributed to **greater transparency, stronger separation of powers, enhanced ethics and compliance structures and corresponding procedures**
- FIFA - like any other professionally structured and organised sports body - conducts its operations within defined procedures
- FIFA's governance reform process is a self-regulation process which has to:
 - a) observe a specific procedure emanating from the FIFA Statutes
 - b) be the result of a democratic, intense and iterative consultation process involving stakeholders on all levels of football as well as external experts

Some conclusions

- The self-regulation process does not stop here. The reforms implemented so far provide for a **solid foundation for the implementation and application phase** which has already started and will be overseen by the independent chairman of the Audit and Compliance Committee
- FIFA's aim is to constantly adapt its structures and procedures where relevant and on the basis of the evolving needs of the organisation and the game

Thank you