



PRESIDENTIAL PROJECT • CANDIDATE
FOR FIFA PRESIDENT

PRESIDENTIAL PROGRAMME 2027

Dr Jean Crépin Soter Nyamsi
Integrity • Transparency • Development

2027



FIFA REVOLUTION

INTEGRITY • TRANSPARENCY • DEVELOPMENT

OUR CONVICTION

**FOOTBALL
MUST BE
GLOBAL IN
ITS
OPPORTUNITIES.**

A mandate contract serving all 211 Member Associations.

JCSN 



EXECUTIVE SUMMARY

Four transformations for one mandate

A candidacy built on four pillars, sixteen commitments, a First 100 Days plan and a permanent duty to account for results.

4 PILLARS **16** COMMITMENTS **100** FIRST DAYS **12** PUBLIC INDICATORS

THE MANDATE CONTRACT Institutional, financial, educational and territorial transformation.

01 ● **RESTORE INTEGRITY** RULES
INDEPENDENCE
Independent oversight, limited terms and explainable decisions.

02 ● **TRACE EVERY DOLLAR** EVIDENCE
TRACEABILITY
Every allocation linked to a beneficiary, milestones and evidence.

03 ● **GROW THE GAME** ACCESS
EDUCATION
Schools, educators and effective protection for every child.

04 ● **CLOSE THE GAPS** EQUITY
CONVERGENCE
Useful infrastructure, local expertise and measurable convergence.

● ————— ● ————— ● ————— ●
2027 ESTABLISH 2028 DELIVER 2029 COMPARE 2031 HAND OVER

CONTENTS

A clear route through the programme

The document moves between vision, detailed commitments, institutional safeguards and delivery instruments. The numbers below link directly to the relevant pages.

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LETTER TO THE MEMBER ASSOCIATIONS

To the 211 guardians of the game

This candidacy begins with a simple conviction: FIFA belongs to its Member Associations and must account to those who make football live every day.

Madam President, Mr President, leaders of world football,

Our sport is experiencing exceptional economic power. Yet in many territories, daily reality still means unplayable pitches, youth teams without regular competition, too few trained educators, and women still kept away from decision-making. This contradiction is not inevitable.

I am not asking for your confidence merely to administer what already exists. I offer a mandate contract: restore independent oversight, make every allocation traceable, accelerate children's access to football and close the gaps that prevent many nations from turning passion into sustainable performance.

This programme does not pretend that one technology or one leader can solve everything. It allocates responsibilities, sets deadlines, defines indicators and makes challenge possible. That is how we will put people back at the heart of football governance.

I come to you with the experience of a club leader, the discipline of analysis and the determination to build a coalition beyond continents. Together, we can make FIFA a shared home, respected because it respects every one of its members.

Dr Jean Crépin Soter Nyamsi

Candidate for FIFA President • 2027

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THE CANDIDATE

ACADEMIC RIGOUR. PASSION FOR THE GAME.

Service leadership • Independence •
Coalition building

JCSN 



JOURNEY

A man of football and coalition

CLUB PRESIDENT

As President of Club Dihep Di Nkam in Cameroon, he understands the practical choices facing an emerging structure: funding the season, maintaining equipment, safeguarding young people, training staff and building trust with families.

AFRICA-EUROPE BRIDGES

As a member of the Executive Council of Junior Académie Football in France, he helps structure pathways and cooperation while distinguishing talent mobility from the uprooting of players.

MULTICULTURAL THINK TANK

He brings together expertise from several continents on sports governance, the development of emerging football nations and the balance between performance, integrity and solidarity.

2021 FECAFOOT EXPERIENCE

That electoral experience strengthened his ability to build coalitions, reconcile interests and place the collective good above personal ambition.

LEAD WITHOUT CAPTURING POWER

The proposed presidency sets direction, organises arbitration and guarantees delivery while respecting the autonomy of oversight bodies and the Council's responsibility. A President does not strengthen authority by weakening checks and balances, but by submitting to the same rules as everyone else.

LISTEN

before deciding

EXPLAIN

every choice

MEASURE

before celebrating

ACCEPT

independent scrutiny

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THE DIAGNOSIS

**FOOTBALL
HAS
CHANGED.
ITS
GOVERNANCE
MUST
CHANGE
METHOD.**

Identify systemic weaknesses without
reducing the debate to personal attacks.

JCSN 



FIVE TENSIONS

What the next mandate must resolve

01

POWER AND OVERSIGHT

As resources grow, independent oversight mechanisms must become more visible.

02

EQUALITY AND CAPACITY

Every association has one vote, but not every association has the same ability to train and compete.

03

FUNDING AND EVIDENCE

Aggregate publication is no longer enough: every investment must be linked to an outcome.

04

GROWTH AND HEALTH

Expanded competitions must protect health, sporting quality and careers.

05

UNIVERSALITY AND INCLUSION

Football is global only when girls, young people and remote territories enjoy lasting access.

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INTEGRITY • TRANSPARENCY • DEVELOPMENT

01

STRATEGIC PILLAR

RESTORE INTEGRITY

Governance, ethics and the sovereignty of
Congress

JCSN 



PILLAR 01

The change we seek



A strong FIFA because its rules are stronger than its leaders.

The credibility of a global institution cannot rest on legal compliance alone. It depends on the confidence its members place in the way decisions are prepared, taken, explained and reviewed. Our first reform therefore addresses the architecture of power: independent oversight bodies, a better balance of responsibilities between Congress, the Council and the administration, and transparency as a permanent practice rather than an annual exercise.

4

structural commitments

100%

traceable outcomes

COMMITMENT
01.1

Genuinely independent ethics bodies

THE MEASURE

Members of the investigatory and adjudicatory chambers will be selected by an independent committee against public criteria covering competence, integrity, geographical diversity and freedom from conflicts of interest. Their budgets will be protected, removal will be restricted to serious cause, and any political interference in proceedings will trigger a documented report.

DELIVERY

- Protected terms with removal only for serious cause
- An autonomous budget approved by Congress
- Published processing times and case statistics
- Secure reporting channels and whistleblower protection

● LEAD

Congress and independent bodies

■ TIMELINE

Launch in 2027 • six-month review • public annual report

◆ SAFEGUARD

Reasoned decision, verifiable data and right of appeal.

OUTCOME COMMITMENT

Independent annual report and publication of gaps.

WHAT CHANGES FROM 2027

INDEPENDENT SELECTION

Decision initiated during the first year of the mandate.

PUBLIC REGISTER OF INTERESTS

Decision initiated during the first year of the mandate.

CONGRESSIONAL CONSULTATION

Decision initiated during the first year of the mandate.

COMMITMENT
01.2

Transparency of interests and benefits

THE MEASURE

Aggregate remuneration, benefits, assignments, gifts, hospitality and declarations of interest for senior officials will be published in a clear register. Personal data will remain protected, but privacy may no longer be invoked to conceal information required to prevent conflicts of interest.

DELIVERY

- Quarterly register available in the official languages
- Publication of remuneration policies
- Advance disclosure of conflicts for every decision
- Annual review by an independent third party

● LEAD

Congress and independent bodies

■ TIMELINE

Launch in 2027 • six-month review • public annual report

◆ SAFEGUARD

Reasoned decision, verifiable data and right of appeal.

OUTCOME COMMITMENT

Independent annual report and publication of gaps.

COMMITMENT
01.3

Restore the sovereignty of Congress

THE MEASURE

The 211 Member Associations must not discover major reforms after the essential choices have already been settled. Every strategic decision affecting competitions, statutes, resources or members rights will be preceded by documented consultation and a reasonable review period.

DELIVERY

- Files circulated at least 30 days before the vote
- Publication of options and their expected effects
- Record of contributions received
- Stronger information rights for every Member Association

● LEAD

Congress and independent bodies

■ TIMELINE

Launch in 2027 • six-month review • public annual report

◆ SAFEGUARD

Reasoned decision, verifiable data and right of appeal.

OUTCOME COMMITMENT

Independent annual report and publication of gaps.



COMMITMENT
01.4

A limited and accountable presidency

THE MEASURE

The President must embody institutional continuity without becoming the institution. We advocate a maximum of two four-year terms, an annual assessment of objectives and a clearer separation between political direction, executive management and oversight.

DELIVERY

- Maximum of two four-year terms
- A public presidential mandate contract
- Annual accountability before Congress
- Succession plan and administrative continuity

● LEAD

Congress and independent bodies

■ TIMELINE

Launch in 2027 • six-month review • public annual report

◆ SAFEGUARD

Reasoned decision, verifiable data and right of appeal.

OUTCOME COMMITMENT

Independent annual report and publication of gaps.

PILLAR ROADMAP

2027	Establish the rules, set the baseline and launch the first pilots.
2028-2029	Scale delivery, train teams and publish the first comparable results.
2030-2031	Evaluate impact, correct gaps and consolidate effective mechanisms.

EXPECTED OUTCOMES BY 2031

- Independent oversight and better documented decisions
- Conflicts of interest declared and addressed
- Congress better informed before decisions

OVERSIGHT QUESTIONS

- Do oversight bodies have protected budgets?
- Are strategic decisions properly reasoned?
- Are declarations of interest up to date?

The annual report will present objectives achieved, delays, their causes and corrective measures agreed with the associations concerned.

PILLAR 01 - FURTHER COMMITMENTS

Bring stakeholders into the process and make transparency verifiable

Independence rests on public procedures, external expertise and a permanent right of scrutiny.

PLAYERS AND LEGENDS ADVISORY COUNCIL

Establish a diverse council bringing together women and men players, legends, coaches, referees and grassroots representatives. It will be formally consulted on the international match calendar, regulations and reforms directly affecting the people who play and deliver the game.

SAFEGUARD: Its opinions will be published together with the FIFA Council's reasoned response.

STRONGER INDEPENDENT SELECTION

The appointments panel for the ethics bodies may include outside experts from the United Nations, Transparency International or comparable institutions, without transferring FIFA's statutory sovereignty. Enhanced integrity checks will apply to every candidate for elected office.

SAFEGUARD: Criteria, admissible applications, conflicts of interest and the final decision will be documented.

A CONTINUOUS TRANSPARENCY REGISTER

Regular publication of senior officials' remuneration, benefits, gifts, hospitality, assignments, official travel, declarations of interest and remuneration policies. A presidential remuneration benchmark of USD 2-3 million per year, including bonuses, will be examined through an independent comparative study.

SAFEGUARD: Quarterly updates, publication of significant contracts and an annual external audit.

PROTECTED RESOURCES FOR INTEGRITY

Budgets for ethics, compliance and audit will be ring-fenced. An indicative annual pathway of USD 25-30 million and an anti-corruption fund of up to USD 100 million over the term will be examined, including a possible 0.5% allocation from broadcasting and sponsorship income.

SAFEGUARD: No levy without an impact assessment, sustainability audit and Congressional approval.

The amounts and volumes on this page are negotiation and planning objectives. They become budget commitments only after sustainability audit, identification of resources and approval by the competent bodies.



FIFA REVOLUTION

INTEGRITY • TRANSPARENCY • DEVELOPMENT

02

STRATEGIC PILLAR

TRACE EVERY DOLLAR

FIFA Forward, oversight and effective
development

JCSN 

PILLAR 02

The change we seek



Football money must produce visible pitches, skills and opportunities.

FIFA Forward is one of the principal levers for transforming world football. The next step is not simply to increase allocations, but to connect every disbursement more clearly to a need, a project, an outcome and a final beneficiary. Our approach combines rigorous oversight, practical support for federations and public transparency, without turning compliance into an instrument of political pressure.

4

structural commitments

100%

traceable outcomes

COMMITMENT
02.1

A digital passport for every project

THE MEASURE

Every investment will receive a unique identifier bringing together its purpose, budget, milestones, suppliers, beneficiaries, evidence of delivery and audit findings. Essential information will be open to the public. Distributed-ledger technology will be used only where its usefulness, security and cost have been demonstrated.

DELIVERY

- 100% of new projects registered
- Geolocated photographs and acceptance records
- History of amendments and disbursements
- Public dashboard for each Member Association

● LEAD

Forward Directorate and audit

■ TIMELINE

Launch in 2027 • six-month review • public annual report

◆ SAFEGUARD

Reasoned decision, verifiable data and right of appeal.

OUTCOME COMMITMENT

Public project passport, documented milestones and appeal mechanism.

WHAT CHANGES FROM 2027

UNIQUE PROJECT IDENTIFIER

Decision initiated during the first year of the mandate.

MILESTONE-BASED DISBURSEMENT

Decision initiated during the first year of the mandate.

ASSISTANCE BEFORE SANCTIONS

Decision initiated during the first year of the mandate.

COMMITMENT
02.2

Milestone-based payments

THE MEASURE

A 30/40/30 sequence will serve as the reference: mobilisation after approval, an interim tranche against evidence of progress, and the balance following completion and verification. The sequence will be adapted for small projects, emergencies and fragile settings so that legitimate beneficiaries are not paralysed.

DELIVERY

- Disbursement proportionate to risk
- Right to respond before suspension
- Corrective plan and technical assistance
- Independent avenue of appeal

● LEAD

Forward Directorate and audit

■ TIMELINE

Launch in 2027 • six-month review • public annual report

◆ SAFEGUARD

Reasoned decision, verifiable data and right of appeal.

OUTCOME COMMITMENT

Public project passport, documented milestones and appeal mechanism.

COMMITMENT
02.3

A fairer allocation model

THE MEASURE

A common base will preserve equality among associations. A complementary convergence allocation will take account of infrastructure gaps, access for girls and young people, remoteness, logistical costs, institutional fragility and project quality.

DELIVERY

- Published criteria and weightings
- Needs index reviewed annually
- No discretionary allocations
- Publication of final beneficiaries

● LEAD

Forward Directorate and audit

■ TIMELINE

Launch in 2027 • six-month review • public annual report

◆ SAFEGUARD

Reasoned decision, verifiable data and right of appeal.

OUTCOME COMMITMENT

Public project passport, documented milestones and appeal mechanism.

COMMITMENT
02.4

Capacity before sanctions

THE MEASURE

When a federation faces administrative weakness, the first response should be support: shared specialists, staff training, secure procurement and an improvement plan. Suspension will remain possible in cases of fraud or refusal to cooperate, but it must not punish players and communities.

DELIVERY

- Regional support units
- Mandatory capacity-building plan
- Secure direct payment where necessary
- Protection of youth and women programmes

● LEAD

Forward Directorate and audit

■ TIMELINE

Launch in 2027 • six-month review • public annual report

◆ SAFEGUARD

Reasoned decision, verifiable data and right of appeal.

OUTCOME COMMITMENT

Public project passport, documented milestones and appeal mechanism.

PILLAR ROADMAP

2027	Establish the rules, set the baseline and launch the first pilots.
2028-2029	Scale delivery, train teams and publish the first comparable results.
2030-2031	Evaluate impact, correct gaps and consolidate effective mechanisms.

EXPECTED OUTCOMES BY 2031

- Projects visible from approval to completion
- Fewer delays and unjustified expenses
- Rapid assistance for federations in difficulty

OVERSIGHT QUESTIONS

- Does each expense correspond to a verified milestone?
- Can final beneficiaries be identified?
- Do suspensions respect the right to respond?

The annual report will present objectives achieved, delays, their causes and corrective measures agreed with the associations concerned.

PILLAR 02 - FURTHER COMMITMENTS

Match financial ambition with rigorous oversight



Redistribution should be ambitious, but every figure must remain compatible with existing commitments, reserves and the sustainability of the cycle.

REDISTRIBUTION SCENARIOS

An independent audit will present Congress with several pathways for progressively bringing direct support to associations towards 40-50% of available cycle revenue, with at least 60% of that support targeted at grassroots, youth and school programmes.

SAFEGUARD: The selected pathway will be voted on, capped and published together with its assumptions.

TRANSPARENCY DOWN TO THE INVOICE

The project passport will publish contracts, suppliers, beneficial owners, milestones, disbursements, releasable invoices, acceptance records and audits. Annual audits will be awarded through independent tender to leading international firms, including the Big Four where they meet the criteria.

SAFEGUARD: Open data, secure reporting and a tamper-evident history.

PROTECTED AND EXCLUDED EXPENDITURE

Funds will cover neither improper executive remuneration nor excessive travel. The planning reference will be 50% for basic infrastructure, 30% for women's and youth academies, and 20% for referee and educator training, with reasoned adaptation to national needs.

SAFEGUARD: Every exception will be capped, published and reviewable.

CYCLE AMBITION

The historic range of USD 4-6.5 billion in direct redistribution over four years will be assessed as an ambition scenario, not automatic expenditure. A common allocation will be complemented by a convergence envelope based on needs and outcomes.

SAFEGUARD: No definitive figure before sustainability audit and Congressional approval.

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03

STRATEGIC PILLAR

GROW THE GAME THROUGH SCHOOLS

Education, health, inclusion and grassroots
football

JCSN 



PILLAR 03

The change we seek



A child's first experience of football must be safe, joyful and formative.

Football for Schools already carries the ambition of reaching approximately 700 million children. Our programme does not appropriate that ambition; it gives it a measurable country-by-country pathway. School football must unite participation, life skills, health, safeguarding and equality between girls and boys, in partnership with UNESCO and national ministries.

4

structural commitments

100%

traceable outcomes

COMMITMENT
03.1

Access designed for every territory

THE MEASURE

There is no single model of a school or a pitch. Equipment, formats and teaching methods will be adapted to available spaces, climate, rural and urban realities, disability and national education priorities.

DELIVERY

- National assessment before deployment
- Locally maintainable equipment
- Small-sided formats for constrained spaces
- Open, multilingual learning content

● LEAD

Education and Member Association

■ TIMELINE

Launch in 2027 • six-month review • public annual report

◆ SAFEGUARD

Reasoned decision, verifiable data and right of appeal.

OUTCOME COMMITMENT

2027 baseline, annual progress and disaggregated data.

WHAT CHANGES FROM 2027

NATIONAL ASSESSMENT

Decision initiated during the first year of the mandate.

EDUCATOR TRAINING

Decision initiated during the first year of the mandate.

MANDATORY SAFEGUARDING

Decision initiated during the first year of the mandate.

COMMITMENT
03.2

Train 100,000 educators

THE MEASURE

A certified pathway will train physical-education teachers, community educators, grassroots coaches and safeguarding officers. A national trainer network will retain skills after the initial FIFA mission has ended.

DELIVERY

- 100,000 educators certified during the term
- Training of trainers in every participating country
- Practical assessment and periodic refresher training
- Digital community of learning resources

● LEAD

Education and Member Association

■ TIMELINE

Launch in 2027 • six-month review • public annual report

◆ SAFEGUARD

Reasoned decision, verifiable data and right of appeal.

OUTCOME COMMITMENT

2027 baseline, annual progress and disaggregated data.

COMMITMENT
03.3

Equality by design

THE MEASURE

Every national programme will include a precise plan to recruit, welcome and retain girls. Timetables, equipment, changing facilities, female role models and safety protocols will be addressed from the design stage.

DELIVERY

- Data disaggregated by sex and age
- Progressive parity target
- Monitoring of adolescent dropout
- Funding conditional on an equality plan

● LEAD

Education and Member Association

■ TIMELINE

Launch in 2027 • six-month review • public annual report

◆ SAFEGUARD

Reasoned decision, verifiable data and right of appeal.

OUTCOME COMMITMENT

2027 baseline, annual progress and disaggregated data.

**COMMITMENT
03.4**

Protect before promoting

THE MEASURE

No participation target can justify lowering safety requirements. Partners will apply common standards for child safeguarding, reporting, staff recruitment, violence prevention and data protection.

DELIVERY

- Named safeguarding lead
- Background checks consistent with local law
- Child-friendly reporting channel
- Annual compliance audit

● LEAD

Education and Member Association

■ TIMELINE

Launch in 2027 • six-month review • public annual report

◆ SAFEGUARD

Reasoned decision, verifiable data and right of appeal.

OUTCOME COMMITMENT

2027 baseline, annual progress and disaggregated data.

PILLAR ROADMAP

2027	Establish the rules, set the baseline and launch the first pilots.
2028-2029	Scale delivery, train teams and publish the first comparable results.
2030-2031	Evaluate impact, correct gaps and consolidate effective mechanisms.

EXPECTED OUTCOMES BY 2031

- More qualified and better supported educators
- Lasting access for girls and stronger safeguarding
- National measurement of children effectively reached

OVERSIGHT QUESTIONS

- Do girls remain in the programme?
- Are educators still active after training?
- Are safeguarding standards applied?

The annual report will present objectives achieved, delays, their causes and corrective measures agreed with the associations concerned.

PILLAR 03 - FURTHER COMMITMENTS

A measurable pathway through schools



Global ambition must translate into equipped schools, active educators and children playing regularly in every country.

PROGRESSIVE EQUIPMENT TARGET

National plans will aim, according to local circumstances, for up to 20% of primary schools to be equipped or served through mini-pitches, learning kits and mobile solutions. An indicative global target of 50,000 schools will be assessed with governments and partners.

SAFEGUARD: No infrastructure without maintenance, trained supervision and measured use.

A DEDICATED ENVELOPE

An envelope of up to USD 500 million over the term will be assessed for school football, the training of 100,000 educators, equipment and child safeguarding.

SAFEGUARD: Final amount subject to audit, identified co-financing and a budget vote.

EDUCATIONAL OUTCOMES

Each country will establish a baseline and a progress target. The shared ambition will be to increase regular participation among schoolchildren by at least 15% in territories effectively covered.

SAFEGUARD: Independent surveys and data by sex, age, disability and territory.

LEARN FROM EXPERIENCE

Lessons from school programmes in Mexico, Niger, the Central African Republic and other countries will be evaluated before any wider roll-out. Effective solutions will be adapted rather than merely copied.

SAFEGUARD: Publication of evaluations, unit costs and conditions for success.

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04

STRATEGIC PILLAR

CLOSE THE GAPS

Africa, Asia and emerging football nations

JCSN 

PILLAR 04

The change we seek



Political equality among federations must become a real capacity to develop and compete.

Football is global in passion, yet remains unequal in infrastructure, revenue, technical expertise and access to competition. Our convergence fund will be neither a favour nor an electoral instrument. It will rest on public criteria and projects capable of lasting beyond the initial investment.

4

structural commitments

100%

traceable outcomes

COMMITMENT
04.1

A 2027-2031 convergence fund

THE MEASURE

A multi-year envelope, compatible with the FIFA 2027-2030 budget, will target community pitches, technical centres, youth competitions, women's football, refereeing, sports medicine and management tools. Its final amount will be submitted to Congress after a sustainability audit.

DELIVERY

- Multi-year budget approved and published
- Maintenance funded from the design stage
- Cost per beneficiary and utilisation rates monitored
- Independent impact evaluation

● LEAD

Development and confederations

■ TIMELINE

Launch in 2027 • six-month review • public annual report

◆ SAFEGUARD

Reasoned decision, verifiable data and right of appeal.

OUTCOME COMMITMENT

Convergence index, impact audit and Congressional review.

WHAT CHANGES FROM 2027

NEEDS INDEX

Decision initiated during the first year of the mandate.

FUNDED MAINTENANCE

Decision initiated during the first year of the mandate.

TRANSFER OF EXPERTISE

Decision initiated during the first year of the mandate.

COMMITMENT
04.2

Skills that remain in each country

THE MEASURE

Infrastructure without skills quickly becomes empty buildings. Every major investment will therefore include training, transfer of know-how and professional development for national teams and administrations.

DELIVERY

- Regional management academies
- Mentoring between Member Associations
- Shared finance, legal and commercial specialists
- Certification of critical functions

● LEAD

Development and confederations

■ TIMELINE

Launch in 2027 • six-month review • public annual report

◆ SAFEGUARD

Reasoned decision, verifiable data and right of appeal.

OUTCOME COMMITMENT

Convergence index, impact audit and Congressional review.

COMMITMENT
04.3

Connect talent and competition

THE MEASURE

Sporting progress requires quality matches, trained coaches, supported referees and regular pathways. FIFA will strengthen development competitions, technical exchanges and solidarity mechanisms with training clubs.

DELIVERY

- Regional youth and women's calendars
- Travel support for vulnerable nations
- Traceability of training compensation
- Stronger protection for minor players

● LEAD

Development and confederations

■ TIMELINE

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Reasoned decision, verifiable data and right of appeal.

OUTCOME COMMITMENT

Convergence index, impact audit and Congressional review.

COMMITMENT
04.4

Measure convergence, not spending alone

THE MEASURE

Success will not be the amount announced, but the measurable reduction of gaps. An annual index will monitor access to pitches, competition density, coach qualifications, women's participation, governance and development performance.

DELIVERY

- Public index by region
- 2027 baseline
- Realistic annual targets
- Policy revision based on outcomes

● LEAD

Development and confederations

■ TIMELINE

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Reasoned decision, verifiable data and right of appeal.

OUTCOME COMMITMENT

Convergence index, impact audit and Congressional review.

PILLAR ROADMAP

2027	Establish the rules, set the baseline and launch the first pilots.
2028-2029	Scale delivery, train teams and publish the first comparable results.
2030-2031	Evaluate impact, correct gaps and consolidate effective mechanisms.

EXPECTED OUTCOMES BY 2031

- Infrastructure used and maintained
- Expertise retained within associations
- Reduced capacity gaps between regions

OVERSIGHT QUESTIONS

- Is the equipment still operational?
- Have competitions become regular?
- Has expertise been internalised?

The annual report will present objectives achieved, delays, their causes and corrective measures agreed with the associations concerned.

PILLAR 04 - FURTHER COMMITMENTS

Visible convergence for Africa and emerging football nations



Numerical targets must serve lasting transformation and never become an instrument of political distribution.

CONVERGENCE FUND

A scenario of up to USD 2 billion over four years for emerging football nations, including up to USD 1 billion for Africa, will be submitted to sustainability audit and Congress. Priority will go to infrastructure, competitions, expertise and women's football.

SAFEGUARD: Public criteria, calls for projects, milestone-based disbursement and independent evaluation.

INFRASTRUCTURE AND EXPERTISE

The reference pathway will assess construction or renovation of 200 pitches and 50 regional technical centres, with an indicative African envelope of USD 300-400 million. Every project will integrate maintenance, energy, accessibility and transfer of expertise.

SAFEGUARD: Utilisation rate, total cost and operational status published annually.

AFRICAN COMPETITIONS AND TALENT

Respecting CAF's autonomy, FIFA will support retaining a biennial Africa Cup of Nations and structured U17 and U20 competitions. School scouting, scholarships and stronger protection of minors will reinforce local pathways.

SAFEGUARD: Dialogue with CAF, player health and solidarity with training clubs.

WOMEN'S FOOTBALL AND SUSTAINABLE INFRASTRUCTURE

The continental objective will be to increase registered players in Africa by at least 20% over the term and accelerate growth among registered women players, with an ambition to double participation where national baselines make that realistic.

SAFEGUARD: Climate partnerships, disaggregated outcomes and funded maintenance costs.

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GLOBAL FOOTBALL POLICY

Protect the game, its people and its universality

Governance reform must also produce sporting decisions that are more open, more balanced and more attentive to player health.

WORLD CUP AND SPORTING QUALITY

Open a global consultation on the effects of the 48-team format, qualification quality, geographical balance and sporting workload. Any future evolution must rest on a published impact assessment.

CALENDAR AND PLAYER HEALTH

Assess the cumulative burden of club and national-team competitions, strengthen rest periods and integrate physical and mental health into calendar decisions, with direct player representation.

WOMEN IN DECISION-MAKING

Target at least 30% women in FIFA leadership and decision-making positions and encourage a comparable pathway in the confederations by 2030, with annual publication of progress.

INNOVATION IN THE LAWS OF THE GAME

Study temporary dismissals for certain unsporting behaviour with IFAB through appropriate pilot competitions. No change will be generalised without testing, evaluation and respect for IFAB's authority.

DECISION PRINCIPLE

Consult stakeholders, publish the impact assessment, pilot where necessary, then decide within the statutory allocation of powers.

CONTINUITY GUARANTEE

Historic commitments fully restored

This page brings together proposals from the initial programme that must not disappear as the document is professionalised.

OVERSIGHT OF FUNDS	Automatic precautionary suspension in the event of a serious alert, unjustified delay or non-compliance, followed immediately by a right-to-respond procedure, rapid investigation, corrective plan and independent appeal.
FORWARD IMPACT	A target of 10% growth in registered players worldwide over four years and a scenario of 20-30% in developing countries, measured against verifiable national baselines.
SCHOOLS AND PARTICIPATION	Every association will deploy a school football programme and aim for at least 10% growth in registrations among boys and girls; the overall ambition remains 15% more regular participation in territories covered.
AFRICAN ACADEMIES	Technical partnerships inspired in particular by the Aspire model, with scholarships, training rewards, incentives to retain talent and stronger protection of minors.
AFRICAN YOUTH LEAGUE	Propose with CAF a professional African development league for U17 and U20 categories, aligned with national competitions and school calendars.
GREEN INFRASTRUCTURE	Seek partnerships with AFD, development banks and green funds for solar-powered, efficient, accessible and maintainable pitches suited to local climates.
REFORM COMMITTEE	Immediately after the election, establish a twelve-month committee of independent experts, legends, players and elected Member Association representatives to accompany the transition.
INTEGRITY INDICATOR	Publicly monitor perceptions of institutional integrity and corruption through an independent methodology, including dialogue with Transparency International.

INSTITUTIONAL DIAGNOSIS

Turn every initial criticism into reform

The initial programme directly criticised the current presidency. This edition retains every substantive issue but addresses it through general rules applicable to any office-holder.

Centralisation of power	Rebalance Congress, Council and administration; reasoned decisions and prior consultation.
Political neutrality - article 15	Register meetings, gifts and interests; independently scrutinise political proximity regardless of the government concerned.
Respect for Congress	Attendance duty, enforceable institutional calendar and information circulated at least thirty days before strategic votes.
Forward funds and patronage	Public criteria, identifiable beneficiaries, project passports, published audits and no discretionary allocations.
Incomplete ethics reform	Protected terms, removal for serious cause, autonomous budgets and public reporting of interference.
Presidential remuneration	Full publication, independent benchmarking and a USD 2-3 million annual target including bonuses, subject to Congress.
Competitions and human rights	Impact assessment of the 48-team format, Club World Cup and calendar on health, human rights and sporting quality.
Africa and AFCON	Support a biennial AFCON, controlled investment and measurement of the real effectiveness of funds in Africa.

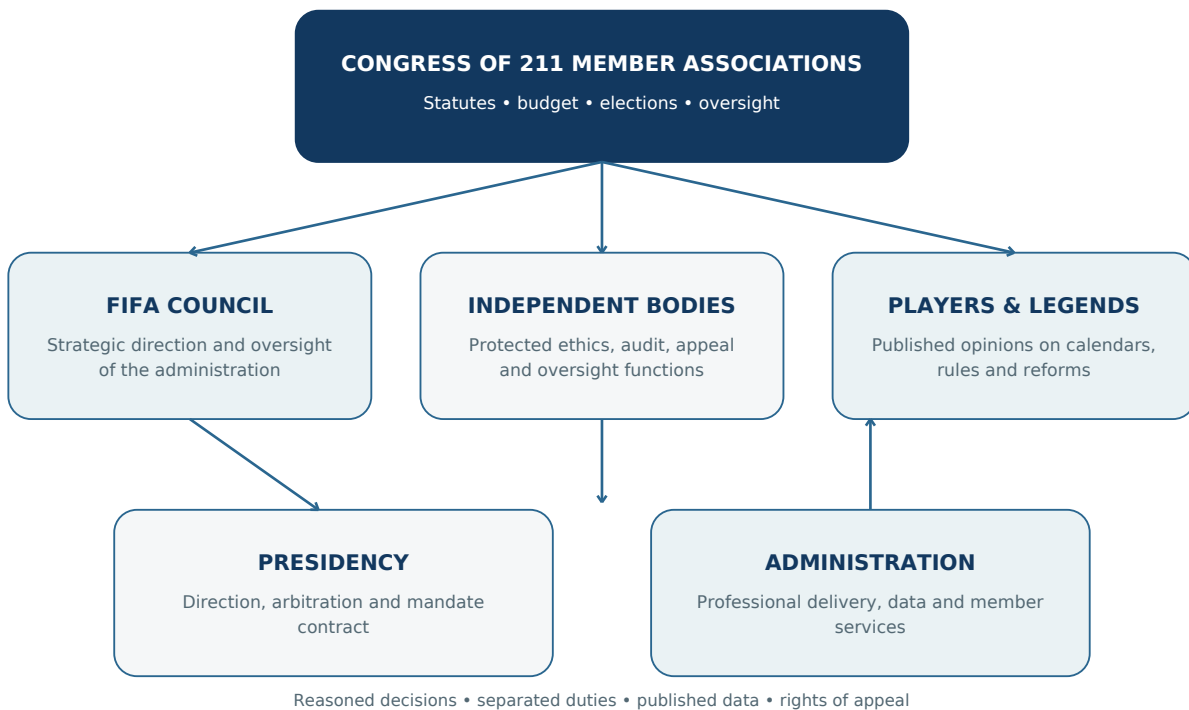
LEGAL CAUTION

Any allegation naming a leader, government or organisation must be sourced, open to response and legally validated before publication. The programme commits to reforms; it does not present unverified accusations as established facts.

INSTITUTIONAL ARCHITECTURE

Balanced, accountable and understandable power

The presidency provides direction and guarantees delivery. It does not replace Congress, the Council or independent bodies.



CONGRESS Decides statutes, budget and major direction, and exercises political oversight of the mandate.	COUNCIL Supervises strategy, monitors risk and reports to Congress.
PRESIDENCY Arbitrates, represents, initiates and answers publicly for results.	ADMINISTRATION Delivers through separated, documented and auditable responsibilities.
INDEPENDENT BODIES Investigate, adjudicate, audit and protect appeal routes without interference.	PLAYERS AND LEGENDS Inform sporting decisions, the calendar, health and legacy.

BUDGET ANNEX

Quantified ambition under control

The envelopes are planning scenarios subject to sustainability audit, identification of resources and approval by the competent bodies.

PROGRAMME	PLANNING RANGE	PROPOSED SOURCE	SAFEGUARD
INTEGRITY AND AUDIT	USD 25-30m / year	Operating budget and 0.5% rights scenario	Vote, audit and independence
ANTI-CORRUPTION FUND	Up to USD 100m / 4 years	Media rights and sponsorship	Sustainability clause
SCHOOL FOOTBALL	Up to USD 500m / 4 years	Development and co-financing	Audited national plans
CONVERGENCE FUND	Up to USD 2bn / 4 years	Multi-year envelope	Public criteria and milestones
AFRICA	Up to USD 1bn included in convergence	Funds and partners	CAF autonomy
AFRICAN INFRASTRUCTURE	Indicative USD 300-400m	Banks, AFD and green funds	Funded maintenance
MEMBER ASSOCIATIONS	USD 4-6.5bn cycle scenario	40-50% of available revenue	Congress, reserves and risks

CONSOLIDATION RULE

These scenarios are not cumulative commitments. Africa and infrastructure envelopes are included within convergence when they finance the same projects. No amount will be announced twice.

OVERALL ROADMAP

2027-2031: establish, deliver, correct and account

A single timeline consolidates all four pillars and enables the 211 Member Associations to verify progress throughout the mandate.

YEAR	PHASE	DECISIONS AND PROGRAMMES	PUBLIC EVIDENCE
2027	ESTABLISH	Statutory reforms, national baselines, public registers, Forward prototypes and school pilots.	Rules approved, officials appointed and dashboards opened.
2028	DELIVER	Project passports, training, first convergence calls and priority infrastructure.	Annual audit, results by association and corrective measures.
2029	COMPARE	Scale effective mechanisms and conduct the first international comparison of outcomes.	Comparable indicators, unit costs and published gaps.
2030	CORRECT	Reallocate towards effective programmes, address delays and review targets.	Reasoned decisions, appeals processed and mid-term impact.
2031	HAND OVER	Independent final evaluation, consolidation of gains and preparation for the next mandate.	Public assessment, documented limits and recommendations to Congress.

EVERY SIX MONTHS	Progress report to Member Associations
EVERY YEAR	Audit, Congressional review and publication of gaps
AT MID-TERM	Independent evaluation and course correction

FIFA REVOLUTION

INTEGRITY • TRANSPARENCY • DEVELOPMENT

DELIVERY

FROM PROMISE TO PROOF.

A four-year mandate, a public roadmap and
a duty to account.

JCSN 



THE FIRST 100 DAYS

Establish the rules before announcing results

D+10	INTEGRITY	Transition committee and conflicts of interest.
D+20	FINANCE	Baseline of commitments, projects and risks.
D+30	DIALOGUE	Global stakeholder meeting.
D+45	FORWARD	Digital project passport prototype.
D+60	STATUTES	Independence and appeals package.
D+75	SCHOOLS	Roadmap with UNESCO.
D+90	CONVERGENCE	Needs index and first call for projects.
D+100	ACCOUNTABILITY	Public dashboard for all 211 members.

FINANCIAL CREDIBILITY

Fund ambition without promising the impossible

No figure without a pathway

Every envelope will identify its source, ceiling, duration and sustainability.

No fund without a planned end

Every mechanism will include a review or sunset clause.

No technology for publicity alone

Interoperability, cybersecurity and total cost will precede any technical choice.

Protect football on the ground

Savings will target duplication and non-priority costs, not essential beneficiaries.

Reinvestment in service of football

The historic ambition to reinvest 80-90% of cycle revenue in the game and the associations will be assessed against a public definition of development expenditure. The final percentage will exclude double counting and preserve reserves, contractual obligations and cycle risks.

ACCOUNTABILITY

Twelve public indicators

01

Independent oversight appointments

02

Published declarations of interest

03

Forward projects with public passports

04

Audits published under the rules

05

Completed and operational projects

06

Certified educators

07

Associations with active school programmes

08

Participation and retention of girls

09

Reduction of infrastructure gaps

10

Capacity-building plans

11

Calendar impact assessments

12

Six-month reports to members

RISKS AND SAFEGUARDS

Plan for what could fail

POLITICISATION OF OVERSIGHT

Independent selection, reasoned decisions and rights of appeal.

ADMINISTRATIVE BURDEN

Proportionate requirements, technical assistance and shared tools.

DIGITAL FRAUD

Security by design, audits, separation of duties and logging.

EXCESSIVE BUDGET PROMISES

Prudent scenarios, ceilings and approval by competent bodies.

RESISTANCE TO CHANGE

Progressive implementation, training and publication of benefits.

UNEQUAL ACCESS TO DATA

Offline channels, language support and simple standards.

MANDATE SUMMARY

Ten commitments to remember

The complete programme sets out the method. This page brings together the decisions that will immediately define the proposed presidency.

01	Maximum of two four-year terms
02	Independent ethics bodies with protected budgets
03	100% of new Forward projects traceable
04	Milestone-based 30/40/30 payments
05	100,000 educators trained
06	Indicative target of 50,000 schools served
07	Assessment of 200 pitches and 50 technical centres
08	At least 30% women in decision-making
09	A public First 100 Days plan
10	Six-month reports to all 211 members

OUR METHOD

Listen before deciding. Explain every choice. Measure before celebrating. Accept independent scrutiny.

Dr Jean Crépin Soter Nyamsi • Candidate for FIFA President - 2027

FIFA REVOLUTION

INTEGRITY • TRANSPARENCY • DEVELOPMENT

THE CHOICE OFFERED TO 211 MEMBER
ASSOCIATIONS

RETURN FOOTBALL TO THOSE WHO MAKE IT LIVE.

A strong FIFA because it is accountable.
Ambitious because it is rigorous.
Global because it serves every association
with equal dignity.

Dr Jean Crépin Soter Nyamsi

CANDIDATE FOR FIFA PRESIDENT • 2027

JCSN 



REFERENCES

Official sources and precedents

- 01 FIFA Annual Report 2025 - budget 2027-2030
- 02 FIFA Forward - Impact Map and funding regulations
- 03 FIFA Football for Schools - official FAQ
- 04 Official FIFA reports and documents
- 05 FIFA Executive Programme in Governance
- 06 FIFA Vision 2020-2023
- 07 Precedent of the 2016 First 90 Days plan
- 08 2015 criticism of an insufficiently detailed manifesto

ALIGNMENT WITH THE INITIAL PROGRAMME

Governance	Independent ethics, limited terms, players and legends, transparency of benefits
FIFA Forward	Digital passports, audits, open data, 30/40/30 payments and excluded expenses
Financial ambition	40-50% scenarios, 60% priority and USD 4-6.5 billion pathway
School football	700 million children, 100,000 educators, 50,000 schools and USD 500 million scenario
Convergence	USD 2 billion scenario, including USD 1 billion for Africa, 200 pitches and 50 centres
Football policy	Biennial AFCON supported, U17/U20, calendar, 48-team format and IFAB innovation
Inclusion	30% women in decision-making and measured growth in registered women players

DOCUMENTARY METHOD

Contextual data is drawn primarily from FIFA financial reports, governance documents and institutional pages. Electoral precedents are used to compare the structure of commitments, the precision of timelines and accountability mechanisms.

PUBLICATION PRINCIPLE

Every material figure must remain linked to an identifiable source, period and scope. Every update of the programme will retain this traceability requirement.

TRANSPARENCY COMMITMENT

All 211 Member Associations will receive the same information on the same timetable, enabling them to monitor delivery and assess results.