

A STRONG FIDE

STRENGTHENING FEDERATIONS.
GROWING CHESS TOGETHER.
CREATING OPPORTUNITY.
THE BUETTNER-PEIN MANIFESTO
FIDE 2026–2030



JAN HENRIC BUETTNER

Candidate for
FIDE President

IM MALCOLM PEIN

Candidate for
FIDE Deputy President

BEATRIZ MARINELLO

Candidate for
FIDE Vice President

VUKANI DLAMINI

Candidate for
FIDE Treasurer

Contents

The Buettner-Pein Manifesto | FIDE 2026–2030

Our Vision..... 3

The Choice..... 4

Our Contract – The Contract with the 204 Federations..... 5

A New Chapter for World Chess..... 6

Our Commitment – To the 204 Federations 21

Policy Appendix – 20 Implementation Proposals 22

Overview – The Buettner-Pein Manifesto FIDE 2026–2030 23

OUR VISION

Strengthening Federations. Growing Chess Together. Creating Opportunity.

A governing programme for the morning after the election.

FIDE belongs to its 204 national chess federations.

The people who build chess in every country should be stronger because FIDE is stronger.

**RULES INSTEAD OF FAVOURS. RIGHTS INSTEAD OF HANDOUTS.
INSTITUTIONS INSTEAD OF PERSONALITIES.
PERFORMANCE INSTEAD OF POLITICS.**

We will grow FIDE commercially, share that growth directly with all federations, professionalize management, protect political independence and make every part of the organisation answerable for delivery.

20%

OF FIDE REVENUE SHARED

US\$50M

NEW COMMERCIAL REVENUE TARGET

30 DAYS

COMMISSION RESPONSE RULE

100 DAYS

REFORM MACHINERY IN MOTION

THE CHOICE

A different relationship with power

No patronage. No political dependency. No jobs for votes.

For too long, international chess politics has operated through patronage: discretionary support, promises and appointments became most visible when elections approach.

**WE WANT TO CHANGE THE SYSTEM, NOT MERELY
CHANGE THE PEOPLE OPERATING IT.**

Federation funding governed by transparent rules, not personal favours.

Appointments based on competence, not campaign loyalty.

FIDE staff and institutional resources neutral in elections.

Commission work formally acknowledged, decided and tracked.

Commercial partners welcomed - but never allowed to become political masters.

Administration able to work with every government and region while depending on none.

**FIDE SHOULD COOPERATE WITH EVERYBODY - AND
DEPEND UPON NOBODY.**

OUR CONTRACT

The Contract with the 204 Federations

Five promises. Four years. Measurable delivery. Understandable in two minutes.

1

20% SHARED

20% of qualifying FIDE revenues, excluding prize funds, shared equally among all 204 federations - every year, under transparent rules.

2

GROW AND SHARE

Bring at least US\$50 million in new commercial revenue into chess over four years - and make federations direct participants in FIDE's success.

3

FEDERATIONS FIRST

Build professional Federation Services; launch Africa Action Plan; support interested federations in establishing voluntary CONCAF and Oceania structures that create more opportunity.

4

OPPORTUNITY FOR PEOPLE

Expand pathways for children, women and girls, players, organisers, coaches, arbiters - and create paid roles for legends and seniors.

5

OPEN, INDEPENDENT, PROFESSIONAL

30-day Commission accountability; transparent governance; merit-based appointments; professional management; quarterly reporting.

A New Chapter for World Chess

FIDE belongs to its 204 national chess federations. That principle is easy to say.

We intend to put that principle into practice.

Over the past months, we have spoken with federation presidents, delegates, players, organisers, coaches and chess leaders across every continent. We have listened.

Different countries face very different circumstances. Some federations have substantial resources, professional staff and established chess cultures. Others are run almost entirely by volunteers. Some have thousands of rated players; others are trying to introduce chess to their first generation of schoolchildren.

But remarkably, the same themes have emerged repeatedly... Federations want:

- **FIDE to listen to them.**
- **decisions to be implemented.**
- **greater financial independence.**
- **transparent and predictable rules.**
- **more opportunities for their players.**

And they want FIDE to think bigger.

This manifesto has been shaped by those conversations. Our objective is not to change chess. We are here to grow chess. And we believe the next four years should begin a new chapter in which FIDE becomes financially stronger, institutionally more independent, commercially more ambitious, operationally more professional and genuinely accountable to the federations. There are many proposals in this manifesto. But here are our...

... **FOUR FUNDAMENTAL DIFFERENCES:**

- 1. End Patronage - Give Federations Financial Independence**
- 2. New Continents - Representation Reflecting Today's World**
- 3. Professional Experience - Business / Management / Chess**
- 4. Together - Building An Independent FIDE**

1. End Patronage - Give Federations Financial Independence

For decades, international chess politics has too often operated through patronage. Federations receive promises, assistance, appointments or discretionary support - particularly when elections approach. **We want to change the system itself.**

If federations are the shareholders of FIDE, they should participate directly in FIDE's financial success. We therefore commit to **distributing 20% of qualifying FIDE revenues**, excluding prize funds, **equally among FIDE's 204 member federations.**

This will create something that has never existed before in international chess: **a guaranteed annual revenue share for every national chess federation.** Based on conservative projections, we believe this can eventually represent approximately €15,000–€30,000 per federation per year, while **continuing existing development programmes.**

For a large federation, this is useful additional income. **For a small federation, it can be transformational.** It can finance an office. A national championship. Chess sets for schools. National coaches. Travel for talented juniors. Training for arbiters. Internet infrastructure. A women's programme. A youth league. Or simply **give federation leaders the ability to plan several years ahead.**

There will, of course, be appropriate governance requirements. Federations receiving FIDE money must account properly for it. But the fundamental principle will change: **Federation funding should be a right governed by transparent rules - not a favour granted by politicians.**

No federation should have to wonder whether supporting or opposing the incumbent leadership will affect its access to FIDE resources. And **no FIDE President should have the power to use development money as political currency.**

**We intend to replace patronage
with predictability, transparency and independence.**

2. New Continents - Representation Reflecting Today's World

FIDE is global. But the structures through which global chess is represented were created for a different era. **Geography matters.** A federation in a small Pacific island nation does not necessarily face the same problems as a large federation thousands of kilometers away on the Asian mainland. A Caribbean island federation does not necessarily have the same priorities as a major Latin American chess country. We therefore propose opening discussions on the **creation of two new Continental Associations.**

North America and the Caribbean - CONCAF

The existing Americas structure stretches from Alaska to Tierra del Fuego. The Caribbean contains a growing number of smaller federations with very particular challenges: geography, travel costs, small player populations, limited access to title tournaments, insufficient competition and limited **institutional resources.**

We propose giving interested Caribbean and North American federations the opportunity to establish a new CONCAF Chess Union, **anchored initially by the United States and Canada.**

Membership would be voluntary for the 25 invited countries. The organisation would be developed in consultation with the existing continental structures and prospective founding federations. Its purpose would not be to create bureaucracy. Its purpose would be to create **opportunity.**

More regional tournaments. More title opportunities. More qualification pathways. More **development resources.** More cooperation. And **a stronger voice inside FIDE.** A new CONCAF association should ultimately have direct **representation on the FIDE Council.**

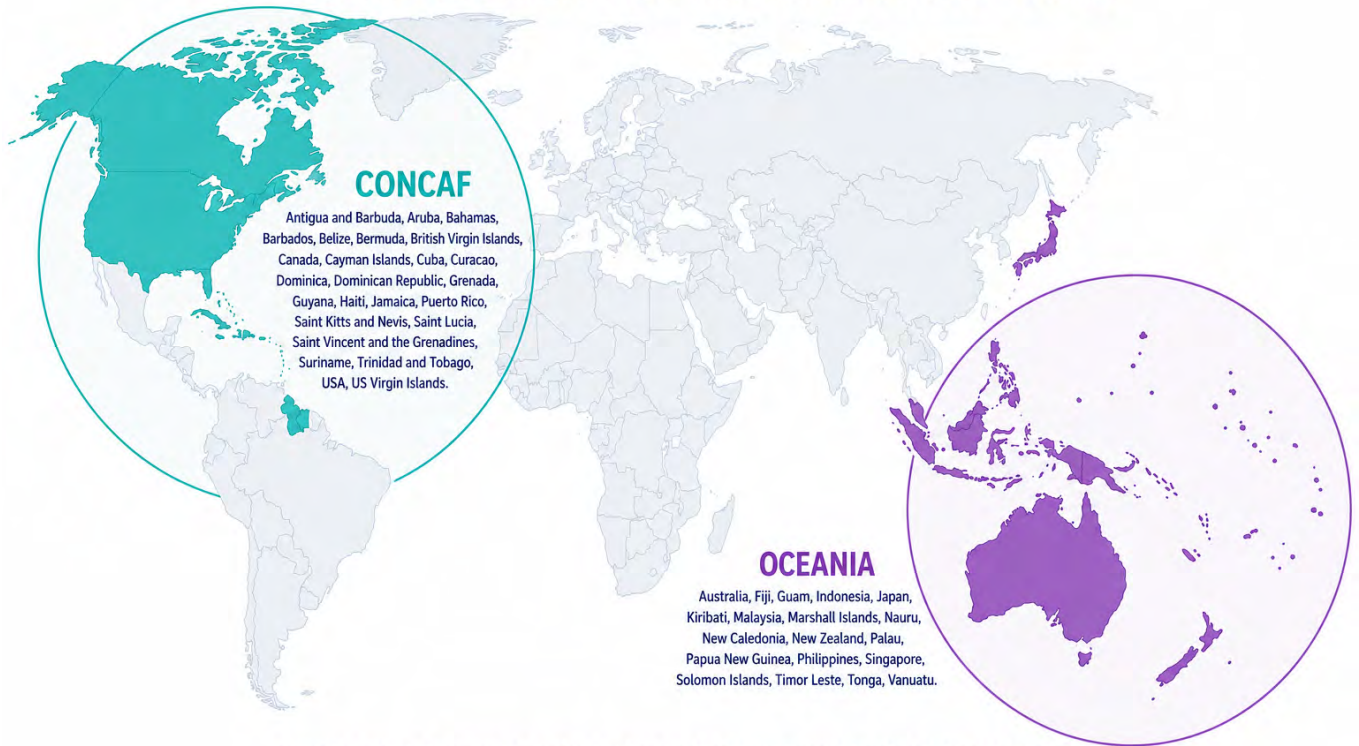
Oceania

We propose applying the same principle to Oceania. The present Asian structure stretches across an extraordinary geographic area. The **requirements of** Australia, New Zealand and the Pacific **federations are often fundamentally different** from those of federations elsewhere in Asia.

Oceania federations should therefore have the opportunity to establish their own Continental Association, **anchored by Australia and New Zealand.**

This would create additional regional competition, additional title opportunities, **new funding possibilities** and stronger institutional representation. It should also enable additional zonal structures and pathways into **major FIDE competitions** without reducing existing opportunities for Asian federations. Again, participation for the 19 invited countries would be voluntary.

PROPOSED NEW CONTINENTAL STRUCTURES



A STRONG FIDE | BUETTNER-PEIN 2026 | GROW CHESS. STRENGTHEN FEDERATIONS. CREATE OPPORTUNITY.

Our principle is simple: **FIDE's structures should serve its federations.** Federations should not be forced to serve structures simply because those structures have always existed.

3. Professional Experience - Business / Management / Chess

FIDE is not a business. But a modern international sports federation cannot be run as though **professional management, commercial development, technology and execution** do not **matter**. Our ticket combines four complementary sets of experience:

Jan Henric Buettner - Building, Financing and Executing

Jan has spent his professional life **building businesses, raising capital, developing brands, creating international projects and turning ideas into operating organisations**. In chess, his most visible recent project has been Freestyle Chess. Jan's four decades of entrepreneurial experience have demonstrated something important: **new money can be brought into chess**.

Freestyle attracted tens of millions of dollars of private investment into a new chess property, together with sponsors, broadcasters, media attention and some of the world's leading players. Jan has raised more money for chess in a single financing project than FIDE itself generated through sponsorship and fundraising over several years. That is the mentality he intends to bring to FIDE: **Think bigger. Build professionally. Raise money. Execute. Measure results.**

Malcolm Pein - A Lifetime in Chess

Malcolm brings something completely different. He has spent approximately 45 years inside chess. He was a **professional chess player** for 25 years and holds the title of International Master. **He has coached players at every level.** He has organized everything from informal community chess activities to elite international competitions and World Championship events. Malcolm also founded the London Chess Classic. He created ChessFest, which has developed into **one of the world's largest public community chess events.** And he built one of the world's largest chess-in-schools organisations from scratch. Malcolm understands the realities of chess because he has **experienced** them. As a player. As a coach. As an organizer. As an **administrator.** As an **entrepreneur.** And as somebody who has spent decades trying to **bring chess to people** who previously had no connection with the game.

Vukani Dlamini - Financial Stewardship and Federation Experience

Vukani adds **financial expertise combined with first-hand experience of running a national chess federation.** As President of the Eswatini Chess Federation, former Treasurer of the federation and Eswatini's current FIDE Delegate, **Vukani understands the challenges faced by national federations from the inside.** Professionally, he is a tax and accounting specialist, bringing practical experience in **financial management, accountability and oversight.** As our candidate for FIDE Treasurer, Vukani will **help ensure that FIDE's resources are managed responsibly and transparently** - and that more of those resources reach the federations and the development of chess.

Beatriz Marinello - International Leadership and Federation Governance

Beatriz adds a fourth dimension to our team: more than **four decades of chess experience combined with leadership at the highest levels of national and international chess.** She has served as President of the U.S. Chess Federation and as a Vice President of FIDE, and has experienced the game as a player, teacher, organizer and administrator. Throughout her career, Beatriz has worked to build chess and create opportunities for young players, particularly through scholastic programmes. She understands both **how international chess institutions operate and what national federations need from them.** As our candidate for FIDE Vice President, Beatriz will champion fairness, transparency, accountability and **equal treatment for every national chess federation** - regardless of its size, geography or political alignment.

The Combination

Business experience. Chess experience on every level. Financial discipline. International leadership. Federation experience. Together, these are the **foundations of the professional leadership team we want to build for FIDE.** **Business discipline** without understanding chess is not enough. **Understanding chess** without the ability to build and execute is not enough. Ambition without **financial discipline and accountability** is not enough. And international leadership without **listening to the national federations** it exists to serve is not enough. Together, our team brings these different strengths together: **the ability to build, the experience to understand chess, the discipline to manage FIDE responsibly, and the international experience to ensure that every federation is heard and treated equally.**

4. Together - Building An Independent FIDE

FIDE must be politically independent. **Its President must represent chess** - not a government, a geopolitical bloc, a sanctioned individual, a corporation or a private political agenda.

We are not politically exposed persons. **We are not sanctioned.** We are not threatened with sanctions. **We have no governmental mandate.** We have no geopolitical agenda.

We bring an **internationally oriented, business-minded** approach to management while recognizing that **FIDE itself belongs equally to federations** in every part of the world.

East and West. North and South. Large and small. Rich and poor. **FIDE should cooperate constructively** with governments, international institutions and the Olympic movement. But **cooperation must never become dependence.**

Our administration will **respect international law, FIDE's statutes and binding decisions** of competent legal institutions, including the Court of Arbitration for Sport. At the same time, we will defend the principle that **individual chess players should not become political instruments.**

FIDE should become what international chess needs it to be:

Independent. Predictable. Neutral.

A Switzerland of world chess.

The Federations Are FIDE's Shareholders

The **20% federation revenue share** represents more than a financial policy. It expresses our philosophy of governance.

FIDE exists because national federations exist. They provide the players. They organize tournaments. They develop juniors. They train coaches and arbiters. They interact with governments. They introduce chess into schools. They build chess communities. And ultimately, **they constitute FIDE itself.**

We therefore regard the federations as the shareholders of FIDE. **A shareholder should participate in success.** That means our economic strategy has two sides: Grow FIDE's revenues. Share FIDE's revenues. Our objective is to **bring at least US\$50 million** in new commercial revenues into chess over four years.

A FIDE That Works for Federations

We will pursue **partnerships with global and regional sponsors**, broadcasters, technology companies, educational institutions, media platforms, investors and other organisations capable of expanding chess. And **as FIDE grows, federations grow with it**.

That creates an entirely different relationship between FIDE and its members: **The better FIDE performs, the more every federation receives**.

But money alone will not solve every problem. Federations repeatedly tell us that they need **practical support**. Our administration will therefore build a genuine **Federation Services function** inside FIDE. Its purpose will be simple: **Help federations succeed**.

The function will assist federations with areas including:

- governance and administration;
- sponsorship development;
- government relations;
- tournament organisation;
- school programmes;
- coach and arbiter development;
- marketing and communications;
- digital services;
- equipment;
- infrastructure;
- grant applications;
- international partnerships;
- and development planning.

Smaller federations should not have to **reinvent** everything themselves. If one federation **develops** a **successful** schools programme, another should be able to **learn** from it. If one federation **creates** an effective sponsorship presentation, FIDE should **help** others **adapt** it. If one federation develops successful tournament **technology**, others should **benefit**.

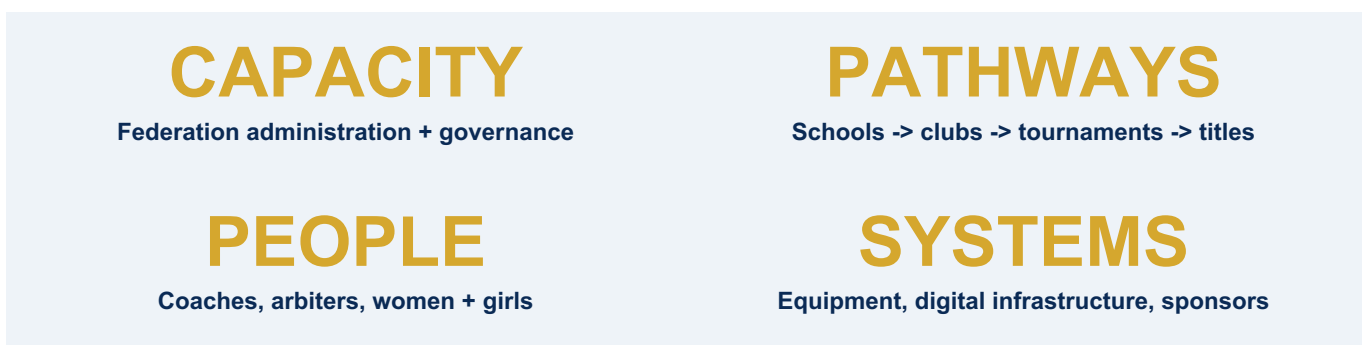
FIDE should become the knowledge network of world chess.

Africa - From Aid to Development Strategy

Africa represents one of the greatest opportunities for chess growth anywhere in the world. It also contains many federations operating with very limited resources. We believe Africa requires more than occasional projects.

It requires a sustained strategy.

Our first term includes a dedicated Africa Action Plan built around federation capacity, schools, coaches, tournaments, equipment, digital infrastructure and player pathways.



The 20% federation revenue share will have particularly significant consequences here because predictable annual funding can transform the planning capacity of smaller federations.

Our ambition goes further. We will help create sustainable national chess ecosystems.

That means developing:

players → coaches → clubs → schools → tournaments → arbiters
→ sponsors → media → national federations.

The objective should not be permanent dependency on FIDE.
The objective should be stronger, increasingly self-sustaining federations.

Children and Education

Chess is one of the world's greatest educational tools. It is inexpensive. It is international. It develops concentration, decision-making and problem-solving. And almost any child can play it. Our four-year objective is ambitious: millions of additional children participating in chess through schools and educational programmes.

We will build partnerships with governments, schools, NGOs, foundations and private-sector partners. We will expand digital teaching resources. We will help federations train teachers and coaches. And we will create resources that can be translated and adapted for different cultures and educational systems. The goal is not simply to teach children the rules of chess. It is to create a pathway:

**first game → school chess → club → tournament
→ federation → lifelong chess player.**

Women and Girls

Women remain dramatically underrepresented in chess. **We intend to change that.** We intend to **increase female participation in organized chess significantly over four years.**

This requires action at every level.

- More girls in school programmes. More female coaches. More female arbiters.
- More opportunities for female organizers and administrators.
- More tournaments. Better pathways. More visibility.
- And greater representation throughout the structures of chess.

Success will not be measured by announcements. It will be measured by participation.

Players and Professional Opportunity

Chess has hundreds of millions of players but relatively few sustainable professional careers. FIDE can help expand that ecosystem. This includes stronger tournament structures, regional competition, coaching access, commercial opportunities and greater exposure.

We also intend to support the creation or strengthening of international tournaments. A global sport cannot depend exclusively on a small number of elite events. Strong national and regional tournament ecosystems create players, organizers, arbiters, sponsors, audiences and careers.

LEGENDS & SENIORS

Honour the people who built the game

Paid opportunity - not charity.

Chess history is alive among us. Many of the players who created the game's greatest moments remain active, knowledgeable and admired around the world. FIDE should value that contribution while they are still with us.

LEGENDS SHOULD REMAIN PART OF THE LIVING ECONOMY OF CHESS.

- Paid ambassador roles at FIDE and federation events.
- Mentoring programmes connecting legends with talented young players.
- Commentary and media roles that use their knowledge and personality.
- Lectures, masterclasses and educational programmes.
- Simultaneous exhibitions and public appearances.
- Stronger senior competitions and special legends events.
- Oral-history and archive projects that preserve their experience.

The principle is dignity and value: create paid roles that recognise what legendary players know, what they represent and what they can still contribute.

Protect Classical Chess - Encourage Innovation

We believe strongly in innovation. But innovation does not require weakening the traditions that made chess great. The Classical World Championship remains the crown jewel of chess. We will protect its sporting integrity. Qualification for the Candidates Tournament should fundamentally be earned through classical chess. At the same time, FIDE should embrace innovation in rapid, blitz, online chess, new presentation formats and other forms of the game. **These are not enemies.** Chess can preserve its greatest traditions while experimenting with its future.

Bring Online Chess into the FIDE Family

Hundreds of millions of people experience chess primarily online. Yet the institutional world of FIDE and the digital chess world remain largely disconnected. We will seek structured cooperation with all the major online chess platforms and service providers. The objective is not for FIDE to compete unnecessarily with successful private companies. **It is to connect the ecosystem.** We want to make it easier for an online player to discover their national federation, find a club, enter a tournament, obtain a rating, find a coach and become part of organized chess. Digital chess should become one of the principal gateways into federation chess.

Remove Unnecessary Taxes on Chess

We want more rated chess. More tournaments. More organizers. More arbiters. More coaches. Therefore, we will review fees that discourage activity rather than support it. Our intention is to revise FIDE rating fees for standard-play chess and remove annual license fees for arbiters, organizers and trainers while retaining appropriate qualification and licensing standards. **FIDE should make chess easier to organize - not tax people for organizing it.** We will also examine how more standard-play formats, including 45+30, can become eligible for FIDE rating.

Empower FIDE's Commissions

FIDE has extraordinary expertise inside its Commissions. Yet one of the most consistent complaints we have heard is that Commission members invest substantial time producing recommendations, reports and working papers - and then sometimes hear nothing. That is disrespectful to volunteers and experts. It also wastes institutional knowledge.

We will not dismantle FIDE's Commission system. We will make it work.

We propose an open digital Commission dashboard. Whenever a Commission formally submits a recommendation or working paper:

1. Submission will be recorded publicly.
2. FIDE management will formally acknowledge receipt.
3. Within 30 days, management must provide a substantive response:

accepted; rejected; or requiring further work.

A short explanation must accompany the decision. If accepted, implementation status and next steps must be published and updated within three months. Management will not be required to agree with Commissions.

**SUBMIT → ACKNOWLEDGE → DECIDE WITHIN 30 DAYS
→ PUBLISH REASONS → TRACK IMPLEMENTATION**

It will be required to deal with their work. **That distinction is fundamental.** Experts deserve to be heard. Management must remain responsible for decisions. And federations deserve to see what happens between recommendation and implementation. We will also introduce an open application process for Commission membership so that FIDE can identify talented people throughout the chess world. Commission chairmanships will not be distributed during our campaign in exchange for political support. Appointments should follow the election and be based on competence. **Positions inside FIDE are not campaign currency.**

**JOBS WILL NOT BE DISTRIBUTED DURING THE CAMPAIGN.
APPOINTMENTS FOLLOW THE ELECTION - ON MERIT.**

One New Commission - Chess and the Olympic Movement

We do not propose creating a forest of new Commissions. We intend to add only one. Its mission will be to advance chess within the Olympic movement. It will work closely with and report directly to the President. Chess should pursue a serious, professional and long-term Olympic strategy. That effort becomes considerably easier if FIDE is seen internationally as politically independent, well-governed and commercially credible.

Restore Power to the General Assembly

FIDE's ultimate democratic authority must remain its member federations. We will therefore strengthen the role of the General Assembly. We will restore important powers that have migrated away from it, particularly on fundamental membership questions.

We will protect the principle of in-person General Assemblies. And we will make it harder for temporary majorities to alter fundamental constitutional safeguards for political convenience. Term limits for the President and Council members should be restored and constitutionally protected, with a 75% majority required to remove those protections.

Leadership should never become ownership.

Transparent Government

Transparency should not mean publishing documents nobody reads. It should mean allowing federations to understand how decisions are made. We will therefore introduce reforms including:

- publication of FIDE Council meeting dates, Council minutes, Council agendas and relevant proposed regulatory changes before decisions are taken;
- greater transparency regarding Council voting;
- appropriate access for observers;
- quarterly transparency reporting;
- annual implementation reports against manifesto commitments;
- public advertisement of vacant professional positions;
- disclosure of remuneration above appropriate thresholds; and
- disclosure of FIDE-related income received by Council members and chairs of Commissions.

Regulation changes should normally be published before the Council votes on them. The chess community should have an opportunity to identify unintended consequences before rules become law.

Professionalise FIDE Management

Political governance and executive management are different jobs.

204 FEDERATIONS / GENERAL ASSEMBLY
FIDE COUNCIL - ELECTED GOVERNANCE
PRESIDENT + DEPUTY PRESIDENT - STRATEGY / ACCOUNTABILITY
PROFESSIONAL MANAGEMENT BOARD + CEO - EXECUTION

Core executive functions: Federation Development | Commercial & Marketing | Finance | Legal & Governance | Digital & Operations

We intend to build a modern professional executive structure responsible for implementing the strategy approved by FIDE's elected bodies. Responsibilities will be clearly assigned. Targets will be measurable. Deadlines will matter. Performance will be reviewed.

FIDE should recruit internationally and on merit. Vacancies should be publicly advertised. We will also introduce safeguards against excessive concentration of FIDE's salaried workforce within any single nationality.

FIDE is a global organisation. Its professional staff should increasingly reflect that. And crucial functions responsible for legal oversight, communications, finance and governance must possess sufficient institutional independence.

The culture of FIDE matters as much as its constitution. Our operating philosophy is:

Listen. Include. Inform. Evolve. Repeat.

Listen before deciding. Include the people affected. Inform federations about what is happening. Measure whether it works. Change it when it does not. Then repeat. This is how successful modern organisations learn. FIDE should do the same.

Measure Everything

Campaign promises are easy. Execution is difficult.

We therefore intend to publish measurable objectives and report publicly against them.

Our headline top five four-year commitments are:

1. Distribute 20% of qualifying FIDE revenues annually to member federations.
2. Bring at least US\$50 million of new commercial revenue into chess.
3. Create a global digital federation-services platform.
4. Publish quarterly transparency reports.
5. Publish a comprehensive annual report measuring delivery against this manifesto.

If we fail to achieve a target, we will say so. If circumstances require a target to change, we will explain why. **Accountability means allowing people to compare what politicians promised with what they delivered.**

Our First 100 Days

If elected, we will move immediately from campaigning to implementation. During our first 100 days we intend to focus on 10 initial tasks:

1. Launch mechanism for the 20% federation revenue share, including consultation on governance and reporting requirements.
2. Establish new professional Management Board structure and begin international recruitment for key executive positions.
3. Launch Federation Services programme.
4. Begin formal consultations on CONCAF and an Oceania Continental Association.
5. Launch Commission response dashboard and establish the 30-day response rule.
6. Begin implementing the Africa Action Plan.
7. Start commercial review necessary to build the US\$50 million growth programme.
8. Begin development of the global digital federation platform.
9. Publish the administration's transparency and conflict-of-interest framework.
10. Begin constitutional process required to restore and protect presidential/Council term limits.

The election should not be followed by months of celebration and appointments.

It should be followed by work.

A Different Relationship With Power

There is a broader principle behind everything in this manifesto. We want to change the relationship between FIDE leadership and the people it serves:

A federation should not need a personal relationship with the President to receive support. A Commission chair should not need political influence to have a paper considered. A talented administrator should not need to support the winning ticket to obtain a position. A sponsor should not need political connections to work with FIDE. A player should not need to understand international chess politics to receive fair treatment.

And a FIDE President should never regard federation resources, appointments or development programmes as instruments for maintaining political power. That is the patronage system we intend to end.

Our alternative is simple: Rules instead of favours. Rights instead of handouts. Institutions instead of personalities. Performance instead of politics.

Independence Is Not Isolation

Political independence does not mean withdrawing FIDE from the world. Quite the opposite. We want FIDE to work more effectively with governments, international institutions, national Olympic committees, sponsors, corporations, schools, universities, foundations and the IOC.

But relationships should serve chess. Chess should not serve relationships. We will engage everywhere. We will listen to everyone. We will work with East and West, North and South. But our loyalty will be to FIDE and its 204 federations. Nobody else.

What Success Looks Like in 2030

Imagine FIDE four years from now. Every federation receives predictable annual income from FIDE. A small federation can plan its programme without waiting for an election-year promise. Federation presidents can see exactly where development money goes. Commission experts know that their work will receive an answer. Council members see proposed regulations before voting.

Federations have better digital tools. Millions more children are playing chess. More girls become lifelong players. More coaches and arbiters are qualified. More international tournaments exist. Young players from countries without a chess tradition have genuine pathways to international competition.

North American and Caribbean federations have structures designed around their needs. Oceania has a stronger institutional voice. African federations have sustainable development programmes rather than isolated projects.

Online players can find their way into clubs and federations. Sponsors see a modern, transparent, politically independent international sports federation. The Classical World Championship remains one of sport's great intellectual contests. Innovation flourishes alongside tradition.

And when the next FIDE election arrives, federations do not suddenly receive money, positions and promises. Because they have been receiving support every year.

That is what institutional change looks like.

Why Us?

We are not asking you to choose between chess and business. We offer both.

Malcolm Pein has spent almost his entire adult life in chess—as a professional player, coach, organizer, administrator, entrepreneur and educator. Jan Henric Buettner has spent his 40-year career building businesses, raising capital, creating organisations and turning ambitious ideas into reality.

We do not come from government. We do not represent a political bloc. We are not seeking FIDE positions because we need them professionally or financially. We are standing because we believe world chess is entering an extraordinary period of opportunity - and because we believe FIDE can do much more with it.

The foundations exist. Our predecessors have achieved important things. We want to build on what works. But we also believe that after decades of familiar structures and familiar political habits, FIDE is ready for something different.

Not revolution or disruption for its own sake.

Professionalization. Independence. Growth. Accountability.

And above all: **Opportunity.**

OUR COMMITMENT**To the 204 Federations****This is your FIDE.**

We will listen to you. We will respect you. We will share FIDE's success with you. We will give you transparent rules instead of discretionary favours. We will strengthen the institutions that protect your voice.

We will build a professional organisation capable of executing ambitious ideas. We will seek new money for chess. We will invest in children, women and girls, players, organisers, coaches, arbiters and the legends who built the game. We will respect the traditions of chess while embracing its future.

We will defend FIDE's political independence. And every year, we will publish the evidence that allows you to judge whether we delivered. Because ultimately, this is not our FIDE. It is yours.

The 204 national federations are not subjects of FIDE. They are not customers of FIDE. They are not beneficiaries of FIDE. They are FIDE. That is the organisation we want to build together.

**THE 204 NATIONAL FEDERATIONS
ARE NOT SUBJECTS OF FIDE.
THEY ARE NOT CUSTOMERS OF FIDE.
THEY ARE FIDE.**

**STRENGTHENING FEDERATIONS.
GROWING CHESS TOGETHER.
CREATING OPPORTUNITY.**

POLICY APPENDIX

20 implementation proposals

A1	Revenue Share - Define qualifying revenue; exclude prize funds; equal division among 204 federations; annual reconciliation; governance and audit conditions; additional to existing development programmes.
A2	Governance & Reporting - Quarterly transparency report; annual manifesto scorecard; Council agendas/minutes; disclosure framework for remuneration, conflicts and FIDE-related income.
A3	Commercial Growth - Professional sales capability; global/regional inventory; technology, education, media and event partnerships; target at least US\$50m new revenue.
A4	Federation Services - Central service desk; templates; sponsorship support; governance advice; digital tools; development planning; knowledge sharing.
A5	Africa Action Plan - Federation capacity, schools, coaches, tournaments, equipment, digital systems, women and girls, sponsor readiness and player pathways.
A6	CONCACAF - Voluntary North America/Caribbean consultation; US/Canada anchor; regional competition; title pathways; Council representation subject to constitutional process.
A7	Oceania - Voluntary Oceania consultation; Australia/New Zealand anchor; Pacific federation needs; regional events, zonal structures and title pathways.
A8	Women & Girls - Participation growth; school entry, retention, coaches/arbiters, events, leadership, visibility and professional opportunity.
A9	Children & Education - Scalable school programmes; teacher/coach training; multilingual content; pathways from first game to clubs and federations; measure retention.
A10	Player Pathways - Stronger regional competition, mentoring, coaching, international exposure and professional opportunity, especially for emerging chess nations.
A11	Tournament Support - Create or strengthen international and regional tournaments; title opportunities; organiser support; broader competitive ecosystem.
A12	Legends & Seniors - Paid ambassador, mentor, commentator, lecturer, masterclass and exhibition roles; stronger senior events; oral-history programme.
A13	Classical Chess - Protect the Classical World Championship; classical basis for Candidates qualification; stability and consultation on cycle changes; innovation alongside tradition.
A14	Digital Integration - Platform partnerships; club/federation discovery; tournament and rating pathways; creator and influencer cooperation.
A15	Fees & Licences - Review standard rating fees and annual licence fees where feasible; retain competence standards; simplify organiser processes; examine additional standard-play formats.
A16	Commission Framework - Public submission log; acknowledgement; 30-day substantive response; reasons; implementation owner and three-month status update.
A17	Olympic Commission - One new Commission reporting to the President; IOC/NOC relations; governance readiness; youth/gender strategy; long-term Olympic programme.
A18	General Assembly & Constitution - Restore key powers; protect in-person GA; restore term limits; 75% threshold to remove fundamental safeguards; leadership never becomes ownership.
A19	Professional Management - Open international recruitment; clear governance/execution split; Management Board + CEO; finance/oversight separation; diversity; performance targets; no campaign job distribution.
A20	Independence & Integrity - FIDE resources neutral in elections; conflicts and procurement rules; consistent application of statutes/law; political and commercial relationships serve chess, never control it.

A STRONG FIDE

THE BUETTNER-PEIN MANIFESTO
FIDE 2026–2030

STRENGTHENING FEDERATIONS.
GROWING CHESS TOGETHER.
CREATING OPPORTUNITY.



We want to change the system.
Not merely change the people
operating it.



**FIDE should cooperate
with everybody.**
And depend upon nobody.



PROPOSED NEW CONTINENTAL STRUCTURES

CONCAF OCEANIA

Antigua and Barbuda, Aruba, Bahamas, Barbados, Belize, Bermuda, British Virgin Islands, Canada, Cayman Islands, Cuba, Curacao, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Puerto Rico, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, USA, US Virgin Islands

Australia, Fiji, Guam, Indonesia, Japan, Kiribati, Malaysia, Marshall Islands, Micronesia, Nauru, New Zealand, Palau, Papua New Guinea, Philippines, Samoa, Solomon Islands, Tahiti, Tonga, Vanuatu

OUR VISION

Strengthening federations.
Growing chess together.
Creating opportunity.

FIDE belongs to its 204 national chess federations.

Our mission is to make FIDE financially stronger, independent, professional and accountable – so that every federation, every player and every chess community can thrive.



JAN HENRIC BUETTNER
Candidate for
FIDE President

IM MALCOLM PEIN
Candidate for
FIDE Deputy President

BEATRIZ MARINELLO
Candidate for
FIDE Vice President

VUKANI DLAMINI
Candidate for
FIDE Treasurer

END PATRONAGE



No patronage.
No political dependency.
No jobs for votes.

For too long, international chess politics has operated through patronage: discretionary support, promises and appointments became most visible when elections approach.

- Federation funding governed by transparent rules, not personal favours.
- Appointments based on competence, not campaign loyalty.
- FIDE staff and institutional resources neutral in elections.
- Commission work formally acknowledged, decided and tracked.
- Commercial partners welcomed – but never allowed to become political masters.
- Administration able to work with every government and region while depending on none.

OUR CONTRACT WITH THE 204 FEDERATIONS

5 promises. 4 years. Measurable delivery. Understandable in 2 minutes.

1



20% SHARED

20% of qualifying FIDE revenues, excluding prize funds, shared equally among all 204 federations – every year, under transparent rules.

2

\$50M

GROW AND SHARE

Bring at least US\$50 million in new commercial revenue into chess over four years – and make federations direct participants in FIDE's success.

3



FEDERATIONS FIRST

Build professional Federation Services; launch Africa Plan; support interested federations in establishing voluntary CONCAF and Oceania structures that create more opportunity.

4



OPPORTUNITY FOR PEOPLE

Expand professional pathways for children, women and girls, players, organisers, coaches, arbiters – and create paid roles for legends and seniors.

5



OPEN, INDEPENDENT, PROFESSIONAL

30-day Commission accountability; transparent governance; merit-based appointments; professional management; quarterly reporting.

20%
OF FIDE REVENUE
SHARED

US\$50M
NEW COMMERCIAL
REVENUE TARGET

30 DAYS
COMMISSION RESPONSE
RULE

100 DAYS
REFORM MACHINERY
IN MOTION

A DIFFERENT RELATIONSHIP WITH POWER



- FIDE belongs to the federations.
- Power comes from delivery, not position.
- Money follows transparent rules, not personal loyalty.
- Institutions outlast personalities.
- Service before sentiment.
- Results over rhetoric.
- Every federation equal.
- Independence above all.
- A Switzerland of World Chess.

AFRICA ACTION PLAN



- CAPACITY**
Federation administration + governance
- PATHWAYS**
Schools → clubs → tournaments → titles
- PEOPLE**
Coaches, arbiters, women & girls
- SYSTEMS**
Equipment, digital infrastructure, sponsors

Predictable annual funding through the 20% revenue share will transform the planning capacity of smaller federations. Our ambition goes further: to build sustainable national chess ecosystems from

players → coaches → clubs → schools → tournaments → arbiters
→ sponsors → media → federations.

The objective should not be permanent dependency on FIDE.
The objective should be stronger, increasingly self-sustaining federations.

PROFESSIONAL MANAGEMENT

- Professional Management Board with clear responsibilities and KPIs.
- Deputy President presiding.
- CEO appointed by the Council.
- Treasurer with oversight – not operational CFO.
- People measured by performance.
- Savings redirected to chess and to federations.



THE BETTER FIDE PERFORMS.
THE MORE EVERY FEDERATION RECEIVES.

OUR FIRST 100 DAYS

From promise to action.

- 1 Launch 20% revenue-sharing mechanism.
- 2 Build Management Board and appoint CEO
- 3 Start Africa Action Plan.
- 4 Create four new continental offices.
- 5 Publish full financial transparency framework.
- 6 Introduce 30-day Commission rule.
- 7 Review and rationalise management structure.
- 8 Fix broken processes and duplicate functions.
- 9 Launch federation service platform.
- 10 Secure new commercial partnerships.



OUR COMMITMENT TO THE FEDERATIONS

This is your FIDE.
This is our commitment.
This is our promise.
This is our work.
Every year. With power to deliver.



WE WILL LISTEN

Every federation heard.
Every voice respected.



WE WILL BE FAIR

Every federation treated equally.
No exceptions.



WE WILL BE TRANSPARENT

Clear numbers.
Clear decisions.
Clear results.



WE WILL SHARE SUCCESS

20% of growth shared equally every year.



WE WILL STRENGTHEN INDEPENDENCE

Politically neutral. Financially independent. Answerable only to the federations.

RULES INSTEAD OF FAVOURS. RIGHTS INSTEAD OF HANDOUTS. INSTITUTIONS INSTEAD OF PERSONALITIES. PERFORMANCE INSTEAD OF POLITICS.

STRENGTHENING FEDERATIONS. GROWING CHESS TOGETHER. CREATING OPPORTUNITY. **GROWING CHESS TOGETHER.**