



Introduction

The five confirmed candidates for the FIFA Presidency were emailed on 26 November 2015 seeking their responses to an online survey comprising questions elicited online and from face-to-face meetings with football stakeholders, particularly fans who have no formal voice. Follow-up emails were sent, where relevant, on 6 December and 15 December 2015.

A media release, and a copy of the survey questions, is available on [newfifanow.org here](http://newfifanow.org).

Responses were received from two candidates: Jerome Champagne and Shaikh Salman. They are reproduced in full below. We thank Mr Champagne and Shaikh Salman for their participation.

All candidates have also been invited to present at a forum of the European Parliament Sports Intergroup and #NewFIFANow in Brussels on 27 January 2016. Further information is also available at www.newfifanow.org.

1. It's the first day in the job. What would you address as your top three priorities?

- *Gap between rich and poor clubs*
- *Privatisation of clubs*
- *Gender equity*
- *Match-fixing*
- *Independent, external governance reform*
- *Restoring the reputation and credibility of FIFA*
- *How to deal with Russia 2018*
- *How to deal with Qatar 2022*
- *Racism*
- *Use of technology in football*
- *Other*

CHAMPAGNE

- Gap between rich & poor clubs
- Restoring the reputation & credibility of FIFA
- Modernization of governance, administration and world compliance to regulations

SALMAN

Other

- Firstly, I'd want to meet all of the FIFA employees in the auditorium and outline to them the way forward. Some 400 people are working at FIFA in Zurich and they need and deserve encouragement. They need to know that FIFA will conduct its affairs differently in the future.
- Secondly, I'd meet with the Senior Management and get a report about all matters that are urgent and pending; we'd sit and discuss the best ways forward at this early stage (first day). I would ask them all to submit a written self-assessment and offer their views how the most important problems in their respective departments and divisions can be resolved short and medium term
- Thirdly, I would take numerous steps to commence with the restructuring of the organisation along the lines of my campaign platform



2. Would you agree to an independent external reform committee led by an eminent person to develop and implement governance reforms in FIFA, as advocated by campaign groups and some sponsors?

- Yes
- No
- *Don't know*
- *I would consider it*
- *Other*

CHAMPAGNE

- In my platform sent to the FAs on 23rd October, I proposed to set up an "advisory board" composed with persons from football and persons from "outside football" because I personally believe in oversight, separation of powers and in the capacity of "external" persons to bring in expertise and competences. Secondly, the expression "independent" is an expression which is not precise.

SALMAN

- I would consider it.

3. Regardless of the outcomes of investigations, do you think there should be a re-run of the vote for Russia 2018 and Qatar 2022?

- *Yes to both*
- *Yes to 2018, No to 2022*
- *Yes to 2022, No to 2018*
- *No*
- *Don't know*
- *Other*

CHAMPAGNE

It is impossible to answer this question without falling into simplism. This question does not include the parameters of the potential results of the current investigations which should be based on facts and on the presumption of innocence. Secondly, there are other options than a "re-vote", for example, using the IOC jurisprudence to give the gold medal to the silver-medallist if the gold-medallist is convicted of cheating.

SALMAN

Regardless of the outcomes of investigations? No. If serious wrongful conduct is proven by a court of law, we would of course revisit the issue.

4. If corruption were proven against them, as a matter of principle, would you take away the World Cup from Russia 2018 or Qatar 2022?

- Yes
- No
- *Don't know*
- *Other*



CHAMPAGNE

Another question impossible to answer by a yes or a no because a lot of subjective factors could and should be considered. For example, remaining number of years before the WC? Possibility to relocate? Degree of incriminating facts? Too simplistic definition of "corruption" in the face of the more and more sophisticated methods of "influence" existing in the world of today.

SALMAN

The FIFA President cannot take that decision, only the Executive Committee can.

5. Knowing what you know today, if the vote for 2018 was held again, who would you vote for?

- *Belgium/Holland*
- *England*
- *Russia*
- *Spain/Portugal*

CHAMPAGNE	SALMAN
Russia	Did not answer

6. Knowing what you know today, if the vote for 2022 was held again, who would you vote for?

- *Australia*
- *Japan*
- *Korea*
- *Qatar*
- *USA*

CHAMPAGNE	SALMAN
USA	Did not answer

7. Do you think that international sports federations have a role to play in considering broader issues such as human rights in potential host nations when making decisions about where events are hosted?

- *Yes*
- *No*
- *Don't know*
- *Other*

CHAMPAGNE

Yes

SALMAN

This question needs much more debate and consideration than a short questionnaire allows for. It requires an interdisciplinary approach and the coordinated debate of concerned and responsible minds. Having said that, it goes without saying that football just as any other social interaction needs to adhere to established and globally accepted ways of conduct.



8. Will you pursue issues such as reform to the kafala system in Qatar as President?

- Yes
- No
- *Don't know*
- *Other*

CHAMPAGNE

Yes

SALMAN

FIFA cannot be the UN, EU or Council of Europe, nor is it an international trade union organisation, nor can it dictate social and socio-political changes to any sovereign nation state. That is not FIFA's mission nor should it be. What FIFA must try and demand is that any and all persons who are directly or indirectly contributing to the infrastructure of a World Cup should be treated fairly, with respect and with dignity.

9. Would you consider an independent voting process for future major events such as the World Cup? For example, an expert external panel making the decision based on assessments of cost-benefit, technical capacity, security and player and fan enjoyment?

- Yes
- No
- *Don't know*
- *Other*

CHAMPAGNE

The competence to vote for the WC belongs to the members of FIFA, the 209 national FAs. And I welcomed the reform brought in 2012 by the FIFA President to give back that decision to the FIFA Congress as it was the case between 1929 till 1966. On the other hand, involving "external expertise" to analyse bids is something not only very different but also necessary considering the complexity of the issues surrounding the organization of a WC.

SALMAN

There is a proposal on the table to have the FIFA Congress vote for a World Cup host. I agree with that proposal and if it needs to be improved, I shall agree to improvements.

10. Would you institute term limits for FIFA Executive Committee members?

- Yes
- No
- *Don't know*
- *Other*

CHAMPAGNE

Yes



SALMAN

The President alone cannot dictate term limits to anybody but I agree that term limits for the President of FIFA as well as the ExCo Members should be introduced and I support such a motion. Congress will ultimately have to decide and reform proposals along those lines are on the table.

11. Would you institute age limits for FIFA Executive Committee members?

- Yes
- No
- *Don't know*
- *Other*

CHAMPAGNE

Yes

SALMAN

All the FIFA President can do is recommend reforms and Congress will have to decide. The President cannot dictate change on his own and existing statutes must be changed by a 2/3 majority of Congress.

12. Do you think the report into the ISL case should be published?

- *Yes with redactions*
- No
- *No, we're now beyond that*
- *Don't know*
- *Other*

CHAMPAGNE

No, we're now beyond that.

SALMAN

The perpetrators of the ISL scandal were investigated, prosecuted and tried in Switzerland. Due process under Swiss Law took its course. The verdict was published and is in the public domain.

13. Do you think the Garcia report should be published?

- *Yes with redactions*
- No
- *No, we're beyond that*
- *Don't know*
- *Other*

CHAMPAGNE

Yes, with redactions

SALMAN

Yes, with redactions



14. Two women whistleblowers were all but identified & disparaged by the Eckert Summary Report. As President, would you apologise to them on behalf of FIFA?

- Yes
- No
- Don't know
- Other

CHAMPAGNE

Yes

SALMAN

From what I remember, the Eckert Summary Report did not name any persons. If my recollection is accurate, the two whistleblowers identified themselves publicly. The Judge is not an employee of FIFA and the Ethics Committee acted independently from FIFA (see also the suspension of the FIFA President by the same Ethics Committee). Therefore, the FIFA President has no role to play in commenting about a verdict or statement issued by the Ethics Committee. Otherwise, FIFA would assume powers it had formally delegated to an independent outside body.

15. Would you introduce independent external non-executive directors to the Executive Committee?

- Yes
- No
- Don't know
- Other

CHAMPAGNE

No

SALMAN

I would recommend such a step but it is only the Congress that can decide about such a change.

16. Do you think other key stakeholders, such as players and fans, should have an input into the nomination and voting process for the FIFA Presidency and Executive Committee?

- Yes
- No
- Don't know
- Other

CHAMPAGNE

Regarding players: I am in favour of having a representation of players in ALL FAs as it is already the case in some to give players' unions the capacity to vote for the election of the presidents of the FA at national level giving them indirect voting rights to the FIFA presidency. At world level, the first step should be their participation to the FIFA Executive Committee and to the decisions. Clubs and leagues through pyramidal, inclusive and democratic world structures should be at the Executive Committee table as well. Regarding fans: the concept is good and correct but the complexity of its implementation is huge. Notably the mere definition of "what is a fan". Club membership however should be encouraged but this depends on club ownership.



SALMAN

This deserves serious consideration and must be discussed in depth with all stakeholders. Presently, no such groups can do any of that at National Association level. Maybe a strong FA such as the English FA can set the pace?

17. Do you think the professional players group should be directly represented on the FIFA Executive Committee?

- Yes
- No
- Don't know
- Other

CHAMPAGNE

Yes

SALMAN

This needs to be considered, although players are not directly represented in clubs or national associations or Confederations at present other than by FIFPro. Naturally, FIFPro would have to be an important partner, and it already has direct relations with FIFA today.

18. Do you think fans should have representation on the FIFA Executive Committee?

- Yes
- No
- Don't know
- Other

CHAMPAGNE

Read my answer to question n°16

SALMAN

If a solid, credible and feasible procedure to elect fan delegates to the ExCo can be found, there seems to be no reason to deny such a representation

19. Would you publish annually the total remuneration package of all Executive Committee members, other committee members and senior executive management of FIFA?

- Yes
- No
- Don't know
- Other

CHAMPAGNE

Yes

SALMAN

Yes



20. Subject to commercial or personal confidentiality, would you publish the minutes of the FIFA Executive Committee on the FIFA website?

- Yes
- No
- Don't know
- Other

CHAMPAGNE

Yes

SALMAN

Yes

21. Would you introduce a pecuniary interests register for all Executive Committee members, other Committee members and senior executive management?

- Yes
- No
- Don't know
- Other

CHAMPAGNE

Yes

SALMAN

In principle yes but I would need to see the details of such a register before passing a final comment.

22. Which option best describes how you would handle a personal conflict of interest?

1. *I would take part in the discussion but not the decision*
2. *I would have nothing further to do with the matter until a decision is made*
3. *I can't see any situation where I would have a conflict of interest*
4. *I see no reason to do anything*

CHAMPAGNE

Statement 2.

SALMAN

Statement 2.

23. Would you agree to an independent external audit of FIFA's development programmes around the world?

- Yes
- No
- Don't know
- Other



CHAMPAGNE

Audits are already taking place and have been regularly strengthened since 2002. However, more controls are absolutely needed to ensure traceability and proper use of funds. Again, the word "independent" does not mean anything precise. Look at what happened for the analysis of some company-risk such as ENRON in the US or the financial situation of Greece before its entry in the Euro zone.

SALMAN

Explain how such an audit would be different from the supervision that is carried out by FIFA's external auditors, KPMG. If the present system is not strict enough: yes.

24. Would you require all member associations in receipt of development funding to publicly account for the funding it receives?

- Yes
- No
- Don't know
- Other

CHAMPAGNE

Yes

SALMAN

Yes

25. Would you institute proceedings to recover at least some of the money that has been lost to the game over years because of corruption?

- Yes
- No
- Don't know
- Other

CHAMPAGNE

Yes

SALMAN

Firstly, any such sums need to be established and evidence needs to be brought before FIFA and its Congress. If wrongdoing is proven by a court of law, it goes without saying that FIFA would have to consider proceedings.

26. On a scale of 1-10, where 1 = Terrible and 10 = Fantastic, how do you think FIFA (not the game of football) is viewed by the global community overall?

CHAMPAGNE

1

SALMAN

Did not answer



27. What is your 'elevator pitch' to football fans?

If you had 45 seconds in an elevator with a group of fans, how would you convince them you're the best person for the job?

CHAMPAGNE

"I am a fan just like you."

SALMAN

"I would ask THEM what qualities a FIFA President must have and would try and implement their best and most feasible suggestions."

28. What is your 'elevator pitch' to professional players?

If you had 45 seconds in an elevator with a group of professional players, how would you convince them you're the best person for the job?

CHAMPAGNE

"Look at my track record when I was in FIFA (role in the creation of the Dispute Resolution Chamber in 2003, negotiation of the 2006 FIFA-FIFPRO agreement) and at my proposal for the future (collective bargaining agreement at world level, clearing house for traceability of transfers funds, presence and voting rights for FIFPro in FIFA executive committee, etc).

SALMAN

"Professional players in my own country know me well and know my strengths and weaknesses to a certain extent: I don't think I need to convince them. Many in the Asian Confederation have a fair idea who I am and what I stand for. To try and 'convince' those who don't know me in 45 seconds would be a ludicrous and silly endeavour. If none of the persons present in the elevator suffer from claustrophobia, I would press the Stop Button and have a proper dialogue with the players."

29. Which statement is closest to what you believe is needed to address anti-corruption measures in football?

1. Football & FIFA has already shown it can deal with its own corruption issues.
2. FIFA should handle this internally.
3. I would seek expert external advice on this to enable FIFA and football globally to introduce stronger anti-corruption protocols, whistleblower protection and transparent investigations.
4. Support an existing organisation such as the ICSS to monitor and pursue corruption issues in sport.
5. FIFA fund an independent, external, expert football anti-corruption agency.
6. FIFA collaborate with other major sports and governments to fund an independent global sports anti-corruption agency.
7. I haven't thought about this.
8. This is not a priority for me.

CHAMPAGNE

Statement 3.

SALMAN

Statement 3.



30. Is there anything else you wish to add? For example, if you wish to provide further information related to any of the questions, or anything else you would like to bring to our attention.

CHAMPAGNE

Thanks for this interesting process of asking questions for a more transparent and democratic debate.

SALMAN

Re. Q5: I was not a Member of the Executive Committee in 2010 and have therefore not had access to any technical reports, the Bid Books, nor have I attended the presentations by the Bid Teams. I would have to study all of that documentation before I can arrive at a decision.

Re. Q6: Other: I was not a Member of the Executive Committee in 2010 and have therefore not had access to any technical reports, the Bid Books, nor have I attended the presentations by the Bid Teams. I would have to study all of that documentation before I can arrive at a decision.

Re. Q27: This completely depends on whom you ask and which part of the world is asked this question. Generally speaking, FIFA's reputation is badly damaged.

Re. Q30: Wherever large amounts of money are generated, there will often be weak and dishonest people who try to divert funds into their own pockets. Various law enforcement agencies and national bodies around the world have developed tools and early warning systems that help control corrupt practices. FIFA must learn from those and implement such tools under the guidance of outside experts. To eliminate opportunities is one promising policy, and to eliminate opportunities will imply the exercising of strict controls throughout the marketing and sales process in world football. FIFA will need expert help to come to grips with this societal illness. I have outlined certain tools and ways in my Campaign Platform.

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