

# LARRY MUSSENDEN

CANDIDATE FOR PRESIDENT OF CONCACAF

MANIFESTO

IT'S OUR TIME TO MOVE FORWARD TOGETHER



CONCACAF



CONCACAF

# Governance, Development and Achievement

As President of CONCACAF, I will stand for Governance, Development and Achievement. I will be unrelenting in my promotion of these most important principles.

CONCACAF spans a huge geographical area. The size of our countries varies from amazingly small to incredibly large. We are of many cultures and speak different languages. Yet, despite these and other cultural differences, we come together as one in our love and passion for football. We come together for boys and girls who play simply for enjoyment of the game, for male and female players who play the game competitively in our various countries, for those who aspire to play football at the college level and professionally, for referees and coaches who interpret the rules and develop the styles, for volunteers and, above all, for our fans who make the beautiful game come alive.

CONCACAF has recently experienced what is arguably the darkest period in its proud history. We must now seize the opportunity to make the Federation great

again, to make it a role model of integrity, sound governance, inspired leadership and, above all, excellence in football. Now is the time for unity. Now is the time for firm, decisive and principled leadership.

I offer myself for the Presidency of CONCACAF because I believe that I can lead the CONCACAF team to a position of strength on the world stage of football. This goal can be realized through unity and by strengthening and developing all our Member Associations so that we can rise individually and together.

I want your full support. In turn you will have my full support and commitment. It's our time to move forward together and to show the world what CONCACAF truly represents.

Let's rise together!!

**It's our time to move forward together.**



# Collective Vision: Your Vision is My Vision

I have known many of the Presidents and officials from CONCACAF countries for many years. I know why you are involved in football. I know your passions for your countries, your successes, your failures, your struggles and your aims. Our visions are similar because I am one of you. Like many of you, I commenced my involvement in football as a volunteer. I worked from the ground level up to lead my Association.

## As President of CONCACAF, I pledge to work for a CONCACAF:

- That is democratic, transparent and establishes practical checks and balances
- That has people of integrity and unimpeachable character at every level of the game
- That has a dedicated and motivated professional staff
- That implements a SMART Strategic Plan with a critical role for every Federation
- That works with and supports its Members in developing football in every country
- That provides responsible financial support for its Members
- That promotes exciting competitions at every level of the game
- That maximizes earnings from marketing and television rights for the equitable benefit of its members and not the Secretariat
- That respects and values all its Members' views and inputs...without fear or favor
- That wins FIFA competitions
- That successfully collaborates with other Confederations and with FIFA
- That is a shining example of the best Confederation FIFA has to offer
- Where every CONCACAF member is a full voting member of FIFA

Our vision is realistic and is achievable over time.

Together, let's work on this vision.

It's our time to move forward together.



## About Me

Twenty years ago after qualifying as a Barrister & Attorney, I volunteered to do fundraising for the Bermuda FA. I wanted to raise funds so that we could host tournaments, employ coaches, travel to overseas tournaments, buy equipment and gear and succeed on the international stage. With a great team, we did that in Bermuda, raising large sums for a small country.

Before that, I was a policeman in Bermuda and then attended university in Canada where I obtained a Bachelor of Computer Science degree. I then worked for a few years in IT. Over the years, as I continued to work in football, I achieved a few other things that make me believe that I am uniquely qualified to lead CONCACAF at this time:

- President of the Bermuda Football Association
- Chairman of the FIFA and CONCACAF Appeal Committee – handling complex appeals from all over the world
- Former member of FIFA Disciplinary Committee
- Former senior military officer of the Royal Bermuda Regiment (reserve) – command and leadership

training at Royal Military Academy Sandhurst, United Kingdom

- Government Senator, Attorney-General and Minister of Justice – led reform of the criminal justice system in Bermuda, Bermuda's representative to the Caribbean Financial Action Task Force for money laundering, corruption, financial crimes
- Barrister & Attorney – private practice – criminal, commercial and civil litigation
- Chairman of Board of Bermuda College
- Member of the Audit Committee of the Government of Bermuda and various other Boards

I believe that based on the above, I have the right skillset, knowledge and experience to lead the team at CONCACAF and our Member Associations.

Together, let's chart a proper course for CONCACAF based on a collaborative development of policies and procedures and adherence to good governance.

**It's our time to move forward together.**



# Unity, Reform and Good Governance

Unity, reform and good governance are essential elements of the recovery process for our beloved CONCACAF that has as its mission service to the people. Happily, CONCACAF has now turned the corner with reforms and begun the difficult task of charting a new way forward. Equity and transparency must be the corner stone of any new path we embark upon, so I will endeavour to resolve a number of outstanding issues.

## As President of CONCACAF, I pledge:

- To claim a significant share of the \$190,000,000 in funds seized by the US Department of Justice due to CONCACAF and to share it as follows:
  - ▶ 30% to CONCACAF
  - ▶ 20% to the Unions, based on demonstrated need
  - ▶ 50% be divided equally amongst CONCACAF's Member Associations
- To commence litigation to recover the Centre of Excellence in Trinidad and Tobago and to use the facility as follows:
  - ▶ As a prime leased facility in order to obtain revenue for CONCACAF
  - ▶ As headquarters for the Trinidad and Tobago Football Association
  - ▶ As a regional training centre for use by CONCACAF Member Associations with guaranteed annual free/discounted usage per country
  - ▶ For regional tournaments
- Review process to streamline the administrative expenses of CONCACAF. Any savings on this end will go towards football development and the Member Associations
- Implementation of a CONCACAF reserve fund to ensure the smooth running of CONCACAF.
- Publication of all compensation to the President, Executive Council and Senior Management
- CONCACAF staff will be recruited from around the CONCACAF region
- Employment of key staff – compliance, legal counsel, finance professionals
- Motivation of all staff to do their jobs to the highest level
- Input from all levels
- Reporting of abuse by establishing official whistleblower mechanisms
- Ensuring proper budgeting, internal controls and periodic reporting
- Ensuring proper audits by reputable firms
- Ensuring compliance with laws and of jurisdictions where we do business

As you saw in Miami and Zurich, I made contributions to the process based on my everyday knowledge and experience. I was doing my best for CONCACAF from the Congress floor. As President of CONCACAF, I will focus on these areas:

- Development of a Strategic Plan for CONCACAF – with the full involvement and input of Member Associations

Together, let's ensure good governance at every level.

**It's our time to move forward together.**

CONCACAF

# It's a great time for **CONCACAF and Corporate Sponsors**

CONCACAF Member Associations are painfully aware of the impact of corruption and the vast amounts of money that were involved in the various scandals. This however, is a clear example of the true value to corporate sponsors and broadcasters of our commercial and video licensing rights.

**As President, I will focus on properly exploiting and monetizing our commercial rights for the equitable benefit of all our stakeholders by:**

- Employing key marketing professionals
- Attracting committed corporate partners
- Developing a transparent tendering process
- Negotiating lucrative commercial licensing contracts
- Ensuring Executive Committee input and decision making
- Ensuring that corporate sponsors are proud to be associated with the CONCACAF brand
- Working with Unions and Member Associations to develop joint marketing opportunities
- Developing realistic solutions for travel between CONCACAF countries

Together, let's bring on board the best corporate and TV marketing partners.

**It's our time to move forward together.**



# Gold Quality – Gold Cup, Champions League, Professional Leagues

CONCACAF has great flagship competitions and tournaments. We need to continue to work to ensure successful Gold Cups, Champions League and other tournaments.

## I pledge to work to ensure:

- A fair qualifying process for all countries to our top tournaments
- Sustained corporate partnerships and TV marketing
- Shared agreements with Member Associations
- More collaborations with other Confederations
- Strengthening of all domestic professional leagues and tournaments

It's time for a Caribbean Professional League.

**As President of CONCACAF, I pledge to work with the CFU leadership to develop a professional league encompassing aspects such as:**

- ▶ Corporate partnerships
- ▶ TV rights
- ▶ Sustained economic model for success for the league
- ▶ Participation by players and coaches from all countries
- ▶ Travel solutions
- ▶ Inter Union collaborations

Together, let's take CONCACAF football to the world by TV and other media.

**It's our time to move forward together.**



# It's time for Football Development

CONCACAF's greatness lies in our product – our football. It is essential, therefore, that we develop football at all levels. As President of CONCACAF, I pledge that we will use the funds received for the development of football in your countries, for your programmes.

## As President, I will work to ensure that CONCACAF funding is used for:

- Reinstatement of Win in CONCACAF grant for approved programmes
- CONCACAF Coaching License programme -- CONCACAF will implement a CONCACAF Coaching Licensing programme, comparable to UEFA, where our top coaches can progress through the ranks and achieve their A License badge so they can return home and raise the level of coaching
- Development of pitch infrastructure in each country to enable every Member Association to host tournaments
- Coaching Education - CONCACAF will run coaching courses at various levels for Member Associations in their own countries
- Referee Development – a vibrant referee recruitment and development programme will be established in each country where such a programme is not already in place. Each Member Association should have one or more referees on the FIFA list
- Reinstatement of the U15 Boys' and Girls' Development Tournaments – we all recall the huge benefits of the development tournaments when all countries had the opportunities to prepare for competitive tournaments.
- Grassroots Football – CONCACAF will support grassroots football in Member countries
- Dedicated staff and programmes will be put in place to secure university placements around the world for players/referees from Member Associations

Together, let's develop our football.

It's our time to move forward together.





# Unions to stand proud and be independent

CONCACAF has great Unions in the form of NAFU, UNCAF and CFU. However, some Unions, based on their economic circumstances, find it extremely difficult to secure adequate funding to support their Member Associations. As President of CONCACAF, I will work to ensure that UNCAF and CFU are fully funded to carry out their mandates based on need. I believe that we have to work together to ensure that all Unions can be self-sufficient after presenting budgets, audits, proof of compliance and rigorous accountability.

Together, let's give the Unions more independence to carry out their mandates.

**It's our time to move forward together.**



# Member Associations will rise up too

Football will only develop and thrive in our countries if the Member Associations can work and operate efficiently. I know your struggles. I know that Presidents are trying to do everything from chairing meetings, securing funding, organizing tours, trying to host tournaments, communicating with the media and countless other tasks. As President of CONCACAF, I will work to provide support to Member Associations so that the President and Executive Committee can focus more on developmental and strategic planning.

## I believe that CONCACAF should help to support each Member Association as follows:

- Ensuring that your voice is heard at CONCACAF
  - ▶ Small groups of Member Associations coming together to work on development projects at CONCACAF offices
  - ▶ Member Associations having dedicated time at CONCACAF to debate outcomes that affect them
  - ▶ CONCACAF Internships for Member Associations – General Secretaries and other Employees will be welcome to have structured programmes to improve commercial acumen and overall professionalism
- Working to ensure that our officials sit on Standing Committees to make an impact there and bring their experiences home to the regions
  - ▶ CONCACAF Standing Committees
  - ▶ FIFA Standing Committees
- Employing key salaried people
  - ▶ General Secretary, Chief Financial Officer/ Financial Controller – to ensure proper financial management and clean audits
  - ▶ Technical Director – to plan and implement development
  - ▶ Director of Marketing – with responsibility for fundraising, media relations, social media
- Modernizing all Member Associations by implementing key information technology (IT) Systems
  - ▶ Integrated systems with effective social media
  - ▶ Integration with FIFA Connect
  - ▶ Online player registration system
  - ▶ Online league management system
  - ▶ Information websites
  - ▶ Mobile Apps based on the above systems
  - ▶ Live streaming

Together let's raise up every Member Association Secretariat.

**It's our time to move forward together.**



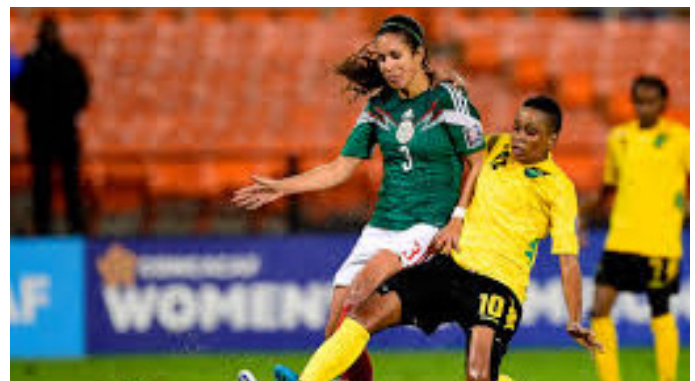
# It's time for Women's Football

We are all incredibly pleased with the way that Women's football has grown around the world. Whether it's players, coaches, referees, match commissioners or other officials, women's football is an untapped market in many CONCACAF countries.

**As President, I pledge to provide robust and continuous support to Women's football as follows:**

- Support the recently launched CONCACAF Women's Leadership programme
- Provide women's coaching education courses at the national and domestic levels
- Develop opportunities for female players to move to professional leagues and universities/colleges
- Develop Women's Referee programmes at all ages
- Encourage women's participation on Executive Committees for Members, Unions and CONCACAF

**It's our time to move forward together.**



# CONCACAF Integration with FIFA

As Presidents, General Secretaries and Executive members in our own Associations, we have seen FIFA programmes and separate CONCACAF programmes that overlap and in many instances non-aligned with what Members need or want. Sometimes you need more than the GOAL project funding. Sometimes you need to include CONCACAF funding in your FIFA application to make the numbers work right.

## As President, I pledge:

- To support efforts to work with FIFA on combined development for Member Associations
- To ensure integration of funding and services to Member Associations
  - ▶ FIFA GOAL
  - ▶ FIFA Performance
  - ▶ FIFA WinWin
  - ▶ Win in CONCACAF
  - ▶ Seized Assets Restitution

Together, we can integrate all the programmes for the benefit of Member Associations.

**It's our time to move forward together.**



# Bringing CONCACAF Together

Now is the time for unity.

Now is the time for us to move forward together.

As President, I pledge to work with you and I pledge to work for you, as I have done for my own Association and in the various service roles that I have had with CFU, CONCACAF and FIFA.

In outlining the programmes above, I have given careful thought to what I have learned and experienced over the last two decades of involvement in football. Also, I have canvassed you about your views and included those ideas in this manifesto.

Together, we can make CONCACAF the great organization of which we all can be proud. More importantly, we have the opportunity to raise all our

Member Associations on an individual basis. When that happens, CONCACAF will rise to be the best Confederation in FIFA.

I believe that as a person with demonstrated integrity and character, I can be the leader of CONCACAF at this critical time. I know that I can do it with your support, along with an effective professional staff and committed Executive Council.

We share the same vision. We have the same dreams for our countries. Together we can realize those visions and dreams. I know this because I am one of you.

Together, it's our time. Together, we can do it. Let's rise together.

**It's our time to move forward together.**

