



FOOTBALL AND FIFA: TIME OF CHANGE

Alisher Aminov

Alisher Aminov

(born 1962 in Tashkent, USSR)



The graduate of famous «Pahktakor Tashkent» football school. In 1980-s worked in several Soviet football clubs as a manager. In 1990-s started the career in business, from 1998 to 2003 – the vice-president of one of the biggest Russian banks «Rosbank».

Since 2003 – the vice-president of research center «Institute of independent examination and law».

In 2004 returned to football and worked out comparative analysis of football development in Soviet Union and Russia. In 2007 headed the working group of the Committee of Russian Football Union, responsible for projects, focused on football development. In 2008 was elected the president of «Football Development Fund».

Twice – in 2010 in 2012 – participated in elections of Russian Football Union president. According to experts, author of the best election programme in the history of Russian Football Union.

In 2015 was appointed vice-president of «International fund for legal initiatives».

One of the most well-known, consecutive and authoritative oppositions and critics of modern football system in Russia and Post-Soviet area. Ph.D. in Economics.

Contents

Performance analysis of post-Soviet football associations. Systemic problems	6
Presidential elections in post-Soviet countries' associations	8
Systemic problems of professional football. Conclusions and propositions	13
Analysis of sport results of the teams from the former USSR.	14
Rankings of national teams of the post-Soviet countries	14
Number of local players and foreigners in professional clubs, average age	16
Association club coefficients (UEFA)	17
Analysis of FIFA management system	20
Current structure.	20
Proposals to change the FIFA management, Confederations and National Associations . . .	21
The status of youth football in the former Soviet Union.	22
Coach training analysis. Suggestions	24
Scientific and methodological support of football in the former Soviet Union	25
Economical model of associations and professional football.	27
Compliance to Financial Fair Play	34
Analysis of the management efficiency in football associations and professional football.	
Analysis of manager training in FIFA and former USSR. Suggestions	36
The FIFA draft program: Master of Football Administration (MFA)	38
Program of development of football refereeing	40
Corruption in football	43
Analysis of football cases in CAS	46
FIFA development programs	47
New international tournament for former USSR countries	49
FIFA Football Centers Program	51
Role of the players' unions	59
Conclusion	61

My main motive for developing a program for FIFA, confederations and national associations is the strong disagreement with the situation in football in the post-Soviet states and in FIFA.

Football in the countries of the former Soviet Union is in deep crisis and faces systemic problems. We can see that many football officials don't understand the essence of the problems and furthermore don't see strategic ways of development, and regular management errors only aggravate the situation. The structure of FIFA, confederations and national associations is cumbersome and inefficient. All of these don't favour the development of world football.

No football expert can make complex evaluation of all world confederations working process. Based on experience of my work in Russia and my research of the post-Soviet associations, I tried to analyze the systemic problems in these countries. Significant part of these problems on all levels is caused by current FIFA activity, and we can't overcome the crisis without radical changes in the system of governance of FIFA and national associations. Other countries face similar problems.

Football associations, leagues and clubs of the post-Soviet states function using the archaic Soviet model, many of them couldn't reorganize in accordance with the modern reality or couldn't develop their own competitive models.

Performance analysis of post-Soviet football associations. Systemic problems

Relations between state and football public organizations

Football in the post-Soviet countries is directly linked to the state. Presidential elections, key decisions, financing professional football – all these can't be made without direct participation of state.

Here is the review of the main examples of state interference in the activity of football's public associations.

Football in the post-Soviet countries is divided into four levels of management and decision-making. This is how it works in Russia:

State level: president of Russia, cabinet of ministers, sports ministry: legislation and financing.

Russian football union is a public organization, member of FIFA, responsible for football in the country from grassroots and children's football to professional club competitions and national teams. It develops and controls all football regulations (subject to FIFA requirements).

Professional competitions: Russian national team, professional football leagues (RFPL – the Russian Football Premier League, FNL – the Football National League, second tier, PFL – Professional Football League, third tier) which include professional football clubs and the Professional Footballers' Union.

Regional and interregional football associations, responsible for grassroots, children's and youth football.

Analysis shows that today's legislation doesn't maintain the main principle which should guarantee rights and duties and differentiate the authorities of the main football institutions in decision-making.

For example, according to Paragraph 14 of the Russia's Law on sport, 84 regional associations have the right of casting vote on all questions at the superior governing body of the Russian Football Union (75 percent of votes). Despite professional clubs being members of the Russian Football Union, this law doesn't allow them to have more than 25 percent of casting votes; and if the Professional Footballers' union joined the Russian Football Union, it would get no more than 1 vote from approximately 500.

As a consequence, there is the same imbalance in the Russian Football Union executive committee. Despite the fact that the leagues unite professional clubs, they are not really independent organizations because all their decisions require ratification by the Russian Football Union executive committee.



WHO RULES RUSSIAN FOOTBALL

RFU conference

75 percent of votes
for regional associations;

less than 25 percent
for professional football
clubs and leagues;

0 percent for unions
of professional footballers.

RFU executive committee

15 percent of votes
for top-tier clubs;

0 percent for unions
of professional footballers.

All decisions in Russian football can be made without considering the opinion of the main football institutions and participants – leagues, clubs, coaches, and players.

Presidential elections in post-Soviet countries' associations

Football associations' presidential elections in the post-Soviet countries can't be held without state interference. Presidents of associations are appointed and dismissed in accordance with instructions from the first persons of state. Position of an association's president is often occupied by state officials.

Here are the examples of state interference in football associations:

RUSSIAN FOOTBALL UNION

No	Name	Period	Candidates for the position	Position at a state office when occupying the position at RFU
1	Vyacheslav Koloskov	02.1992 – 04.2005	3 (elections in 1998, three candidates withdrew) 1 (elections in 2003)	-
2	Vitaly Mutko	04.2005 – 11.2009	2 (elections in 2005, two candidates withdrew)	Member of the Russia's Council of the Federation (2005 - 2008), Minister of Sports
3	Sergey Fursenko	02.2010 – 06.2012	2 (elections in 2010, one candidate withdrew)	-
4	Nikolay Tolstykh	09.2012 – 05.2015	2 (elections in 2012, three candidates withdrew)	-
5	Vitaly Mutko	09.2015 – 2016	1 (elections in 2015, one candidate withdrew)	Minister of Sports

All RFU presidential elections, starting from 2005, were snap elections.

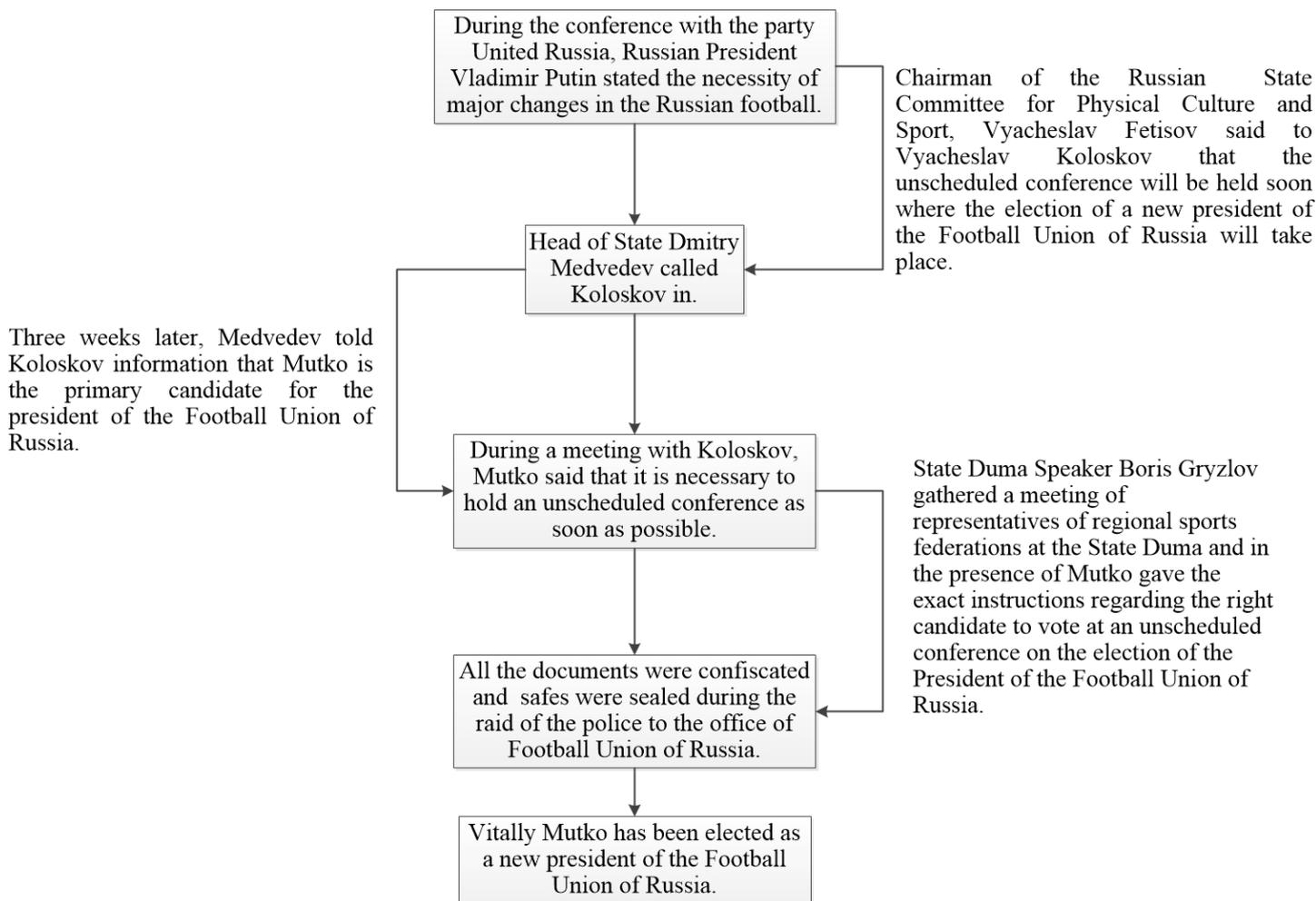
No president (1-4) has worked for his allotted period. De facto all of these elections were uncontested.

In 2010 the Russian president Dmitry Medvedev prohibited to occupy positions in the state offices and in public organizations at the same time. But now the president Vladimir Putin and the prime minister Dmitry Medvedev have sanctioned combining Minister of Sports and RFU president positions again.

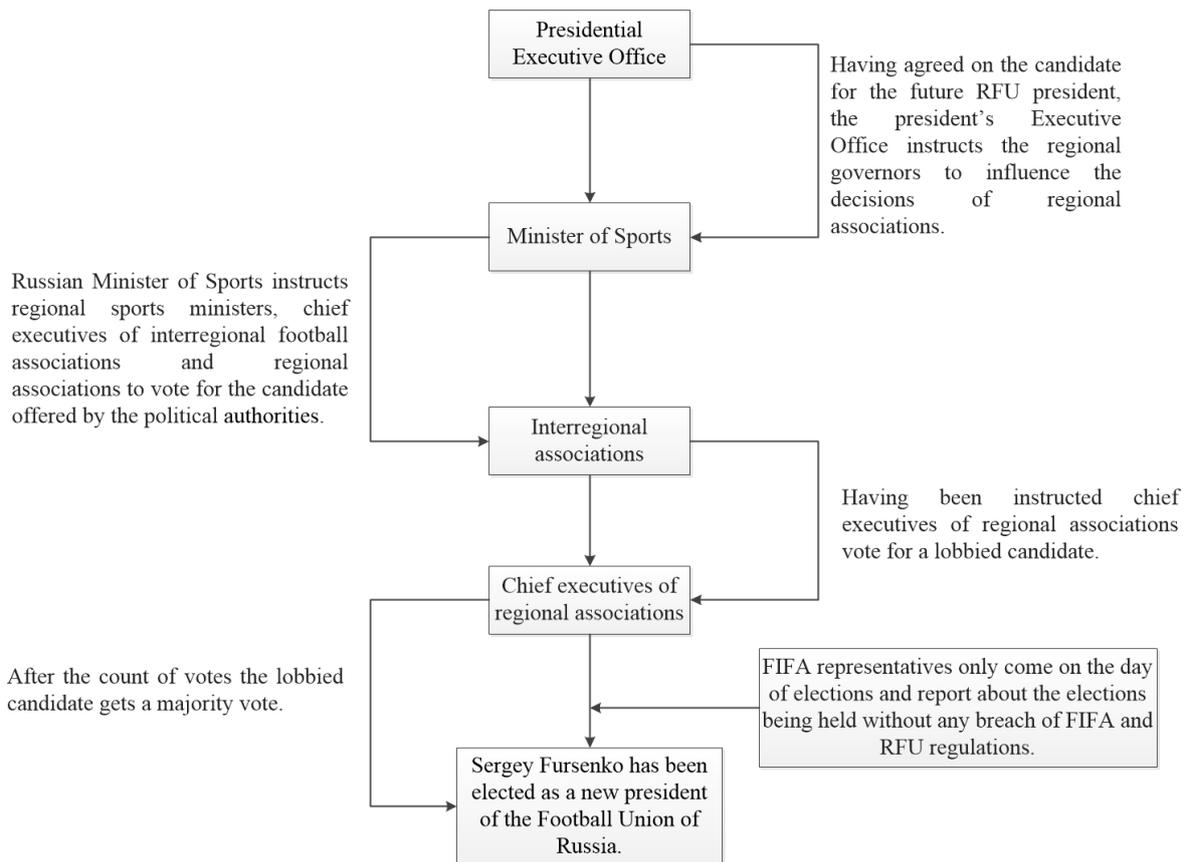
Nobody can argue that Russia is an authoritarian country and all main decisions are made by the president. We don't go into the question whether it's good or bad. Probably, Russia is the country where the authoritarian form of state government is preferable; but unfortunately, all kinds of public organizations including sports associations also fall under the sword of authoritarianism.

We can see how one of these sports public organizations – the Russian Football Union – turned into the structure where the organization’s chief executives, at the command of country leaders and the Minister of Sports, continuously violate the main principles of football associations: openness, publicity, professionalism, collective decision making, competition between programs of candidates for the key positions. Today they vote unanimously for the candidates offered by the political authorities, tomorrow they vote in the same manner for their dismissal.

Layout of RFU presidential elections in 2005



Layout of RFU presidential elections in 2010



The RFU executive committee makes all key decisions, it consists of 33 members: 11 from the regional associations, 11 from the clubs, 11 including the RFU president – other members.

In the last 6 years the RFU executive committee included few state officials and heads of state companies:

Name	Period	State position held during the period
Victor Zubkov	May 2010 – August 2012	Senior Deputy to the Prime minister
Sergey Ivanov	May 2010 – August 2012	Senior Deputy to the Prime minister
Sergey Stepashin	May 2010 – August 2012 and present	Head of Russia's Audit Chamber
Alexander Kononov	May 2010 – May 2011	Russia's Minister of Justice
Alexey Miller	May 2010 – May 2012	Gazprom Chairman of the Board
Vladimir Yakunin	April 2014 – present	Russian Railways president

State officials' work in the RFU executive committee has shown the inefficiency of such model. They didn't have time to go deeply into the matters of professional football. They lobbied interests of particular clubs; such favoured clubs were more important for them than the performance of the national team or the development of football as a whole.

BELARUS FOOTBALL FEDERATION

No	Name	Period	Candidates for position	State position held during the period in federation
1	Evgeny Shuntov	1989 – 1999	5 (elections in 1994)	-
2	Grigory Fedorov	1999 – 2003	3 (elections in 1999)	Head of Belarus state aviation committee
3	Gennady Nevyglas	2003 – 2011	2 (elections in 2003) 1 (elections in 2007 were uncontested)	Secretary of Security Council (2001—2006), Head of President's Executive Office (2006—2008).
4	Sergey Rumas	April 2011 – present	1 (elections in 2011 and 2015 were uncontested)	Deputy to the Prime Minister

In 1998 the President of Belarus Alexander Lukashenko 'recommended' the Belarus Football Federation to dismiss its head Evgeny Shuntov; Shuntov followed the recommendation but informed UEFA.

Upon criticism from UEFA, the association 'didn't accept' Shuntov's resignation and he was left president until the scheduled executive committee meeting.

FIFA and UEFA also considered that democratic procedures were violated in the elections in 2003; their representatives claimed that Belarus risked being excluded from FIFA and UEFA.

KAZAKHSTAN FOOTBALL FEDERATION

No	Name	Period	State position held during the period
1	Zamanbek Nurkadilov	1991 -1994	Head of Almaty administration
2	Timur Segizbaev	1994 - 1996	-
3	Kuralbek Ordabaev	1996 - 2000	-
4	Rakhat Aliev	2000 - 2007	Senior Deputy to the head of National Security committee (2000 - 2001), ambassador to Austria. Ambassador to Slovenia, Croatia, Macedonia, Serbia, Montenegro (2002 - 2005), since 2005 — Senior Deputy to Minister of Foreign Affairs. Since 2007 — ambassador to Austria, representative at OSCE.
5	Adilbek Dzaksibekov	2007 - 2014	Since 2004 — Head of President's Executive Office. Since 2008 — ambassador to Russia. Minister of Defence (2009 - 2014). Since 2014 — State Secretary.
6	Erlan Kozhagapanov	2014 – present	From July to November 2015 – General Director of Astana professional sports club.

Conclusions

FIFA officials and executive committee members participated in the elections conferences as observers only. They did not participate during electoral period, arriving instead on the day of elections and reporting there was no breach of FIFA and local regulations at the national associations elections.

Most football association presidents in the post-Soviet countries have held or continue to hold positions at state authorities. Key persons in associations are appointed by political authorities and not elected by football community, which negatively influences the development of football in those regions.

In order to change the situation in FIFA and national confederations' management system it is required to do the following:

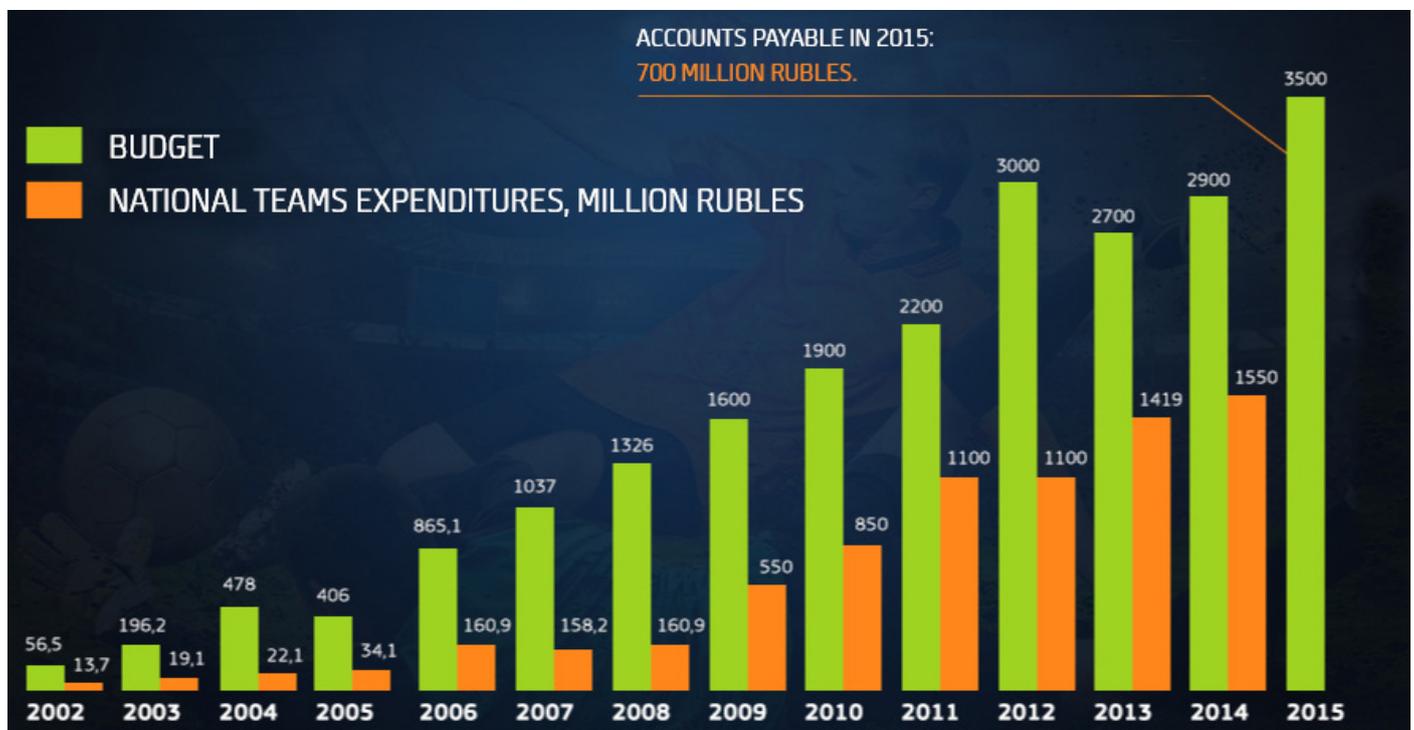
1. Change electoral regulations of FIFA, confederations and national associations;
2. Have at least three independent observers from FIFA not only on the day of elections, but during the whole electoral campaign period;
3. Prohibit state officials from holding positions as heads of national associations or members of their executive committees;
4. Add a regulation about mandatory public debates between candidates for association presidents, where a competition between their programs should be the main part.

Systemic problems of professional football.

Conclusions and propositions

In comparison with the developed football countries, the states of the former Soviet Union face such serious problems such as consistently low fans' interest, lack of top level players, etc. The biggest challenge is the lack of understanding and ideas how to develop football and make it competitive.

Most finances are amassed in professional football. For example, the expenditures of RFU are 60 million euro – it's 4 percent of funds received by professional clubs. Meanwhile, RFU spends only 1 million euro (1.5 percent) on football development (regional associations) and more than 60 percent on preparations for 24 national teams, of which half is spent on the first national team. There is no national training centre, and it leads to high spending on national teams too.



Analysis of sport results of the teams from the former USSR

Rankings of national teams of the post-Soviet countries

FIFA WORLD RANKING

Country	Position
Russia	24
Ukraine	29
Belarus	68
Uzbekistan	73
Estonia	90
Latvia	102
Kyrgyzstan	107
Azerbaijan	116
Turkmenistan	117
Georgia	120
Armenia	121
Lithuania	127
Kazakhstan	132
Tajikistan	148
Moldova	154

Only 2 countries of the former Soviet Union are in top 50 of the FIFA ranking: Russia holds the 24th place, while Ukraine is 29th.

In 2012, Russian national team was in the top 10, but in three years went down to 32nd. Results were worse only in 1998 (40th place) and in 2005 (34th).

POST-SOVIET COUNTRIES WORLD CUP PERFORMANCE IN THE LAST 20 YEARS

Country	WC-1994*	WC-1998	WC-2002	WC-2006	WC-2010	WC-2014
Azerbaijan	-	X	X	X	X	X
Armenia	-	X	X	X	X	X
Belarus	-	X	X	X	X	X
Georgia	-	X	X	X	X	X
Kazakhstan	-	X	X	X	X	X
Kyrgyzstan	-	X	X	X	X	X
Latvia	X	X	X	X	X	X
Lithuania	X	X	X	X	X	X
Moldova	-	X	X	X	X	X
Russia	Group stage	X	Group stage	X	X	Group stage
Tajikistan	-	X	X	X	X	X
Turkmenistan	-	X	X	X	X	X
Uzbekistan	-	X	X	X	X	X
Ukraine	-	X	X	Quarter-finals	X	X
Estonia	X	X	X	X	X	X

* Only four post-Soviet countries played in the World Cup 1994 qualification: Russia, Latvia, Lithuania, Estonia.

Since 1994 only two post-Soviet countries participated in the World Cups – Russia and Ukraine, and Russia were always relegated at group stages.

Number of local players and foreigners in professional clubs, average age

RUSSIAN FOOTBALL PREMIER LEAGUE

Year	Number of foreigners	Percentage of foreigners
2015	155	40,7
2014	208	44,3
2013	257	49,3
2012	250	45,9
2011	313	47,0
2010	248	44,2
2009	223	44,2

UKRAINIAN PREMIER LEAGUE

Year	Number of foreigners	Percentage of foreigners
2015	60	18,8
2014	109	26,1
2013	195	36,3
2012	201	41,3
2011	201	35,0
2010	191	30,4
2009	168	29,9

BELARUS PREMIER LEAGUE

Year	Number of foreigners	Percentage of foreigners
2015	69	17,9
2014	79	22,1
2013	97	26,1
2012	74	23,1
2011	71	21,7
2010	67	19,1
2009	78	20,1

RUSSIAN FOOTBALL PREMIER LEAGUE (AVERAGE AGE)

Year	Average age
2015	27,0
2014	27,2
2013	26,7
2012	26,4
2011	26,3
2010	26,0
2009	25,9

As of 2015, the RFPL is the third 'most elderly' championship in the world, only Turkey (27.3) and Italy (27.1) being older in terms of players' average age. However, there is a dynamic of the Russian league's aging. Since 2009 the average age of the RFPL players has risen for 1.3 years. No other country faces such a negative dynamic.

Association club coefficients (UEFA)

No	Year	Ranking
1	SPAIN	95.285
2	GERMANY	75.320
3	ENGLAND	72.659
4	ITALY	69.272
5	FRANCE	51.249
6	PORTUGAL	51.082
7	RUSSIA	50.882
8	UKRAINE	41.883
9	BELGIUM	39.200
10	NETHERLANDS	33.563
<...>	<...>	<...>
20	BELARUS	20.000
26	AZERBAIJAN	14.875

No	Year	Ranking
28	KAZAKHSTAN	14.125
34	MOLDOVA	9.125
36	GEORGIA	8.125
48	ARMENIA	4.125

CONCLUSIONS

Russia was the only team at the World Cup 2014 to feature players exclusively from its domestic league. There are at least four candidates for every field position in most top football countries; Russia has two players for one at best, with almost no competition for centre backs. There are no Russian centre backs born before 1990 and playing in the RFPL at the moment.

Poor performances of the national teams from the post-Soviet countries are caused by the incompetence of the countries' leaders and their empowered persons, as well as the whole system of world football. Current situation shows that it is time to make quality changes in FIFA and confederations' management and organization system.

Without changes in associations which should correspond to the principles of openness, professionalism and responsibility it will be impossible to implement any ideas or programs for football development.

The 2018 World Cup in Russia is not supported by professional and seriously elaborated decisions and actions. Lack of development priorities, inefficient personnel and budget policy, closed nature of national associations, working on meaningless 'strategies' lead to society's irritation and even to hostility towards football.

Formal elections of association presidents in the post-Soviet countries, political lobbyism, lack of debate and discussion of candidates' programs – all this leads to breach of trust and bad publicity for FIFA and national associations.

An absolute majority of key areas of football development, e.g. in the Russian Football Union, are headed by football non-professionals who don't understand the problems of this sphere. The RFU is becoming more and more closed structure for public and media, and other associations of the post-Soviet countries do the same.

State officials working in associations executive committees are lobbying on behalf of government agencies, businesses and politicians, but not the on behalf of the professional community. The number of incompetent people in football has grown after the country's governing persons decided that state officials, top managers of state companies and billionaires should enter such executive committees.

This structure of executive committees ignores the rights of football institutions and exempli-

fies authoritarian RFU administration. Corruption is flourishing in Russian football, especially on the club level. It is enough to say that Sergey Pryadkin (RFU vice-president, RFPL president), accused in one of the most notorious case of the RFU regulations breach, was eventually acquitted.

Football in the post-Soviet countries has taken an absolutely wrong course from the point of view of balanced development of sports, with club and national teams failure being a natural consequence of this fact. Football in these countries is regressing, becoming more and more underdeveloped in comparison to the leading countries.

All this, unfortunately, discredits not only Russian football and its governing bodies, but also the political authorities and the president of Russia. Competent analysis and evaluation of football associations' work, acknowledgement of mistakes, real interest in systemic development would serve national football and lead to a positive public reaction.

It is a direct responsibility of FIFA members, confederations and national associations to protect football from the further incompetent interference from the authorities' placemen which has a corrosive effect.

First of all, it is necessary to restore the democratic principles: state should not interfere in the activities of public sports organizations, its function should only be assistance. Otherwise football's decay is inevitable.

We need to build an efficient interaction between state and associations. A legal mechanism of state funding in football should be developed together with the Ministry of Sports, its regulations and parameters for professional football should be defined. For example, the prohibition to use state funds for clubs' transfers should be introduced. Funds from regional budgets and from state companies have to go to a separate account and be used strictly for the defined purposes – competitions, schools and infrastructure. Transfer payments can be made only using the funds received from football activities or private investments.

Professional football should gradually go away from state funding. Dependence from state monopolies and regional budgets is destructive for the game. Until such a system of club funding is preserved, there must be a close control aimed to optimize clubs budgets and create conditions that would attract private investments. Budget transparency is one of the crucial FIFA requirements, and it's a strategically correct direction for football in the post-Soviet countries to make a transition to self-sufficiency. At the moment it is impossible for the new private clubs to emerge due to very high 'entry price' – high expenditures, absence of comparable incomes, corruption and closed nature of the industry.

Analysis of FIFA management system

1. Congress is the superior and legislative body.
2. Executive Committee is the executive body.
3. General Secretariat is the administrative body.
4. Standing and special committees consult and assist the executive committee; their primary responsibilities are defined in regulations, their structure and extra duties are described in special regulations.

The Congress members are 209 representatives of FIFA football associations. Every representative has a vote in the Congress.

Current structure

The FIFA executive committee consists of 24 members:

- 1 President elected by the Congress;
- 8 vice-presidents;
- 15 members elected by confederations and associations.

The President is elected by the Congress in a year following the FIFA World Cup, for a period of four years.

Executive committee members are appointed by confederations, except a vice-president who represents and is elected by the four British associations. All members start their work after being inducted by the Congress.

Confederation	Vice-presidents	Members
CONMEBOL	1	2
AFC	1	3
UEFA	2	5
CAF	1	3
CONCACAF	1	2
OFC	1	-
4 British associations	1	-

The FIFA Executive Committee meets at least two times a year.

Proposals to change the FIFA management, Confederations and National Associations

1. Article 30, paragraph 1 of the FIFA Statutes provides that the Executive Committee consists of 25 members:
 - 1 President, elected by the Congress,
 - 8 vice-presidents elected by the Confederations and confirmed in office by the Congress,
 - 1 female member of the Executive Committee elected by the Congress
 - 15 other members of the Executive Committee elected by the Confederations and confirmed in office by the Congress.

The remaining 23 Executive Committee members are elected by the Confederations out of the candidates submitted by its members, or the National Football Associations.
2. The FIFA Statues do not state any qualification criteria, such as age, educational background or employment history, required for Executive Committee members candidates, and that is a clear flaw. Thus, the criteria in question should be revised.
3. Article 30, paragraph 4 of the FIFA Statues grants the Confederations the right to elect 8 vice-presidents and 15 other Executive Committee members pro rata. 5 out of 6 Confederations are entitled to appoint only one vice-president, whilst the UEFA is authorized to elect three.
4. At present the main football units do not have a direct say in the decisions made by the FIFA Executive Committee, and all their activity is limited to the perimeter of the FIFA specialist standing committees, Confederations and National Associations.

In order to enhance the role played by these entities in the decision-making process and to professionalize the Executive Committee, their activity should not be limited to their respective committees, but should also undertake key decisions made by the FIFA Executive Committee, Confederations and Associations.

The main idea is to bring the sides of the social dialogue, i.e. the representatives of the main football units, to the Executive Committee. Thus, the FIFA Standing Orders should also be revised.

The Executive Committee should incorporate two new groups. A regional development group shall comprise of delegates from the Confederations and national associations, whilst the football units group shall include representatives of coaches, referees, players, female and youth football and of scientific and methodological support.

Each of the above-mentioned groups will form the Executive Committee and have the full right to adopt their own memorandums, regulations and other documents regulating the

election procedure of its Executive Committee representatives and that of the vice-president candidate from the group.

The FIFA Standing Orders cover matters connected with the elections of the FIFA President and does not deal with the Executive Committee members election. These questions are outlined directly in the FIFA Statutes.

The obligations of the FIFA presidential candidates to hold public debates during the election campaigns under the FIFA Standing Orders should be introduced. These changes are of high importance and may be made to Article 1 (paragraphs 4 and 5) of the FIFA Standing Orders, thus stating that public debates are one of the main principles of an outspoken election campaign.

The status of youth football in the former Soviet Union

Grassroots and youth football should be given maximum attention as by the state structures, as well as by the entire football community. Putting the two alongside each other is due to the fact that the majority of young men do not become professional footballers. Only one child out of a thousand will grow to become a professional football player.

The analysis of physical education in Soviet and Russian schools allows us to conclude that it was governed by the principle of versatility, under which exercises were chosen and then included in the education program.

By the number of people involved in football, and that is 1,5mln in Russia, the former Soviet countries are out-grossed by Germany, Spain, Italy by more than three times. In the recent years, street football has begun to disappear in the former Soviet Union.

Regional and municipal government authorities do not pay enough attention to youth and grassroots football. In Russia, there are almost no private football schools for children and the youth, and there are only 30 schools organized by professional clubs, who are not experiencing serious financial problems. 1500 sports-school is financed out of a residual principle and does not effectively influence the training of both the football players and the coaches. Average coaching salaries do not motivate the football units. All the while, the regional federations of the existing system fail to stimulate better conditions for training in sports-schools.

The material and technical base of football and secondary schools, sports infrastructure in the residential districts are in extremely poor conditions.

What needs to be done to improve the state of youth football? First, you need to make the requirements of the national federations to the clubs for financing schools more strict.

It is also necessary to stimulate private schools state and national federations wise.

A detailed training program for children, aged 6 to 9, and the other age groups should be developed. Such programs do not exist in all federations. Vital disadvantages of the tournament system for young players are quite evident, the main being the principle of 'winning at all costs', of showing incredible skills and giving immense feedback right from an early age, even though the aim at that point should be to teach the little ones to simply play football.

Of the 53 thousand educational institutions operating in Russia, 9 thousand do not have gyms. In the USSR, 1525 schools and football youth clubs operated quite productively, however, the present reality shows that the majority of the schools that used to have significant material resources and highly qualified coaching staff are now outside of the Russian Federation.

The Ministry of Education, Sport and the national federations do not have constructive understanding and communication, there is no uniform policy regarding work organization in schools and instruction of coaches and other specialists in the field of football, there is no uniform method of educating coaching staff.

What should be the changes in the principles of funding of youth football? Progressive reduction of budgetary financing of professional clubs and the transition of sports-schools for children under private funds seems to be the answer. In order for the process to be attractive investment-wise, stadiums and training bases should fall in the ownership of football clubs.

It is also important that the funds received by reducing the professional teams financing go towards the development of youth football: of the infrastructure, to increasing the monetary allowance of the coaching body, the organization of training courses for children's coaches, as well as the development of educational institutions in football management.

It is important to organize a system of deductions to sports-schools during the entire career of a football player, depending on the number of matches played at the highest level and to tighten control over the activities of intermediaries in the employment of younger players.

The catastrophic shortage of talented young players who do not have constant match practice puts the former soviet countries in a humiliating position during international tournaments. It turns out that corporate self-interest of individual football clubs is above the interests of national football. Only in this way we may come out of the absurd situation when seven Russian football clubs with a total annual budget of 0.5 billion US dollars are competing for one guaranteed place in the Champions League, which will not cover even half of the expenses of one club even with a successful performance.

Coach training analysis. Suggestions

According to UEFA Russia is only 34th in coaches of the highest categories licensed in compliance with all standards of the European football union.

According to the table published in a document regarding the state of the membership in the European coaching convention there are 184 coaches of B category (head coach of the second division teams and RFPL clubs' youth squads; assistant coach of the first division and RFPL teams), only 48 coaches of A category (head coach of the first division team; RFPL coach) and 51 Pro category coach (eligible to work as a head coach in the Premier League).

In total, according to UEFA's data, there are 283 registered coaches in Russia and in this category our country is among Europe's most disadvantaged. There are, for instance, 34970 coaches in Germany, 29240 in Italy and 23995 in Spain. Judging by that table, Russia trails to almost all of the Eastern European countries, while even Luxembourg, for example, has an almost equal number of registered coaches (282). In Ukraine there are 3.5 times more coaches (1002), and there are 1359 in Northern Ireland.

Coaching education in Russia is not easily accessible for the following main reasons.

First of all, it is practically impossible to receive quality education in coaching and A, B, Pro licenses for specialists from more remote areas.

That means the creation of methodological documents - from the outline of sessions to programs of multi-year training.

The efficiency of such work depends on synergy - obtaining the results requires a combination of power and knowledge. This can be achieved through groups of authors developing study aids for youth schools, methodological councils building the academic framework for sports universities, as well as organizations providing specialists with platforms to exchange knowledge.

Since 2005, RFS and Ministry of Sport were only participating in construction of pitches around the country and promoted ordinary local sports schools to 'regional centers' using undetermined criteria. They forgot that there should be highly-trained coaches working on these pitches.

Today more than 70 per cent of the coaches working in youth football do not have a specialized education - and it's a fact.

One of the reasons is also high cost of the education.

In our country, a Pro license is viewed not as a way to obtain a high level of knowledge but as a necessary tool to work in the football Premier League and First Division.

The Pro license should provide the highest quality of the coach education that will allow to work not only in the Premier League, but also to manage youth schools and train other coaches. Most coaches with a Pro license in Russia are currently unemployed waiting for

some club to offer them a head coaching job while they could make it in other areas of the professional football.

Systemic problems connected with obtaining PRO coaching licenses are present in the UEFA and other Confederations. Uniform requirements of the FIFA apply to all countries in the Confederations, but the UEFA does not acknowledge the PRO diploma of a coach who received this license in the Asian Football Confederation, for example. Mutual recognition of coaching diplomas issued by all Confederations should be made by the FIFA technical committee.

Scientific and methodological support of football in the former Soviet Union

The aim of the scientific and methodological support of football is to increase the efficiency of management training specialists based on the information on the status of the players, their tournament and training activities. The main tasks are to assess the level of preparation of the technical and tactical and physical readiness of the athletes, their health and functional capacity; monitoring of training and tournament activity; the development of training programs and recommendations for their correction. During the Soviet period, the State paid great attention to the development of fundamental and applied sports science. Football institutions and Institutes of Physical Education operated successfully throughout the whole country from Khabarovsk to Lviv, and special scientific work groups were in close contact with the coaches of national teams and football clubs. Over the past 25 years it has been destroyed the uniform method of educating problem-solving football oriented staff has fallen. Football science is almost completely destroyed. No universities offer sport medicine programs.

Students are taught based on old programs written 30 years ago, and seminars read by professional coaches are rarely held. The thesis topics bring up the same problems solved decades ago. Very little scientific-methodical and educational literature is published. The universities do not have the instrumentation to assess the readiness of football players. Scientific and Technical Conferences for Football Department Professors are very rarely held. Created in separate federations of the former USSR scientific and methodological departments do not have full funding. The level of the staff of the scientific and methodological department federations does not allow solving the problems of modern football.

What needs to be done in addressing the above issues? First, it is necessary to organize more effective work of scientific and methodological advice to FIFA, the confederations and associations.

A teacher training system involved in the activities at national, regional and local centers for the training of specialists in the field of football should be developed and brought to life.

It is crucial to develop the concept of integrated control in football and to monitor programs for different types of football along with elaboration of complex research team in the football centers on various levels.

To pursue more actively regional scientific practical conference for coaches who are working in youth football, to develop the concept of young players training in their countries. It is of utmost importance to analyze the training activities of candidates for national teams in their clubs and evaluate load precontest fees, to provide information support for football specialists working in secondary schools and universities and to carry the computerization of the educational process.

The scientific research of students who study physical training in high schools also seems relevant along with collaboration with young teachers and conducting competitions for grants to carry out scientific and methodological works commissioned by FIFA, confederations and national federations.

Economical model of associations and professional football

Russia

There are only 3 privately-owned clubs in the Russian Football Premier League out of 16 and 3 out of 20 in the second-tier FNL. All other teams receive state funding.

In the current season the total budget of all RFPL clubs makes nearly €1 billion, of which

- €400 million: state corporations' spending on three clubs: Zenit, Lokomotiv, Dynamo.
- €240 million: regional budgets' spending on 9 clubs, such as Rubin, Terek, Rostov, Amkar, Ufa, Ural, Mordovia, Krylya Sovetov, Kuban.
- 40% of the CSKA budget – money from state corporations.



Television rights revenues of Russian clubs are extremely low.

Television revenues

Share of total revenue of the clubs	Country	TV contract worth, million Euro	Average TV revenue per club, million Euro
49%	England	1920	96
51%	Italy	888	44.4
37%	Spain	741	37.2
25%	Germany	577	32.1
34%	France	509	25.4
45%	Turkey	232	12.9
32%	Poland	92	5.8
20%	Belgium	60	3.7
15%	The Netherlands	67	3.7
20%	Denmark	31	2.6
26%	Greece	35	2.0
13%	Scotland	19	1.6
9%	Austria	14	1.4
2,2%	Russia	22	1.4
14%	Norway	22	1.4

The television deal is worth 22m euros - it is 2.2 percent of the total revenue of the clubs, each of them gets on average only 1.4m Euro per season.

Russian Football Premier League loses TV audience every year, including the key games.

TV audience of the key games of RFPL

SEASON	AUDIENCE
2014/15	3.3
2013/14	4.0
2012/13	3.8
2011/12	3.4
2010	5
2009	7
2008	7.25

SEASON	AUDIENCE
2007	7.75
2006	7
2005	6
2004	5.75
2003	5.5

Aside from low TV ratings, the national championship has low attendance numbers. Since the RFPL has been established, neither average nor total audience have not shown significant and stable growth. In the 2002 season average attendance was 10,957 while the next year it was 11,388. In almost 15 years neither League nor the clubs have done anything to increase attendances. Awful conditions, inconvenient kick-off times, lack of flexible ticket pricing, poor catering and marketing are the main problems of the Russian clubs' appeal to the fans. Managers are not fighting to increase attendances because the match and season ticket revenue is miniscule at 2.8 percent of total revenue. The lion's share of club budgets are received from the state budget of the Russian Federation. In this system, the clubs will never become successful financially.

Average and total attendance of Russian national championship

SEASON	AVERAGE ATTENDANCE	TOTAL ATTENDANCE
2015/16	11 388	1 639 873
2014/15	10 151	2 436 299
2013/14	11 499	2 759 684
2012/13	13 027	3 126 393
2011/12	12 905	4 542 405*
2010	12 091	2 901 851
2009	11 970	2 872 733
2008	12 914	3 099 451
2007	13 115	3 147 567
2006	11 793	2 830 268
2005	12 007	2 881 674
2004	11 511	2 762 650
2003	11 167	2 680 132
2002	10 967	2 632 100

* In the 2011/12 season after the regular season was complete the teams were divided in two groups of eight, playing teams from their groups at home and away, hence the high total attendance.

Match and season ticket revenue

Share of total revenue of the clubs	Country	Match and season ticket revenue, million Euro	Average match and season ticket revenue per club, million Euro
18%	England	685	34.3
21%	Germany	474	26.3
20%	Spain	390	19.4
11%	Italy	196	9.8
11%	France	158	7.9
35%	Switzerland	73	7.3
21%	Netherlands	95	5.3
23%	Belgium	70	4.4
34%	Scotland	51	4.2
11%	Turkey	55	3.1
15%	Austria	25	2.5
13%	Portugal	38	2.4
20%	Sweden	30	1.9
19%	Norway	29	1.8
2,8%	Russia	28	1.7

The current crisis in Russia has significantly impacted the financial abilities of the clubs.

Transfer spending, million Euro

Season \ League	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
English Premier League	701	646	770	922	1240	1190
Serie A	467	625	556	550	427	607
La Liga	314	397	158	437	551	570
Bundesliga	212	217	288	303	363	412
Ligue 1	155	246	257	413	171	317
RFPL	216		341	322	84	18

During the current season, the RFPL clubs have spent less on transfers than the Italian Serie B (20 million), Greek Superleague (27 million) and 2. Bundesliga (35 million).

The payrolls of the Russian clubs remain high, but this season Kuban has faced a class-action lawsuit from the players because of the unpaid wages while Dynamo was forced to sell its best players to comply with the Financial Fair Play regulations and cut the payroll.

Wages

Share of wages in club spending	Country	Total spending, million Euro	Average payroll per club, million Euro
58%	England	2227	113.9
50%	Germany	1138	63.2
71%	Italy	1240	62
56%	Spain	1114	55.7
65%	France	957	47.9
74%	Russia	598	37.4
87%	Turkey	454	25.2
62%	The Netherlands	281	15.6
64%	Switzerland	134	13.4
70%	Portugal	206	12.9
65%	Belgium	193	12.1
62%	Austria	101	10.1
85%	Ukraine	133	9.5
56%	Denmark	87	7.3
59%	Scotland	87	7.2

One of the main risk indicators in the Financial Fair Play is the share of wages exceeding 70% of the club's spending.

Based on the data above, it can be stated with confidence that clubs can not provide for even 15% of their own budgets. Most clubs are under a constant threat of bankruptcy as they rely only on the state and not their own business models. All of this is a result of the existing model of football management which has led to the unbalanced decision-making and financing of professional football. Russian clubs spend significant money on wages while barely earning anything. Russia is in the economic crisis, which is automatically leading to the crisis in the financial systems of the clubs. This is clearly seen from the transfer spending dynamic. In two seasons it has decreased from €322m to €84m in the past season and €18m in the current term.

This season, several Russian clubs have faced UEFA sanctions and fines for violating Financial Fair Play rules.

No	Club	Season	Penalty
1	Dynamo Moscow	2015/16	Europa League 2015/16 disqualification
2	Lokomotiv Moscow	2015/16	5 million fine (of which €3.5 million are conditional). Europa League squad limit of 22 players instead of 25.
3	FC Krasnodar	2015/16	€4 million fine (of which €3 million conditional). Europa League squad limit of 22 players instead of 25.
4	FC Rostov	2015/16	€200,000 fine.
5	Zenit St. Petersburg	2014/15	€12 million fine (of which €6 million conditional). Champions League squad limit of 22 players instead of 25.
6	Rubin Kazan	2014/15	€6 million fine. Europa League squad limit of 21 players instead of 25.
7	Anzhi Makhachkala	2014/15	€2 million fine. Europa League squad limit of 21 players instead of 25.

Belarus

Belarus has been using the following procedure to fund football for many years: under a decree of the President or the Council of Ministers a document is shaped up binding state-owned companies to provide funding for professional clubs or infrastructure development.

For instance, the Decree of the President of the Republic of Belarus No. 291 dated July 7, 2003 binds organization listed (64 companies) (and personally approved by the President) to provide the planned financial aid according to the set timetable with the amounts agreed with every such club.

The aid is calculated on a quarterly basis and may not amount to less than 5% of financial and other means received by the club in the previous quarter and is paid in equal parts monthly throughout the quarter. 10% or more of that sum should be used to fund youth football, 20% or more - to develop football infrastructure, including the construction, rebuilding and renovation of the facilities and their communications. Organizations providing regular support to the football clubs are eligible to include money and property donated to the clubs and cost of the services (works) provided for free in cost of their products or services, as well as for taxation purposes. Same applies to the money provided to the clubs for advertisement.

State-owned companies are forced to fund the clubs and therefore raise prices for their services and goods compared to the market.

In the past season Belarus championship has set an all-time low in attendance .

SEASON	AVERAGE ATTENDANCE
2015	1709
2014	1845
2013	2119
2012	2014
2011	2670
2010	2618
2009	2642
2008	1720
2007	2512
2006	2339
2005	2205
2004	1954
2003	2176
2002	2833
2001	2891
2000	3066
1999	3449

Georgia

On June 5th, 2013, eight Georgian clubs (Dinamo Tbilisi, Zestafoni, WIT Georgia, Metallurg, Sioni, Zugdidi, Merani, Torpedo) have refused to participate in the national championship if they do not receive funding of 2 million laris (approximately \$1,205,000) each. This exact sum was provided by the government to Dila, who was participating in the Europa League.

“Since Dila participates in the Europa League, its financing by the state is justified because the team’s failure to participate in the European competition would be a bigger embarrassment than funding it. Therefore, I disagree with the position of people claiming that if Dila Gori is funded, the other clubs should get funding, too,” Georgia’s minister of youth and sports Levan Kipiani stated.

On December 3rd, 2013, FC Guria who were third in the table at the time have requested 1.7 million laris (approximately \$1 million) from the municipality with the total budget of municipality at 1.2 million laris (approximately \$706,000).

Not only do clubs make such requests, there have been precedents of the club moving from

one state entity to another. For instance, instead of seeking private investment and working to increase the revenues, FC Zugdidi have gone under the control of local municipality. Before that, the club was owned by the Ministry of Economics with Minister of Agriculture Zaza Gorozia as the club's president.

All of this results from the lack of systematic approach to the work. The clubs are relying on the state and random one-time payments from different companies. The club's executives do not shy away from such demands and statements.

In one of his interviews, former AC Milan player and current Minister of energy of Georgia, Kakha Kaladze, has stated that the government annually spends 40 million laris (approximately \$16,620,000) of which the budget of the national association is 7 million laris (approximately \$2,904,500).

Compliance to Financial Fair Play

No	Club	Season	Sanction
1	Dynamo Moscow	2015/16	Europa League 2015/16 disqualification
2	Lokomotiv Moscow	2015/16	5 million fine (of which 3.5 million conditional). Europa League squad limit of 22 players instead of 25.
3	FC Krasnodar	2015/16	4 million fine (of which 3 million conditional). Europa League squad limit of 22 players instead of 25.
4	FC Rostov	2015/16	200,000 fine.
5	Inter Azerbaijan	2015/16	50,000 fine. Possible one-year European ban.
6	Dnipro Dnipropetrovsk	2015/16	100,000 fine Possible one-year European ban.
7	Zenit St. Petersburg	2014/15	12 million fine (of which 6 million conditional). Champions League squad limit of 22 players instead of 25.
8	Rubin Kazan	2014/15	6 million fine. Europa League squad limit of 21 players instead of 25.
9	Anzhi Makhachkala	2014/15	2 million fine. Europa League squad limit of 21 players instead of 25.
10	Skonto Latvia	2013/14	40,000 fine. One-year European ban.
11	Metallurg Donetsk Ukraine	2013/14	100,000 fine. Two-year European ban.
12	Arsenal Ukraine	2012/13	75,000 fine

Conclusions

In the former USSR countries, almost all football clubs exist at the expense of budget funding, state corporations and taxpayers. Clubs lack marketing strategies, aspiration to bring fans to the stands and clear business models. Teams exist for themselves and there is no sufficient interest in them. For these reasons, football is viewed negatively more and more often as people believe that they pay footballers from their own pockets.

'Clubs with hat in hand' is the most accurate description of all teams dependent on state funding.

During the 63 FIFA Congress in Mauritius, the FIFA President, Mr. Blatter primarily outlined the financing of professional and grassroots football and also highlighted the introduction of a financial "fair play." The applicable documents for the introduction of financial recovery of professional football by the international federation of football have been taken and for now national federations are obliged to consider this document as a guide, with no further discussions.

In Russia, for instance, neither President of RF Vladimir Putin, nor Prime Minister Dmitry Medvedev, nor a member of the FIFA Executive Committee, the Minister of Sport, President of the Russian Football Union Vitaly Mutko, nor leagues leaders, none of them to this day has never raised the issue at a high level regarding the introduction of a financial "fair play" in Russian football.

Some football "subjects" are quite happy with lack of order; others are simply unable to define competently solutions to change the situation in professional football.

Constructive and tenable proposals to establish the order in the part of expenditure not only the in state but also in private owners clubs, such as in Russia, are neglected and ignored.

Anti-crisis measures by FIFA, confederations and national federations are sharply needed, along with the essential requirements for the entry of private capital, it must be forbidden to create new financial obligations for repayment of debt and it should be prohibited to pay transfers from public money.

At the moment the only FIFA document that partially regulates financial stability in clubs is Club Licensing Regulations (FIFA Club Licensing Regulations).

Article 10 of the Regulation establishes the financial criteria of the club licensing system that are obligatory for national associations clubs to meet for the purpose of passing the licensing procedures, i.e. access to professional football competitions.

Thus far, FIFA requires the set of rules governing financial aspects of the relationship between clubs and players.

To change the situation for the better it is vital to develop and adopt FIFA standard financial regulations which will monitor club spending, oblige them to live within its means and limit government involvement in the financing of club football, which is the establishment of the players minimum wage (depending on the age group and the league in which the player acts

within the club), fixing the maximum rate of the total monthly income of the players - "salary cap" (depending on the age group and the football league in which the player acts within the club), the appliance of a unified system of players awarding (with the possibility of a differentiated system of bonuses depending on the players age group), the need for a mandatory deposit of all clubs of the local regulation governing the payment of bonuses players (provision for bonuses) in the relevant league before the beginning of the sports season.

It is essential to establish the working group to develop and approve unified standard financial regulations of FIFA as soon as possible, on the basis of which the national football federations will be obliged to adopt its own rules governing these issues.

Analysis of the management efficiency in football associations and professional football. Analysis of manager training in FIFA and former USSR. Suggestions

Human resources policies in the former USSR countries have serious flaws and shortcomings. The national association manages 20 national teams that prepare for and participate in various international competitions. Quality training for the tournaments should be reflected in results, and the professional activities of the association's managers play one of the key roles in this matter. The managerial roles in associations, leagues, football clubs, academies, regional and national associations are often taken by people with no specialized education or required qualifications, some had just recently been stepping on the pitch as players and some have nothing to do with football at all. Or, on the opposite, by staying on their position for many years, these people are not ready to improve to comply with the modern requirements of the football industry. Such a human resources policy leads to the executives of the professional football being unwilling to earn, which not only violates FIFA's policies but also leads to the inappropriate use of budget funds. Also suffering from such situations are the professional coaches forced to, in addition to the training process, oversee numerous organizational matters as well as the players. The effective work with the fans is lacking.

Analysis of top management of the RFPL clubs

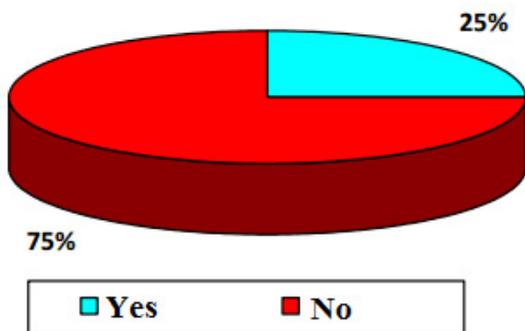
Average age: 43 years

Average experience in the current position - 2.7 years

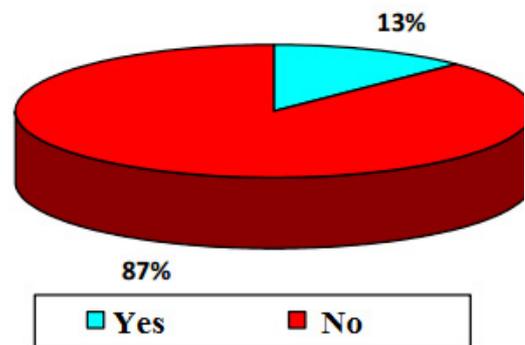
The longest continuing stint in the current position - 10 years

Possess experience of less than a year - 3

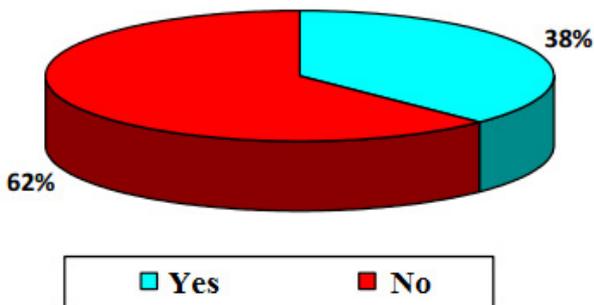
Previous playing experience (all sports)



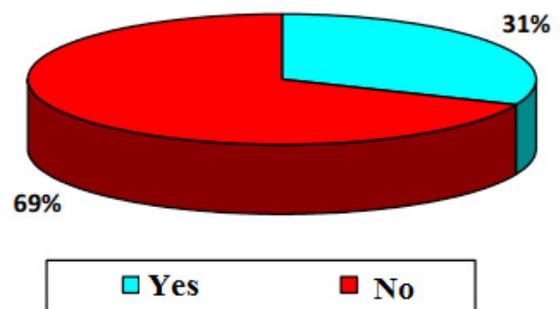
Previous playing experience (football)



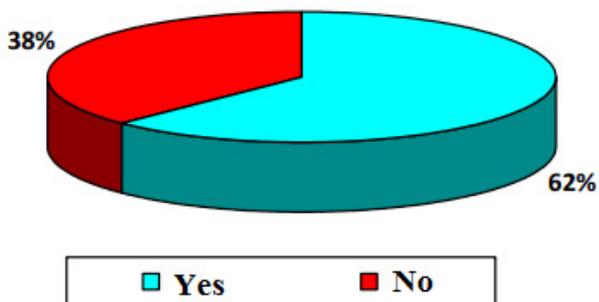
Previous business management experience



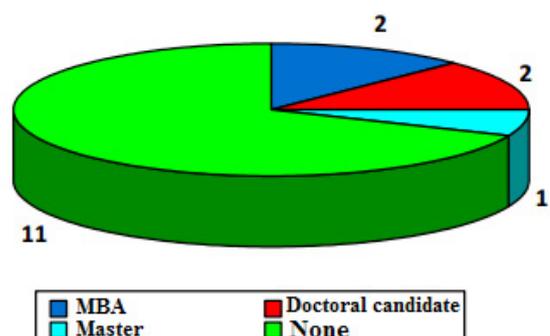
Previous state agency management experience



Previous sports management experience



Scientific degrees



The FIFA draft program: Master of Football Administration (MFA)

FIFA Program provides managers training; however, five-day courses and eventually issued certificates do not fully allow terminating the management training up to the required level in professional football.

It is about time to elaborate more profound and systematic training for managers who work in professional football in the former Soviet Union region.

In 2015 the Russian International Olympic University (RIOU) prepared the program called «Master of football administration», MFA.

This is the program of additional vocational training that meets the requirements of Master of Advanced Studies Degree (according to the Bologna Agreement), as well as Russian and pan-European educational standards.

The IPA program core target is to prepare highly professional managers and practitioners for football industry, with integrated and relevant knowledge, skills and abilities in the field of modern management concepts in the field of sport, and football in particular, managers who will be able to make competent administrative decisions in line with the trend of football business.

IPA program is assigned primarily for people who are already working in the system of football and is focused on the real needs of all of its main football subjects. The “Master of Football Administration” has a number of important advantages:

- creative use of the Soviet, Russian and foreign experience, as long as the experience of leading foreign universities, schools and colleges that provide training programs in the management of football, as well as the accounting requirements of FIFA and UEFA;
- modular programs. Training modules windows will correspond to the major pause in the football calendar which will allow working students learning on the job;
- combination of classroom and online training. MFA program will have at least 376 hours of classroom instruction;
- international teaching staff, including professors and experts who work in football industry;
- conducting modules in Sochi and other former Soviet countries including the obligatory visit of the modern football and sports infrastructure with specific training objectives;
- appliance of the most advanced teaching methods (business games, cascade training, computer simulation, case studies, etc.);
- the possibility of attending lectures led by teachers of other RIOU programs, which will be held simultaneously with the training modules of the program the IAF;
- apprenticeship in the leading football countries.

The curriculum covers all major functional areas of management in football, which are necessary for students to master competencies to work in football management: strategic planning and management; economics and finance; sports marketing; infrastructure management and organization of sports competitions; law and HR management.

The program, totaling 1,232 hours of general training includes 5 classroom modules in the amount of 376 classroom hours, the writing of the degree project (480 hours), self-training, on-line consultation and covers various areas of the football industry.

The curriculum of the IPA program includes:

Module 1: Strategic management of the football organization

- Strategic planning and management in football.
- International football industry.
- Ethics and social responsibility in football.
- Event management and governance of football infrastructure.
- Governance and regulation in the football industry.

Module 2: Finance and football

- Financial management and financial Fair Play.
- The economy of football.
- Investment activity in football.
- Financial planning and strategy in football.
- Information technology in football.

Module 3: Football and law

- The legal aspects of regulation in football.
- Settlement of disputes in football.
- Legal regulation of the football clubs activities.
- Licensing of football clubs.

Module 4: Football marketing

- Principles of football marketing.
- PR and communication in the football industry.
- Branding in football.
- Sponsorship in football.
- Digital media in the football industry.
- Fans engaging.

Module 5: HR and career management in football

- HR management in sport.
- Leadership and organization of teamwork.
- Communication in football experience in public speaking.
- Decision-making and conflict resolution.
- Research in football.

In addition to the curriculum all the students will also be given the opportunity to obtain fundamental knowledge in the form of practical case studies and training, including:

- attending lectures in other RIOU programs, which will be held simultaneously with the training modules of the IAF program;
- public lectures, master classes held by managers who are successful in the football industry.

An integral part of the MFA will be a week-long international training for students in one of the leading football leagues. During an international apprenticeship students will join several corporate visits to the football federations, leagues, professional and amateur football clubs, international sports agencies and other organizations, etc.

Program of development of football refereeing

With the modern development of football the requirements for a referee's work are also increasing. The importance of this job is defined by the high level of the game's popularity, meaning low-quality officiating may lead to serious consequences in the sports entities, on the pitch and, most dangerously, in the stands. A referee's performance is an important and essential part of the action on the pitch aimed to maintain the Fair Play values, protect the players and image of the Game. Also, qualified refereeing positively impacts the players and helps them show their best qualities. Analysis of the current situation in the former USSR

countries demonstrates serious problems in the development of the referees which is clearly seen during the professional competitions. The number of the referees of different categories is clearly insufficient for quality officiating of plentiful football competitions of all levels. But the level of the professional training of many of them is not fully meet the level of the competitions. Lacking is the clear system of scouting, training, selection, professional growth and promotion of the referees that would allow to regularly add new people to all of the existing categories of the referees.

Necessary measures:

- Creation of a transparent system to manage refereeing and inspecting the competitions in the associations' structure;
- Development and adoption of the unified system of training and selection of the referees, improvement in the system of the appointment of referees and assessment of their work.
- Informational support of the work of the football referees association.
- Creation of the Main center of referee training at the National and regional centers of football with the unified teaching process and methodology.
- Creation of the training schools for young referees at the football associations.

It's also necessary:

- Improvement of the system of refereeing management at all levels. Expansion and application of UEFA Convention on Referee Education and Organisation in all countries represented in FIFA. Correction and control of execution of the developed regulations.
- Creation of the unified structure of educational process in all countries and regions of FIFA.
- Development of the appropriate methods of determining the referees' personal traits, criteria of physical ability, psychological stability, moral and ethical characteristics of personal qualities of football referees of all categories. Application of the special scientific methodology of the "personality search" (methods of the search and testing used in drafting the astronauts, policemen, FSB, FBI, etc.)
- Development and distribution of the computer programs teaching football referees from the smaller countries. Creation of the informational platforms with educational programs using the Internet. Creation and development of the educational videos.
- Development of the scientific and technical ways and methods of the improvement of the officiating quality based on the most recent achievements in technology.
- Development of the system of the officials' insurance, both professionally and socially, related to the referee's ability to fulfill his responsibilities. For most officials, refereeing is a job and neither temporary nor permanent loss of the ability to work should not leave a person without livelihood.

- Creation of the foundation for professional refereeing. Consolidation of football refereeing as an occupation in the respective legislative bodies of the countries.
- Pay due attention to funding of development and implementation of target program, determining all stages and amounts of financing. Introduce bonus payment system for refereeing at all levels.
- Develop and implement the system of licensing the referees, consider it a part of the mechanism of education and training of the referees, including specialized departments of sports universities.
- Create an effective system of propaganda of refereeing and work of referees. Consolidate professional and personal status of the referees.
- Implement the exchange of experience and referees between the countries.

Corruption in football

In the last years FIFA has become one of the most discredited sports organizations being accused virtually in every area of its activity outside the pitch, which means a crisis of its leadership, as well as management and accounting systems.

FIFA is a public organization. Its leaders are not owners of the organization or football. They rule football on behalf of all football institutions, including millions of people who play football and billions of the game admirers.

Nevertheless, FIFA, confederations and associations govern without being accountable to the public. As we can see, FIFA are not able to reorganize themselves, gradually getting away from the principles of openness, transparency and democracy.

Football corruption is more of a state phenomenon rather than a sports one. Corruption crimes in most cases don't imply specific victims, rather the whole society is suffering from it. Corruption in football has been growing as we have proof due to the recent investigations.

In Russia law enforcement bodies are not willing to have anything to do with the Russian Football Union or football clubs because of their patronage at the very top of the Russian authorities. The RFU management substitutes fighting corruption with endless and meaningless debates. Emerging incidents are for some reason being passed on to the formally existent RFU Ethics Committee which is not an independent body and submits directly to the RFU president.

Unfortunately, legal investigations related to football corruption seem impossible in modern Russia. The association president (head of the RFU) is a state official (Minister of Sports), and most clubs are financed from budget resources and have patronage in Russian governing bodies. Emerging corruption cases are subject to examination by the RFU bodies which don't have the power and law tools to fight corruption. The real fight against corruption should start at the very top of football management with an investigation of the head of the association and its office.

The main tool for fighting corruption in Russia is the federal law 'On investigation activities' and the actions specified by this law. Every time when signs of a crime are observed, associations must stop their activities and report to law enforcement bodies; the following steps should be determined by the law enforcement authorities.

Striking examples of systemic corruption in Russian football are the Pryadkin case and the Efremov case, which saw conflicts of interests involving Sergey Pryadkin, the RFPL president, the RFU vice-president, the UEFA committee member and Igor Efremov, the Football National League president, the RFU vice-president. In Pryadkin's case it has been revealed that the official had a company in Germany – GiRRus GmbH – which had the right to provide agent services.

Action	Breach of regulations	Time and duration of breach
Establishing and managing GiRRus GmbH (with the right of signature)	FIFA ethics regulation, Paragraph 5 RFU ethics regulations, Paragraph 3 RFU regulations, Paragraph 29	2006 - becomes General Director of the RFU, does not inform about incorporation and managerial role of GiRRus GmbH. 2007 - becomes RFPL president. He is also the RFU vice-president and the RFU executive committee member. Since 2011 – member of UEFA Agents Committee. Votes at the RFU on regulations, appointments to committee and task forces, does not inform about incorporation and managerial role of GiRRus GmbH.
Agents activities of Andrey Pryadkin (Sergey Pryadkin's brother)		March 30, 2006 Andrey Pryadkin gets an agent's license No. 071 from the RFU; 9 agent agreements registered with the RFU.
Agents activities of Thomas Zorn (Sergey Pryadkin's adopted son)		Thomas Zorn gets an agent's license from the German Football Union; 2 agent agreements with Russian players registered in Germany.

Thomas Zorn, a German national and Sergey Pryadkin's adopted son, was de-facto head of GiRRus. Zorn had a Russian agent's license and participated directly in several transfers. After this information has been made public, the RFU Ethics Committee, under public pressure, has begun a procedure in the case. But later the case was rejected on a formal basis: the company has never made any payments related to football. Meanwhile, the information about Pryadkin's son and his agency operations were not investigated.

Moreover, in Igor Efremov's case it has been revealed that Sergey Pryadkin's brother Andrey was also a licensed agent who participated in several transfers (as the RFU committee on agents' activities confirmed later, he had nine agent agreements).

Sergey Pryadkin confirmed that he never informed the RFU executive committee and the RFU conference about these facts, and also didn't abstain from voting during the RFU meetings on matters concerning agents' activities regulations. Mr. Pryadkin didn't even think he should do that, which means he was confident there was no breach of any FIFA, UEFA and RFU orders.

The RFU Appeal committee discussed the case of the FNL president Igor Efremov: in his tenure as head of Saturn Ramenskoe, the club signed Evgeny Levchenko as a free agent, but later the club which was close to bankruptcy transferred 400,000 USD to Wiser Trading Limited, a company registered in Seychelles. The club was later declared bankrupt, it has not paid debts to many of its players.

Such cases are not exceptions, but only a small part of them has been revealed to public. It seems that negotiations with unlicensed agents and payments to offshore companies are usual for the RFU officials. It's understood that we are in need for thorough investigations of clubs' transfers.

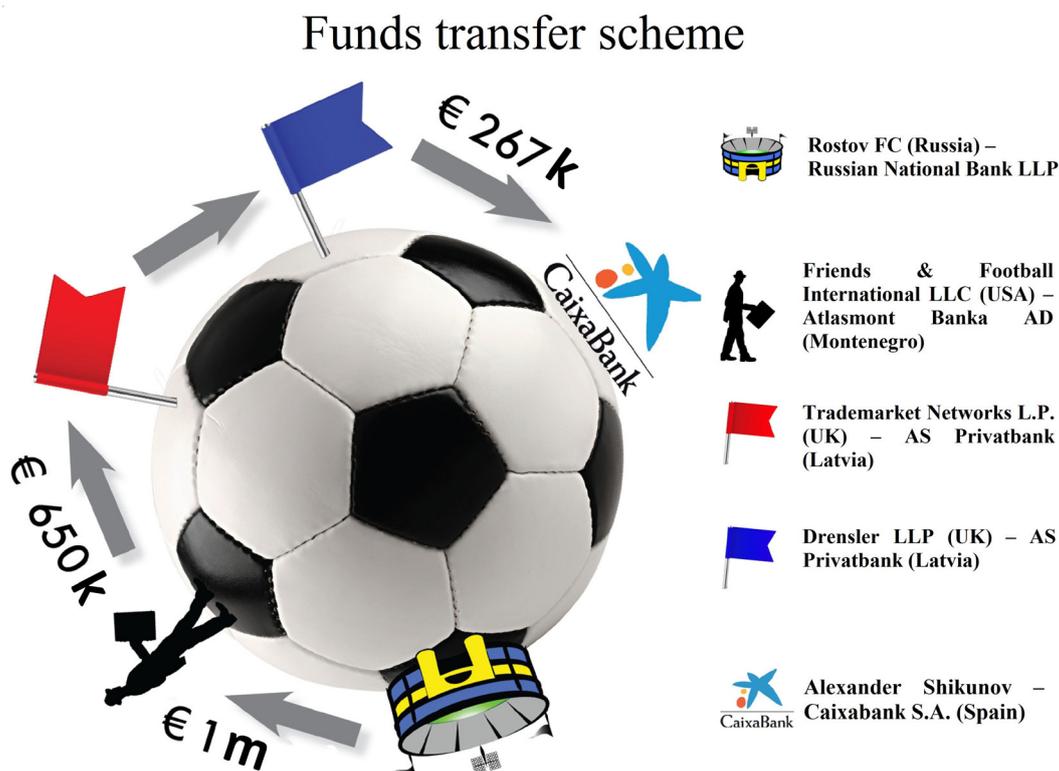
Another scandal involved FC Rostov vice-president Alexander Shikunov in 2012. The club signed a €1m agent agreement with Friends & Football International LLC. Upon receiving the funds Friends & Football International LLC made an agreement with Trademark Networks L.P. registered in Scotland (Suite 1, 78 Montgomery St., Edinburgh). The subject of agreement was 'intermediary services for Florent Sinama Pongolle's transfer to Rostov FC', with the services cost equaling 650 thousand Euro.

On the same day Trademark Networks L.P. transferred the received amount to another company, Drenler LLP (Suite 1, The Studio, St. Nicholas CLO SE Elstree, Herdfortshire WD 6), to the account opened with the same AS Privatbank.

On 8 October 2012, according to SWIFT, Drenler LLP transferred 167 thousand Euro to Alexander Shikunov's Caixabank account opened in an Ibiza branch. According to the Spanish cadastral registry, in November 2012 Shikunov and his wife bought an elite apartment in Ibiza for 506 thousand Euro.

Later, according to SWIFT, Drenler LLP made two more 50 thousand Euro transfers to Shikunov's Caixabank account – on March 19 and June 30.

So, in this case Rostov FC's funds (from Rostov regional budget) were transferred to a Delaware-incorporated company's bank account with a Montenegro bank, then to a British company's account in a Latvian bank, and then to Alexander Shikunov's account who then bought real estate in Spain.



Analysis of football cases in CAS

It is a general trend in world football to avoid resorting to state courts. The amount of litigations started in non-state law bodies is increasing. Disputes between sports associations, their members, sporting leagues, clubs, players, agents and officials are examined in specialized bodies, for example, the Chamber of Disputes or Committees on Players' Status.

During its 12 years of work, the Court of Arbitration for Sport (CAS) has examined just about 100 cases in all sports, with the last one published on the official site dating back to 2005. There are 28 arbitrators in the CAS, and only some of them have the experience of dealing with football cases. At the same time the CAS activity is often criticized and it starts to lose trust.

The cases submitted to the CAS are examined in one meeting, and providing additional materials, expert opinions and conclusions is difficult. Each case examination takes long time: the period between resorting and the final decision can be one year while the cost is about 30 thousand CHF, which limits an access to justice.

The mechanism of forming the arbitrators list is unclear. Arbitrators appointed by football professional associations are a minority, while during collective case examination the choice of the chairman is unclear: single arbitrators chosen by both sides should choose the chairman from the list of three candidates provided by the court. The mechanism of forming this list is unclear and doesn't answer requirements of fair examination.

In order to achieve the sustainable development of football industry it is necessary to unite international and national associations for the creation in every country of a new specialized sports dispute body – international sports court. Taking sports disputes beyond the courts of general jurisdiction should be viewed as an element of state policy. The reasons for passing cases to such a court should be arbitration agreements which could be included into regulations of sports associations, clubs and leagues, into players' contracts and civil agreements with players and agents.

The main principles of creation and activity of such a court should be as follows:

- The court is created as a court of arbitration in accordance with each country's legislation;
- Non-commercial organization responsible for this court creation is established by the wide range of football leagues, associations and organizations;
- The court is the higher authority for sports disputes examination; disputes are examined by arbitration bodies on the level of football associations;
- Court structure consists of really independent and professional specialists who have knowledge in sports law;
- Court structure is formed transparently, on offers from the wide range of leagues, clubs and organizations;

- The case chairman is chosen only by arbitrators appointed by both sides, if impossible – by a draw;
- Multilanguage nature of the court. Office work should be made in local and English language;
- Option for away court sessions;
- Arbitration court's decision is final and is not the subject for appeal.

This will help to settle disputes faster and more qualitative than at present. Establishing an adequate cost of a court due will simplify an access for examination for both sides. International character of such a court would raise influence and prestige of countries and associations on international level.

There are also some claims towards FIFA Dispute Resolution Chamber which also examines cases for a very long time.

FIFA development programs

FIFA development programs in the post-Soviet countries

In 1999 FIFA initiated their famous development program – the Goal project.

Twelve regional FIFA Development Offices have been opened in all continents. One of these offices which is responsible for the Goal project and other FIFA programs in the post-Soviet countries started its work in Moscow in 2001.

The core of the Goal project is the principle of material and technical help: national associations get a finished product - football pitches, technical, medical or training center for national teams, equipment for association offices, football academy complex, etc.

The amount of aid within the project has been increased in the last years from 400K to 500K USD for one association in the period of 4 years. As of today, the Goal project has been successfully realized for about 200 associations, with total amount of projects about 700.

The other popular FIFA project started back in 1998 is the Financial Assistance Program (FAP). According to this program, all 209 national associations and 6 continental confederations will receive yearly financial aid: 250K USD for each association and 2.5 million for each confederation.

These two programs are the main driving force in FIFA's assistance for its members in development and popularization of football in every country.

Another important project – FIFA educational and technical programs – has been started in

2004. It aims at regional football managers and specialists' education, at raising the skill level of coaches of men, women and youth football, referees, futsal and beach soccer coaches.

Realization of these three large-scale projects in the post-Soviet countries, work on "Grass-roots football", beach soccer, futsal, marketing and other projects are the direct responsibility of the FIFA Development office in Moscow.

In the period between 2001 and 2008 the FIFA Development office in Moscow worked on 25 football infrastructure projects for all 12 associations of the post-Soviet countries (8 of them are UEFA members and 4 are AFC members) – 2 projects within the Goal program in Russia, 21 similar projects in other countries, and 2 FIFA football infrastructure projects in the countries of Central Asia. These projects included construction and equipment supply for national football associations' premises, national teams training centers and football academies; mounting of artificial and grass football pitches and futsal artificial complexes. Fifteen of these projects were unveiled by the FIFA President who attached importance to these activities.

Together with UEFA and the post-Soviet national associations the FIFA Development office in Moscow organized about 50 educational courses for coaches, referees and managers, seminars for chiefs and staff of 15 national associations on marketing, financial aid, long-term planning, pitches exploitation, organization of youth and women football, beach soccer and futsal.

More than 1200 football specialists – national associations' staff, coaches, referees and managers – attended these courses.

During 7 years of its work the FIFA Development office in Moscow provided significant assistance for developing football in every post-Soviet country, where the situation was lamentable in 2000-2001. The office has been gradually building the scheme of overcoming the crisis in football industry, has contributed in raising the level of football in the post-Soviet countries.

Unfortunately, in 2008 FIFA has decided to close the Moscow office for unknown reasons, development programs and financial aid reduced drastically. Small associations and associations of Central Asian countries suffered the most.

It was the first and only case of closing the FIFA regional office. The office was very important for the post-Soviet countries as all associations were established just a few years ago after the collapse of the USSR and were in need of permanent practical assistance. The closing of Moscow office was not coordinated with regional associations and was not approved by the FIFA Goal project bureau; it was explained by some political motives.

Afterwards all projects for associations of 8 European post-Soviet countries were managed from the FIFA headquarters in Zurich by only one staff member who combined FIFA Senior manager and Development officer positions (he also supervised the New Zealand office with its 11 associations). Naturally, it influenced the situation in negative way; FIFA assistance for football development in the post-Soviet European countries has become inefficient. Associa-

tions' representatives reported about the situation, but the former FIFA management didn't react.

For example, there are 4 FIFA Development offices working for 54 associations in Africa, and 3 offices for 46 associations in Asia.

Since 2008 four AFC associations (Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan) have been facing difficulties due to language and transport problems after their development programs have been transferred to the FIFA Development office in Colombo, Sri Lanka and later to Dehli, India.

Based on this analysis and for the purpose of effective control over activity of national associations of the post-Soviet countries, I consider it is necessary to resume working in one of the countries of this region.

Mutko's personal decision not to propose a representative from Russia to the new staff of the UEFA executive committee also stirred controversy. This decision was made without taking into consideration the opinions of RFU management and its executive committee.

Vitaly Mutko also influenced negatively on the FIFA President; when visiting Russia in 2013, Joseph Blatter didn't even inform about the visit an active RFU president Nikolay Tolstykh.

Joseph Blatter met only Vitaly Mutko and Vladimir Putin in Sochi, and in the absence of the RFU president signed an agreement with "Gazprom" company with the content of agreement being closed to the public.

Vitaly Mutko is also responsible for international doping scandals in athletics. It should be noted that being under Minister of Sports working pressure, Vitaly Mutko does not attend the FIFA technical committee's meetings ignoring disciplinary norms of the FIFA executive committee members.

New international tournament for former USSR countries

The concept of international youth football tournament for the national teams of the Eurasian region (Eurasia).

The breakup of the Soviet Union led to a significant football crisis in the post-Soviet countries: decrease in sports ties and discontinuation of one of the strongest national football championships in Europe and the world. The number of youth and junior tournaments decreased substantially. At the same time, despite all the difficulties, football remains the most popular and loved sport in the former USSR countries. Its influence is huge and using football it's possible to rebuild the lost ties in sports and culture that may become a strong foundation for

good-neighbourly relations.

One of the few competitions nowadays linking football teams of the former USSR is the Commonwealth of Independent States Champions Cup hosted in Russia in January of each year as well as few international tournaments of the youth national teams of different age groups organized in Russia, Belarus, Moldova, Lithuania, and Ukraine. During its 25-year-long history the Commonwealth Cup greatly contributed to the development and strengthening of the sports ties between neighbours. Most regrettable, the tournament has lost its popularity in the last 10 years while there are no similar competitions in the former USSR countries, especially in terms of the number of participants.

With the complete indifference of the fans, media and television towards the tournament it can be concluded that the tournament has fulfilled its sports and political mission at a certain stage of the development of the post-Soviet football and requires reorganization and new approach.

Football competitions for the teams from the former USSR republics and creation of the new states and national association will allow to maintain traditional connections between footballers, coaches, football association managers, assess and compare the level of the football development, exchange information concerning actual football problems and develop unified positions for FIFA and UEFA congresses. The way to solve the task of expansion of the sports ties between the countries of our region should be foundation of the Eurasia Cup for the youth national teams of the former USSR countries. And the time to create such regular tournament has come now. He should be founded on the following principles.

Firstly, these competitions should be conducted exclusively during the periods defined by the international football calendar and the regulations of such tournaments.

Secondly, the preference should be expressed for the national teams of our region with possible invitation of other strong national teams.

Thirdly, considering the high need of youth national teams in friendly matches and their constant search of sparring partners such tournaments should be conducted regularly in the first half of each year, and specifically in March/April or during the school holidays.

Fourthly, part of the sponsor money must be directed for development of youth football in the participating countries.

The work in this direction should be started with preparing of organization of the regular tournament in one or several former USSR countries. 15 youth national teams of the same age (for example, Under-18) from the former USSR countries, football associations of which are UEFA or AFC members are eligible to be candidates to participate in the tournament. The national teams from other countries may be added to them as well.

National football association should be responsible for the control of the preparation for the participation in the competition and ensuring they're able to travel to the tournament. Countries with favourable such as Uzbekistan, Turkmenistan and other neighbouring countries may become the location of the competition. Considering the interest of fans of these coun-

tries, football authorities, specialists and media in such matches against the former compatriots and current neighbours, it can be assumed that this future tournament will have guaranteed success and popularity.

Additionally, organization of the workshop or lectures for coaches and other specialists of football, including marketing lectures and exhibition of football industry must be considered as part of the tournament. The introduction and regulations of the tournament must be promptly provided to FIFA, UEFA, and AFC.

The demand for such regular tournaments among football associations of the former USSR countries is huge, considering the need to develop young reserves and lack of high-quality competitions.

FIFA Football Centers Program

Concept of the national, regional, and local FIFA Football Centers.

Creation of the system of football centers that comply to the structure of football management in the associations, confederations, and FIFA should be considered as one of the most important projects of football development in modern football.

In its final variation this system should include all national, regional and local football centers. In modern football worldwide such centers became quite widely replicated in terms of creation of a system of providing important football services. The most famous of them are Coverciano National center of the Italian Football association, national football center of the USA, Clairefontaine national center of French football, national centers of England, Germany, and Spain. Analysis of the experience of such centers shows that they strongly stimulate the football development in the country.

Tasks and types of activities of the National centers:

- Training camps of the national football teams of the association;
- Landmark, current and emergency examination of players;
- Analysis of the competitive and training activities (games and training sessions of national and club teams, including future opponents);
- Work of the comprehensive scientific group of national teams;
- Education of the coaches for A, B, and Pro category licensing. Education of the specialists working in the comprehensive scientific group, Premier League, First Division and Second League;
- Hosting of the scientific and practical conferences of coaches and football specialists;

- Preparation and publication of the methodological documents on football topics (both print and electronic);
- Forming of the center of information and analytics;
- Training camps of the club teams.

Technical requirements for the National football center.

No	Name	Amount
1	Full-sized heated football pitches with natural grass	5
2	Stadium with capacity of 5000 with the stationary system of multi-camera filming	1
3	Heated football pitches with artificial turf	4
4	Heated football pitches equipped with fences providing increased stress during the playing exercises	2
5	Indoor arena with artificial turf and full-sized pitch	1
6	Universal sports hall with court size allowing to play mini-football, handball, volleyball, basketball, tennis	1
7	Gym	2
8	Outdoor tennis court	2
9	Indoor swimming pool	1
10	Tilted track	2
11	Housing complex for the senior national team	1
12	Housing complex for youth national teams	1
13	VIP cottage	3
14	Hotel and administrative complex Hotel Administration Conference hall Library Methodology offices Coach and specialists education offices Football history museum Restaurant National team coaches' and teaching staff offices	1

No	Name	Amount
15	Medical and diagnostic center Comprehensive science group offices Doctors' offices Gym Diagnostic center Swimming pool Sauna Jacuzzi Turkish bath Medical procedural bathrooms Service staff rooms Kits and equipment storage room	
16	Housekeeping facility	

Regional football centers

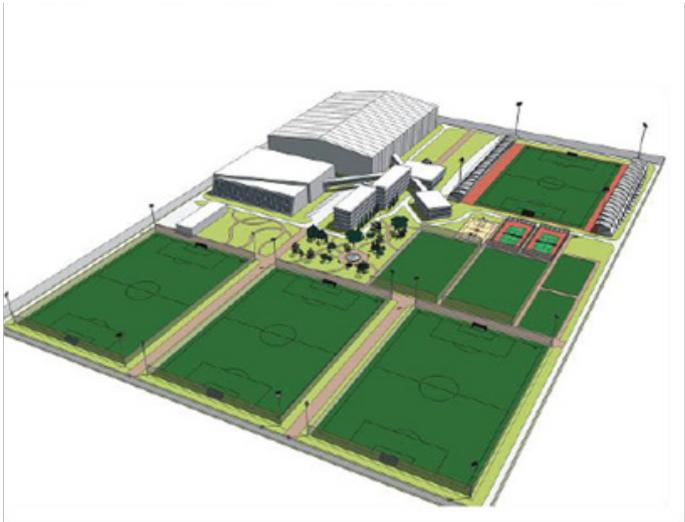
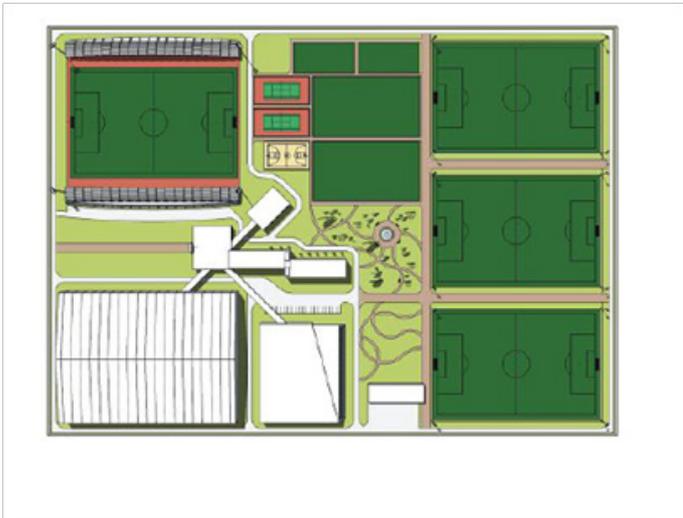
Tasks and types of activities of the regional centers:

- Training camps of the regional association of football associations' (MRO) teams;
- Landmark, current and emergency examination of MRO players;
- Realization of the "Search for young football talents in MRO" program;
- Education of the coaches for C, D category licensing;
- Forming of the informational center of MRO;
- Work of the comprehensive scientific group of MRO;
- Hosting of the methodology conferences of coaches and other football specialists in MRO;
- Implementation of the modern training programs in MRO's football schools;
- Analysis of the competitive and activities of regional and club MRO teams;
- Hosting of the interregional and regional competitions.

Technical requirements for the Regional football centers

Infrastructure	Description
Sports facilities	<ul style="list-style-type: none"> • 4 full-sized pitches (1 with natural and mixed grass each and 2 with artificial turf, all heated) • One of the full-sized pitches with the stands with the capacity of 3000 and stationary multi-camera match and training filming system. Stationary system of on-pitch testing devices on the same pitch • 2 70m x 40m pitches with mixed and artificial turf and 2 40m x 20m pitches, all heated. • Indoor arena with full-sized pitch with artificial turf with stands of 500 with the stationary multi-camera match and training filming system • Indoor sports hall with the stationary system of testing devices • Outdoor tennis and basketball courts, tilted track. • Gym equipped with a set of coordination, speed and strength exercise equipment • Swimming pool with 15-metre lanes
Housing and canteen	<ul style="list-style-type: none"> • Hotel complex of 120 beds of 3-4* level (1 VIP room, up to 5 one-bed rooms, the rest are two-bed rooms) • Restaurant of 120 seats with 4 meals a day; • Psychological rest room
Administrative and technical facilities	<ul style="list-style-type: none"> • Center directorate facilities • Technical and engineering services facilities
Medical facilities	<p>Medical and biological center of the players' preparation</p> <ul style="list-style-type: none"> • Functional diagnostics office • Physiotherapeutic rehabilitation office • Medicinal rehabilitation office • Manual rehabilitation office • Doctors and rehabilitation center offices and equipment
Educational facilities	<ul style="list-style-type: none"> • Classroom with 70 seats equipped for school lesson, theoretical lessons, pre-match talks and scientific and practical conferences • Library with electronic and printed study aids; reading room • Computer classroom • Office of the methodological center for the training preparation of the specialists: <ul style="list-style-type: none"> - projector - screen - computer with speakers - TV set - football pitch model - blackboard

Infrastructure	Description
Scientific and diagnostic block	<ul style="list-style-type: none"> • Diagnostic stand with the equipment for landmark, current, and emergency control • Amisco and Tactfoot Computer programs for analysis and demonstration of the games
Housekeeping facilities	<ul style="list-style-type: none"> • Boiler house • Electric power station • Bus parking garage, car and truck parking garage, service vehicles parking garage • Car service facility • Laundry room • Security office • Service staff room • Parking lot



Local centers of football

Tasks and types of activities of the Local centers:

- Training camps of the regional teams;
- Landmark, current and emergency examination of MRO players;
- Realization of the “Search for young football talents” program;
- Education of the coaches for C, D category licensing;
- Education of the other football specialists of the region;
- Forming of the informational center;
- Work of the comprehensive scientific group;
- Hosting of the methodological conferences of coaches and other football specialists;
- Implementation of the modern training programs in football schools;
- Analysis of the competitive and activities of regional and club teams;
- Hosting of the local competitions;

Technical requirements for the local football centers

Infrastructure	Description
Sports facilities	<ul style="list-style-type: none">• 3 full-sized pitches (1 with natural, mixed and artificial turf each), all heated• One of the full-sized pitches with the stands with the capacity of 3000 and stationary multi-camera match and training filming system. Stationary system of on-pitch testing devices on the same pitch• 2 70m x 40m pitches with mixed and artificial turf and 4 40m x 20m pitches, all heated.• Indoor arena with full-sized pitch with artificial turf with stands of 500 with the stationary multi-camera match and training filming system• Indoor sports hall with the stationary system of testing devices• Outdoor tennis and basketball courts, tilted track• Gym equipped with a set of coordination, speed and strength exercise equipment• Swimming pool with 15-metre lanes
Housing and canteen	<ul style="list-style-type: none">• Hotel complex of 40 beds of 3 level (up to 5 one-bed rooms, the rest are two-bed rooms)• Restaurant of 40 seats with 4 meals a day;• Psychological rest room
Administrative and technical facilities	<ul style="list-style-type: none">• Center directorate facilities• Technical and engineering services facilities

Infrastructure	Description
Medical facilities	<ul style="list-style-type: none"> • Functional diagnostics office of cardiovascular and respiratory systems • Manual therapy and massage office • Doctors and rehabilitation center offices and equipment
Educational facilities	<ul style="list-style-type: none"> • Classroom with 50 seats equipped for school lesson, theoretical lessons, pre-match talks and scientific and practical conferences • Library with electronic and printed study aids; reading room • Computer classroom • Office of the methodological center of preparation of the specialists: <ul style="list-style-type: none"> - projector - screen - computer with speakers - TV set - football pitch model - blackboard
Scientific and diagnostic block	<ul style="list-style-type: none"> • Diagnostic stand with the equipment for control and assessment of potential of young footballers • Amisco and Tactfoot Computer programs for analysis and demonstration of the games
Housekeeping facilities	<ul style="list-style-type: none"> • Boiler house • Electric power station • Bus parking garage • Car and truck parking garage • Service vehicles parking garage • Car service facility • Laundry room • Security office • Service staff room • Parking lot



Realization of the project requires mobilization of all subjects of football and authorities which will allow to establish their cooperation at an early stage. This project is aimed to bring professional football of the former USSR countries on the brand new level allowing to compete with the leading countries of the football world in entertainment level, sporting achievements and commercial component.

Strategy of the project lies in the unification of the efforts of the state, business and the current football system to place a foundation of the successful future of the professional football by creating a financially viable, competitive and effective system of education and preparation of the footballers and specialists of the world level.

To successfully realize the project, the additional research with the development of the business plan compliant to the international standards is planned. The project's team will consist of the professional managers and specialists with the required experience, knowledge and ability. The centers will be training footballers and specialists (coaches, methodologists and referees) who will be in high demand of the local and foreign clubs.

Types of activities of the football centers:

- Education of the footballers;
- Examination of the footballers;
- Search for talented young footballers;
- Education of the coaches;
- Education of other specialists working on football;
- Forming of the informational environment;
- Scientific work;
- Hosting of the methodological conferences for coaches and other specialists;
- Implementation of the modern training programs for player preparation;
- Analysis of the competitive activities of national and club teams;
- Hosting of the competitions;
- Receipt of the profits from player sales;
- Receipt of the profits from various football-themed commercial events;
- Receipt of the profits from sponsors and advertisers.

Realization of the project will allow to:

- Create a more advanced, complete system of managed for player preparation and control of their development instead of varying, not always reasonable methods of different schools;
- Significantly improve material, technical and methodological framework of football to comply with the modern requirements for training and play;
- Use the whole spectre of training and recovery tools lack of which currently substantially limits the quality of the preparation of local footballers;
- Construct informational system from which executives, coaches, goalkeeping coaches, conditioning coaches, scouts and other specialists may receive any information for training process management on demand;
- Create a highly-advanced system of talent search and preparation of young footballers, in which local football will not be losing gifted youth;
- Decrease the dependency of local football on foreign players by preparing more young talented footballers. It will make professional football of the countries more entertaining and will bring fans who want to see interesting games between teams with strong local players;
- Improve the system of the continuous football education of football specialists and move the work of coaches to stable scientific base. Therefore, the high results of national teams and clubs in the international competitions as well as high-scoring and entertaining play in the national championships will be achieved.

Role of the players' unions

Role of the players' unions in football worldwide.

To shorten the gap from the leading football countries we should develop faster, but it is impossible to achieve without the main participants of football. Footballers, whose games are watched by the millions of viewers at the stadiums and on the television, are the ones facing all positive and negatives of the current system of modern football, from the youth academies to the national team. The widespread opinion that "the players must play while others decide how to manage football" does not have a right to life.

The worldwide tendency is that more and more representatives of the players participate in the solution of the key questions of football management. That is evidenced by the agreements of cooperation signed by FIFPro (worldwide players' union) and FIFA, FIFPro and UEFA signed in recent years.

How can players' union representing the footballers cooperate with the associations, leagues and clubs? Considering the experience of the football players' unions of the leading European countries as well as challenges faced by football worldwide, the cooperation with the associ-

ations, confederations and FIFA in continuous exchange of information, documentation and views on all circumstances in professional football deserving the attention is necessary.

For the successful functioning of any organization, prompt receipt of information regarding the current situation at any level is of top importance. That's why the cooperation with the players' union is necessary. They can cooperate on the workgroup level to collect and analyse information and prepare proposals for changes of various regulations and create programs of football development. Also, player representative should be participant in the work of FIFA Executive Committee, confederations and national associations. In my opinion, financial component of all of the professional footballer's activity should be released for the internal use of his union. In that case, the union will have an opportunity to assist him if it is required. Agreements between the associations of the former USSR countries and player unions may must serve as a basis for such cooperation.

Currently FIFPro includes 58 member countries but former USSR countries are represented only by Russia, Ukraine, and potentially Kazakhstan.

Country	FIFPro membership
Azerbaijan	No
Armenia	No
Belarus	No
Georgia	No
Kazakhstan	Candidate to join
Kyrgyzstan	No
Latvia	No
Lithuania	No
Moldova	No
Russia	Yes
Tajikistan	No
Turkmenistan	No
Uzbekistan	No
Ukraine	Yes
Estonia	No

Conclusion

I'm confident that the main criterion of presidential elections of FIFA, confederations and national associations should be competition between candidates programs which, unfortunately, was not the case in the previous years, when voting was practically conducted on a no-choice basis. We all are living witnesses of what it has led to: the football in the former USSR countries has been put in a corner and the gap in development from leading football countries only increases. My program, revamped and updated in accordance to all main modern trends, offers a clear, detailed, systematic path of developing football worldwide and in the former USSR countries. This program is no doubt an alternative one but I'm convinced that it responds to all of the main demands of our time: demand for action and not words; demand for professionalism and not populism; demand for personality and not facelessness. It's your choice, FIFA members, it's a choice for every single one of you. You decide where will football worldwide go after February 26th, 2016. And the responsibility for the choice is yours, too.

Yours faithfully, Alisher Aminov.

This program is a result of a longstanding work of a group of the associates, many of whom actively participated in the development of different projects of football development in Russia and the former USSR countries, to whom I express my appreciation and gratitude:

- Honorary RFS president, honorary member of the FIFA executive committee Vyacheslav Koloskov;
- Honored coach of the USSR, former RFS general secretary Vladimir Radionov;
- Former RFS president Nikolay Tolstykh;
- Honored coach of Russia, Ph.D. Gadzhi Gadzhiyev;
- Chairman of the Council of Professional Union of Footballers and Coaches, FIFPro member Vladimir Leonchenko;
- Professor Dr. Mark Godik;
- Professor Dr. Rustam Akramov;
- Former FIFA Development Officer Valery Chukhry;
- Rector of Russian International Olympic University Lev Belousov;
- Vice-president of International Foundation of Law Initiatives Anton Treushnikov;
- Referee of international category Alexey Spirin;
- Deputy Minister of Finance of the Russian Federation Sergey Storchak;
- Head of Russian Federal Service for Intellectual Property, Grigory Ivliev;
- Journalist of the investigation department of Novaya Gazeta Andrey Sukhotin.

