

GOVERNANCE STRUCTURES AT NATIONAL ASSOCIATION LEVEL

2018



CIES SPORTS INTELLIGENCE

CIES Sports Intelligence is a new research and analysis division of CIES, created to respond to an increasing demand from sport organizations for independent and informed advice. Today, due to improvements in technology and communications as well as the growing financial interests at stake, sports bodies are under ever greater scrutiny both from the inside sport and the outside world. As such, they are required to be more responsible than ever in carrying out their activities and in facing the challenges they are presented with. Within this context, information and data become essential. CIES Sports Intelligence aims to deliver substantial value for stakeholders in the industry, by supplying them with factual information that helps them benchmark their organizations, support their decision-making processes as well as orient their strategies.

Building on more than 20 years of experience and a solid global network at CIES, the new Sports Intelligence division will aim to help sports organizations understand how to react and adapt to the continuous changes and innovation within the industry, as well as seize the opportunities and mitigate the risks deriving from this ever-evolving landscape. In such complex scenario it is crucial for stakeholders to understand their options and assess which are the most relevant to achieve their objectives. Our benchmarking and indexing expertise will facilitate this process as we combine qualitative and quantitative data to conduct tailored multi-dimensional comparisons.

Our clients include some of the most important sports organizations at global level. We have already helped international federations to evaluate and monitor the implementation of new regulatory frameworks at national level, to benchmark domestic competitions and sporting issues in hundreds of countries or understand the governance models adopted across different regions in the world. Our fact-based and descriptive approach allows us to analyse and interpret a wide range of different subjects, including economic, legal, governance and development aspects. With services that focus on spreading new insights and knowledge, CIES Sports Intelligence's objective is to support stakeholders in the promotion of a better governance and management of sport and a more stable sporting environment based on informed decision-making.



**SPORTS
INTELLIGENCE**

WE HELP SPORTS ORGANIZATIONS ACHIEVE THEIR FULL POTENTIAL BY SUPPORTING
EFFICIENT AND INFORMED DECISION-MAKING

OUR AREAS OF EXPERTISE



GOVERNANCE



REGULATORY



COMPETITIONS



ECONOMICS &
FINANCIALS



FACILITIES &
INFRASTRUCTURES

OUR SERVICES



SURVEYS &
QUESTIONNAIRES



SECONDARY
RESEARCH



DATABASE CREATION &
MANAGEMENT



DATA ANALYSIS
& MINING



REPORTING
& EDITING

METHODOLOGY

The first CIES Sports Intelligence report analyses the governance structures of 20 football national associations across all six confederations. The project focuses on five main sub-topics:

- 1- General Assembly
- 2 - Executive Committee
- 3 - President
- 4 - Judicial Bodies
- 5 - Reporting Activities

The methodology used for this report was primarily desk research and relied on publicly available information only. Official national associations' statutes and websites represented the main source of data for this report. Equally, specialised websites, online articles and existing literature were also consulted to complement the information. Data has been last updated on the 19th of November 2018.

For each country included in the study, the first two sections focus on the two main decision-making bodies of a national association: the general assembly and the executive committee. When an association's structure includes additional bodies, these are detailed in the *Appendix* at the end of the report.

For both general assemblies and executive committees, the analysis takes into account only delegates participating with voting power. A colour code was adopted in the visual representation of executive committees to highlight who elects/appoints the members that participate with voting power.

In the section dedicated to the association's President, only a selection of previous experiences are reported to provide some background of the person at the helm of the organisation. Therefore this is not exhaustive and only includes the most relevant information.

As for judicial bodies, the analysis included in this report is a simplistic one. Unless otherwise stated, it only considers those bodies that are located within the association's structure. The aim is to represent the situation in each country, using as a reference the system adopted by FIFA, one that comprises of a Disciplinary, an Ethics and an Appeal body. As such, the section on judicial bodies is by no means exhaustive.

For the section on reporting, results are based on the consultation of each association's official website. In the specific case of judicial bodies' decisions, a broad definition was adopted. For example, news on the NA website reporting the result of a judicial case were positively considered for the purposes of the section.

The information included in this report has not been verified with primary sources or survey to the associations. As such, the authors do not guarantee the full accuracy or completeness of the data included in this first study. All information

We hope this will be the first step in regular detailed reporting and the possibility to cooperate with organizations for future research.

ABBREVIATIONS

EL: Elections

ExCo: Executive Committee

GA: General Assembly

MG: Member Group

OMOV: One Member, One Vote

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KEY FINDINGS

Outliers excluded, the average number of delegates with voting power in a GA is **108**, whereas **75** is the median value.

By focusing on a selection of 20 countries from all six confederations (4 x AFC, 3 x CAF, 3 x CONCACAF, 3 x CONMEBOL, 1 x OFC and 6 x UEFA), the first edition of the 'Governance Structures at National Association Level' report aims to provide some insight into one of the crucial aspects of world football. More specifically, the study focuses on five main areas: the General Assembly (GA), the Executive Committee (ExCo), the President, the judicial bodies and reporting activities. As findings are standardised in their form, the report allows benchmarking between individual cases and the identification of potential trends across different regions of the world.

General Assembly (GA)

The GA is the supreme and legislative body of a national association, one that is usually responsible for a series of important decisions such as adopting or amending the Statutes of the organization and electing the President. Therefore, it is not surprise that all 20 national associations considered in the study incorporate such body within their structure. However, there are significant differences between countries in terms of size of the respective general assemblies and stakeholder representation.

With 573 voting delegates attending the last elective assembly in February

2018, the United States Soccer Federation (USSF) has the largest GA amongst all countries included in the study, more than double the size than that of the second association considered in this report, Italy's FIGC. At the other end of the spectrum, the assembly of New Zealand Football (NZF) comprises of 28 people. In Australia, the situation changed in October 2018 when, putting an end to years of discussions over a

Figure 1: How many delegates may participate with voting power in the national association's General Assembly?

CONFED.	COUNTRY	NA	# OF DELEGATES
CONCACAF	USA	USSF	573
UEFA	ITALY	FIGC	278
UEFA	GERMANY	DFB	263
UEFA	FRANCE	FFF	216
CAF	SOUTH AFRICA	SAFA	205
CAF	IVORY COAST	FIF	162
UEFA	SPAIN	RFEF	140
UEFA	ENGLAND	FA	105
UEFA	SWITZERLAND	SFV-ASF	101
AFC	JAPAN	JFA	75
CONMEBOL	COLOMBIA	FCF	70
CONMEBOL	BRAZIL	CBF	67
CAF	MOROCCO	FRMF	53
AFC	SAUDI ARABIA	SAFF	47
CONMEBOL	ARGENTINA	AFA	46
AFC	INDIA	AIFF	35
CONCACAF	COSTA RICA	FEDEFUTBOL	32
AFC	AUSTRALIA	FFA	29
OFC	NEW ZEALAND	NZF	28

Mexico: As each member group is represented in FEMEXFUT's GA based on a total percentage of votes rather than on a fixed number of delegates, it is not possible to determine the exact total number of participants.

Figure 2: Which stakeholder groups are represented in the national association's General Assembly, and what is their voting power (%)?

	PROFESSIONAL TOP-TIER LEAGUE	LOWER PRO. LEAGUES	TOP-TIER DIVISION CLUBS	OTHER PRO. CLUBS	AMATEUR FOOTBALL	REGIONAL/STATE ASSOCIATIONS	WOMEN'S FOOTBALL	FUTSAL AND/OR BEACH SOCCER	PLAYERS	COACHES	REFEREES	OTHER
ARGENTINA		48	33	13			2	2		2		
AUSTRALIA		28				55	10		7			
BRAZIL		28	14			57						
COLOMBIA	51				49							
COSTA RICA	38	22			19		9	12				
ENGLAND	6	6			7	50	3	1	1	1	1	25
FRANCE			22	15	63							
GERMANY	28					53						19
INDIA						100						
ITALY	12	22			34				20	10	2	
IVORY COAST			32	36	29				1	1	1	1
JAPAN	1		24		3	63	1	1	1			6
MEXICO	55	36			9							
MOROCCO			30	15	43		2	4	2	2	2	
NEW ZEALAND ¹	4		4			50			4	4	4	30
SAUDI ARABIA	2		30		57							11
SOUTH AFRICA	2					85		0.5		0.5		12
SPAIN ²			8	6	21	14		9	23	11	8	
SWITZERLAND ³	28				72							
USA ⁴	14	12			26				20			28

¹ New Zealand: The distribution of votes is the result of an assumption based on publicly available information.

² Spain: 'Amateur Football' votes only refer to the share allocated to amateur clubs. Votes of amateur players, coaches and referees are included in the respective categories.

³ Switzerland: For the purposes of the analysis, the *Première League*, normally semi-professional and amateur, has been considered as entirely amateur.

⁴ USA: For the purposes of the analysis, the 'Amateur football' votes are those allocated to the 'Adult Council', whereas votes of the 'Youth Council' are considered as 'Other'.

possible governance reform, the GA has been expanded from 10 to 29 voting members. Brazil represents instead a peculiar case, as here the composition of the elective assembly (67 members) differs significantly from that in charge of regular decision-making (34) due to impositions of state law. Without

considering the high outlier, the average number of voting delegates per GA is 108, whereas 75 is the median value. Interestingly, all European countries in the study have at least 100 voting delegates in their assemblies, whereas none of the associations from the CONMEBOL region have more than 70.

In terms of stakeholders' representation the scenario is particularly fragmented, as each association allocates the votes based on the structure and specificities of its national football. Overall, however, it is possible to identify some general trends. In the countries where the domestic game is sub-divided into

regional/state associations, the latter usually hold significant power in the decision-making process at national level. As the involvement of players in decision-making processes is a much-discussed topic, it appears that they have little or no voice at all in general assemblies. There are however few exceptions to this observation, as in Italy, Spain and in the US, athletes

are entitled to at least 20% of the votes. A similar situation relates to women's football, whose overall representation

in the GA is very limited. In general terms, the distinction is between countries that adopt a more inclusive approach allowing for wider stakeholder representation - England, Morocco and Japan being some examples - and those where votes are instead distributed amongst few or just one member group, such as in the case of Colombia, India and Switzerland.

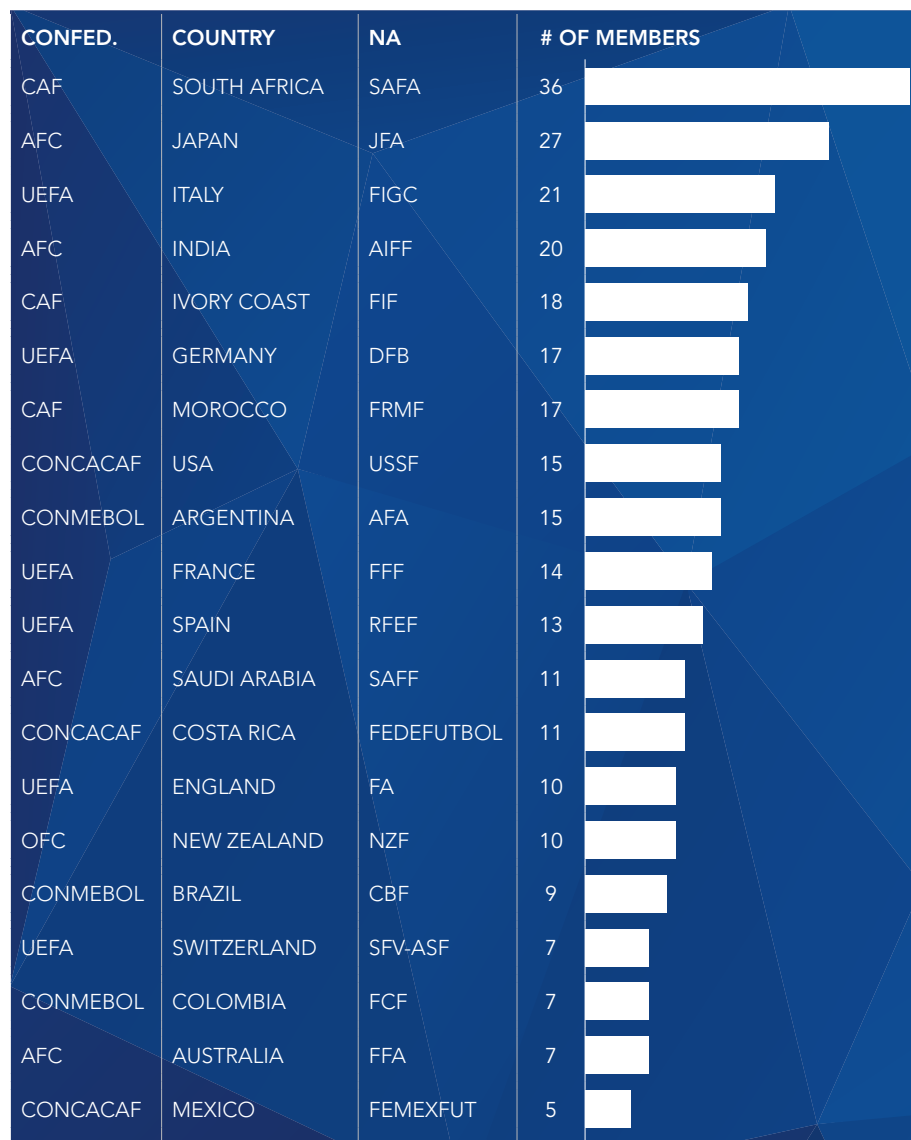
Executive Committee (ExCo)

When considering the ExCo bodies, a wide variety can be observed in the total membership numbers. Ranging from the largest committee included in the study – found in South Africa with 36 members – to an intimate five individuals in Mexico, the average committee numbers 15.

In most cases ExCo members are elected or appointed by their GAs, although in at least six countries such process is based on the concept of slate elections. In accordance with this method, each presidential candidate runs with a list of people that would eventually be nominated to the ExCo should he/she be voted in. In several countries, individual member groups have the responsibility to appoint their representatives to the national association's Executive Committee. Such circumstances also include the appoint-

70% of national associations have female representatives in their ExCo. Women represent around **30%** of ExCo members in England and France.

Figure 3: How many members may vote in the national association's Executive Committee?

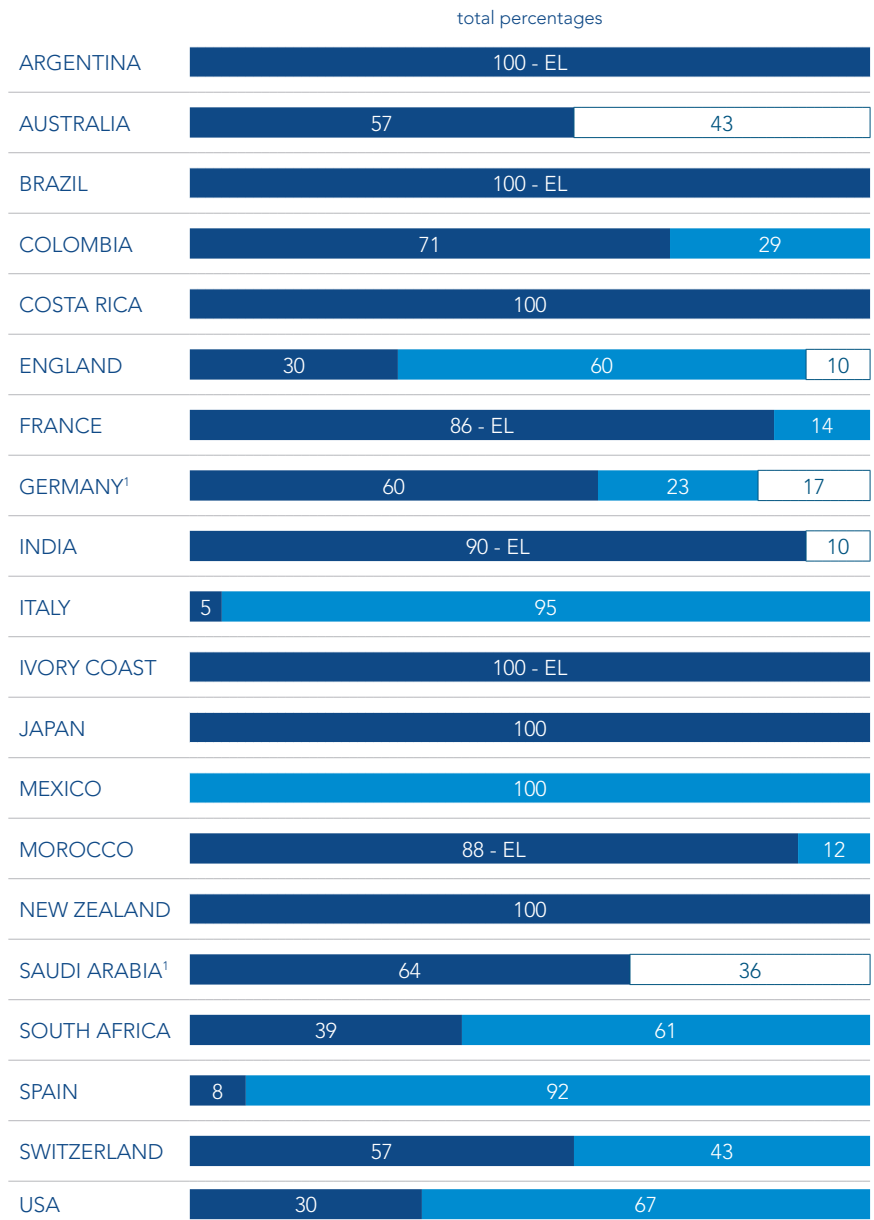


ment of so-called *ex-officio* members, for example when it is established by the statutes of an association that the President of the professional league must be a voting member of the ExCo. This approach is predominant in Italy and Spain, whereas in Mexico it applies to all members of the committee, as this is also the only nation where the President of the association may only participate to the ExCo with casting vote in the event of a tie. In rare instances, the President has some direct power on the selection of ExCo members or they could be co-opted. However, in cases like Germany and Saudi Arabia, even when this happens, the decision taken by the ExCo has to be subsequently ratified by the GA. In terms of representation, the Executive Committees surveyed here include a broad distribution of stakeholders, though some countries are more deliberate in including specific groups than others. Statutes in Italy, Mexico, Morocco and Spain, for example, clearly determine which stakeholders must be represented in the ExCo and by how many representatives. Other countries, including Australia, Costa Rica and New Zealand, establish instead a series of roles to be covered by voting members of the committee, without differentiating between stakeholders and/or specific backgrounds.

The President

After the GA and ExCo, the third main seat of executive power lies in the hands of the president. Considering the 20 nations included in the study, it is extremely rare that the president is elected by a body different than

Figure 4: Who elects/appoints the voting members of the national association's ExCo? (Dark blue: GA, light blue: Member Group, White: Co-opted/President)



¹ With only few exceptions, the appointment of all ExCo members both in Germany and Saudi Arabia must still be approved by the GA.

EL: Indicates when the election of ExCo members is part of the same process that elects the President.

The average age of national associations' presidents is **58**. All of them are male and **60%** took office for the first time over the last **3** years.

Figure 5: Regulations on the election and mandates of the national association's President.

CONFED.	COUNTRY	ASSOCIATION	ELECTED BY:	TERM (YEARS)	LIMIT OF TERMS	AGE LIMIT
CONMEBOL	ARGENTINA	AFA	GA	4	2	NO
AFC	AUSTRALIA	FFA	EXCO	3	NO	NO
CONMEBOL	BRAZIL	CBF	GA	4	2	NO
CONMEBOL	COLOMBIA	FCF	EXCO	4	3	NO
CONCACAF	COSTA RICA	FEDEFUTBOL	GA	4	NO	NO
UEFA	ENGLAND	FA	GA	3	2	75
UEFA	FRANCE	FFF	GA	4	NO	NO
UEFA	GERMANY	DFB	GA	3	NO	70
AFC	INDIA	AIFF	GA	4	3	70
UEFA	ITALY	FIGC	GA	4	NO	NO
CAF	IVORY COAST	FIF	GA	4	NO	70
AFC	JAPAN	JFA	EXCO	2	NO	70
CONCACAF	MEXICO	FEMEXFUT	GA	4	NO	NO
CAF	MOROCCO	FRMF	GA	4	2	NO
OFC	NEW ZEALAND	NZF	GA	4	2	NO
AFC	SAUDI ARABIA	SAFF	GA	4	NO	65
CAF	SOUTH AFRICA	SAFA	GA	4	NO	NO
UEFA	SPAIN	RFEF	GA	4	NO	NO
UEFA	SWITZERLAND	SFV-ASF	GA	2	NO	NO
CONCACAF	USA	USSF	GA	4	3	NO

the GA. Only Australia, Colombia and Japan have their ExCo appoint the President, whereas in Mexico the committee is responsible for proposing a name to be ratified by the GA. Every country surveyed had a fixed duration to presidential office cycles

once elected, as most NAs apply 4-year terms. Term limits, however, are less ubiquitous as 12 countries have none in place. Similarly, age limits are not regularly included in the statutes, though when they are enforced, age 70 is the most common. The average age of the

presidents surveyed here is 58 and 12 of them were first elected or took office during the last three years (since 2016). At least half of them have considerable non-football professional backgrounds and, thus, can bring other corporate experience into the leadership of the game.

Judicial Bodies

If the legislative and executive bodies are fundamentally important, a football association cannot function without a judicial arm. Due to the specificities of each individual country, including potential conflicts with state laws, there are many variations to the model adopted by FIFA, one that comprises of a disciplinary, an ethics and an appeal committee.

Argentina, Costa Rica, India, Japan, Morocco, New Zealand, Saudi Arabia and Spain are the countries that replicate football's world governing body structure. There are other models adopted in countries such as Australia, Ivory Coast and Mexico where a single first instance body deals with both disciplinary and ethics infractions, or additional cases, as for example Italy, where the judicial area of the association is more complex. In nine countries out of 20, the members of these judicial commissions are appointed by the ExCo, although in a number of cases (7) there is a mixed model in place with the ExCo or GA sharing the nomination and confirmation of members.

Reporting Activities

A final key governance practice examined is represented by the reporting

and publishing of key documents, statutes or judicial decisions. The only NA which currently does not have their statutes available online is Brazil's CBF, as the document is reportedly under review. The landscape is relatively promising and transparent also with regards to the publication of the NA's most recent financial statements, as only six countries - none of them European - do not follow this procedure. Finally, the vast majority of associations do publish their judicial bodies' decisions, although it should be noted that, for the purposes of this report, even a news article regarding a decision on the association's website was positively considered as reporting.

The overview of governance structures and some key practices reveals some interesting trends in the football governance landscape around the globe. Nevertheless, there does not appear to be evident patterns that relate to cultural or regional aspects, or even to the simple level of professionalization of football in a certain country.

One important point, especially in an era of 'democratic governance' and the push for stronger representation of women in football leadership, is the significant absence of female members at ExCo level in most countries. At best, women represent around 30%, for example, in France and England or closer to 20% in Italy and the USA.

One of the key observations that can be drawn from this report is that governance in football is not a static concept. The situation both at national and inter-

Figure 6: Are the official statutes, last financial statements and judicial bodies' decisions published on the national association's website?

CONFED.	COUNTRY	ASSOCIATION	STATUTES	FINANCIAL STATEMENTS	JUDICIAL BODIES' DECISIONS
CONMEBOL	ARGENTINA	AFA			
AFC	AUSTRALIA	FFA			
CONMEBOL	BRAZIL	CBF			
CONMEBOL	COLOMBIA	FCF			
CONCACAF	COSTA RICA	FEDEFUTBOL			
UEFA	ENGLAND	FA			
UEFA	FRANCE	FFF			
UEFA	GERMANY	DFB			
AFC	INDIA	AIFF			
UEFA	ITALY	FIGC			
CAF	IVORY COAST	FIF			
AFC	JAPAN	JFA			
CONCACAF	MEXICO	FEMEXFUT			
CAF	MOROCCO	FRMF			
OFC	NEW ZEALAND	NZF			
AFC	SAUDI ARABIA	SAFF			
CAF	SOUTH AFRICA	SAFA			
UEFA	SPAIN	RFEF			
UEFA	SWITZERLAND	SFV-ASF			
CONCACAF	USA	USFF			

national level is constantly evolving and a considerable amount of information included in this report has since been updated from when first researched at the beginning of the project. Governance is a topic that is currently

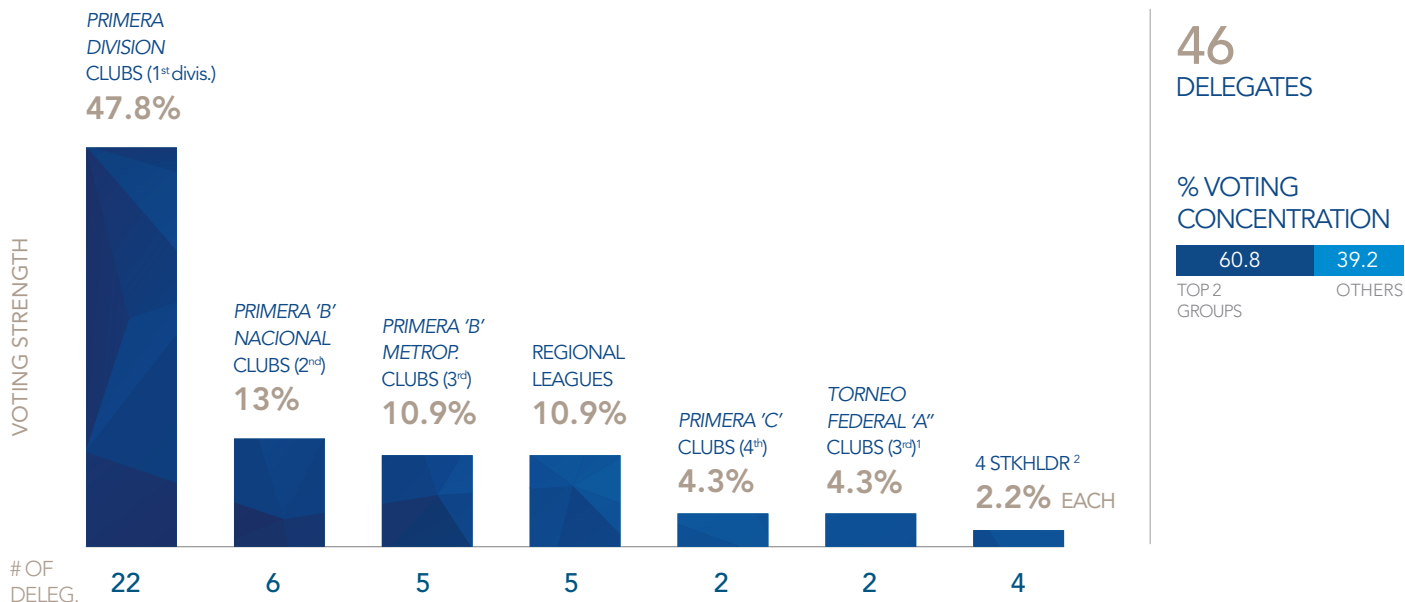
in the spotlight of football discussions globally, as stakeholders increasingly demand for a better management of the game. As such, more reforms are expected to be introduced in the near future.

ARGENTINA

ASOCIACIÓN DEL FÚTBOL ARGENTINO (AFA)



GENERAL ASSEMBLY - Asamblea

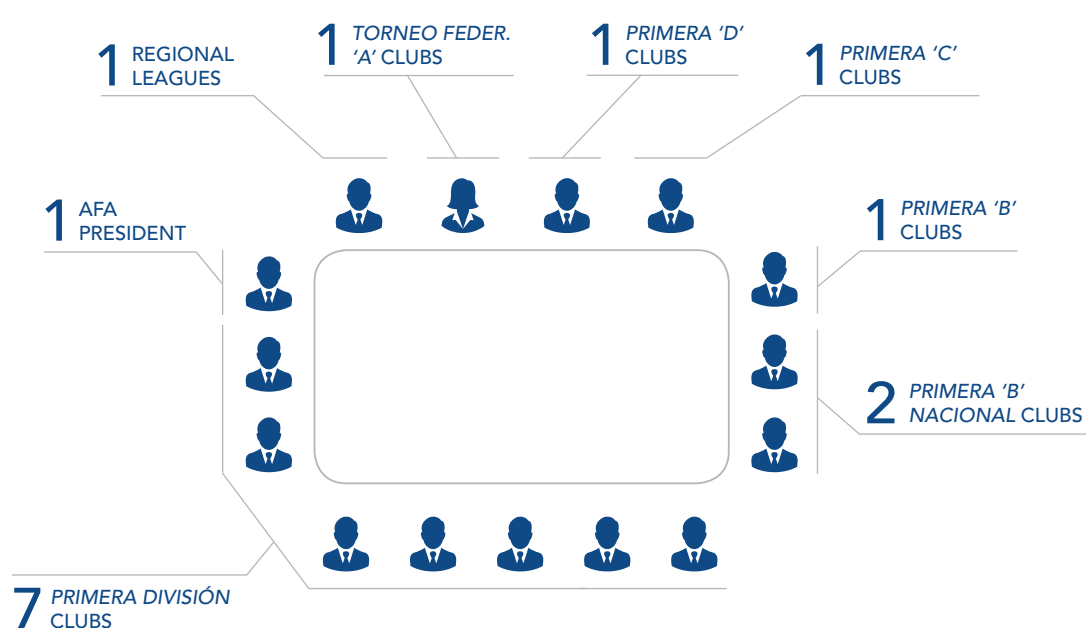


¹ Starting from the third division, clubs that are outside Buenos Aires and its metropolitan area compete in the so-called *Torneos Federales*.

² 1. Primera 'D' Clubs, 2. Women's Football, 3. Futsal and Beach Soccer, 4. Former players, former coaches and former referees.

EXECUTIVE COMMITTEE - Comité Ejecutivo³

(the head icon color shading reflects the appointing body as specified at the bottom right)



15 MEMBERS



WHO ELECTS EXCO MEMBERS?



GA - SLATE ELECTION

³ In addition to the 15 regular members (*titulares*), the ExCo comprises also of 8 substitutes (*suplentes*) representing the following stakeholders:

4 x Primera División clubs, 3 x Primera 'B' Nacional, Primera 'B', Primera 'C' and Primera 'D' clubs, 1 x either Torneo Federal 'A' clubs or the regional leagues

PRESIDENT

Claudio Fabian Tapia - male, age 51

2017 - year of first election

PREVIOUS/OTHER EXPERIENCE

- President of Club Atlético Barracas Central (3rd division)
- Vice-president of CEAMSE (waste management)
- Ex Deputy vice-president of AFA

PRESIDENT IS ELECTED BY:

**GENERAL
ASSEMBLY**

MAXIMUM AGE
LIMIT:

NO

DURATION OF
EACH MANDATE:

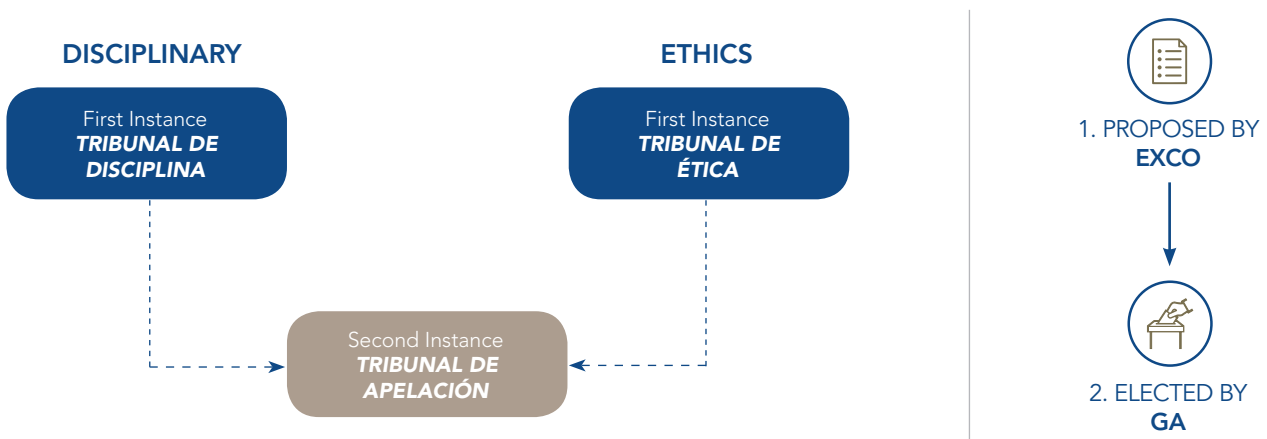
4 YRS

MAX. NUMBER OF
TERMS:

2

JUDICIAL BODIES

What are the judicial bodies of the association and how are their members elected?



REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES



LAST FINANCIAL
STATEMENTS



JUDICIAL BODIES'
DECISIONS

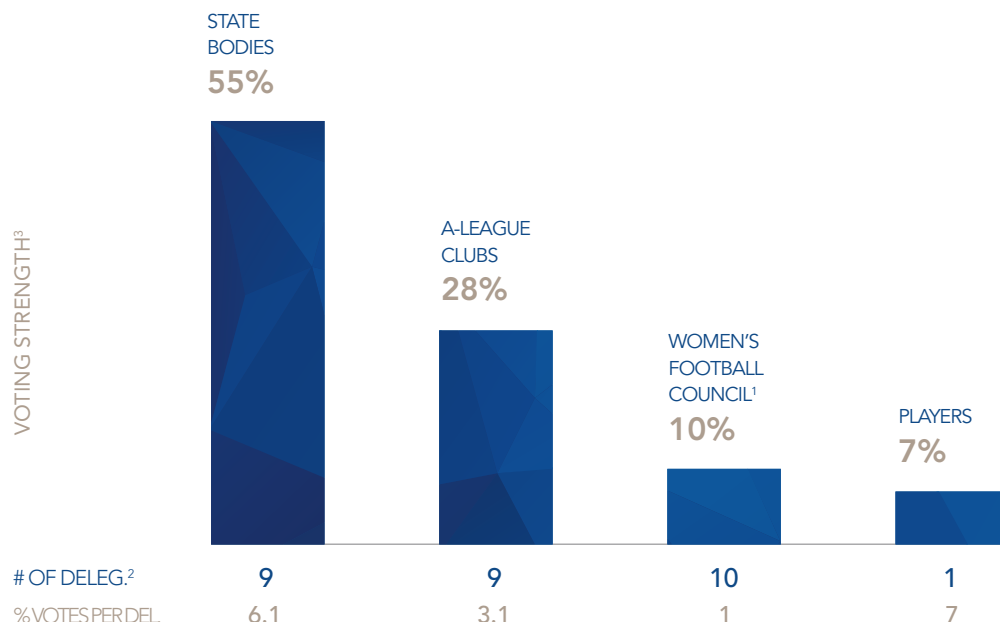


AUSTRALIA

FOOTBALL FEDERATION AUSTRALIA (FFA)

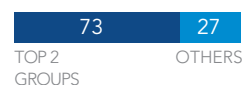


GENERAL ASSEMBLY - General Meeting



29
DELEGATES

% VOTING
CONCENTRATION



¹ The Women's Football Council comprises of three representatives per each of the FFA's member groups (state bodies, A-League clubs, players) plus one independent member and chair elected by the Nominations Committee and ratified by the members.

² As per art. 10.3 of the Statutes, 'each state body member, each A-League club member and the players' member must nominate two delegates, one male and one female, to attend each general meeting.' However, it appears that only one of them may participate with voting power.

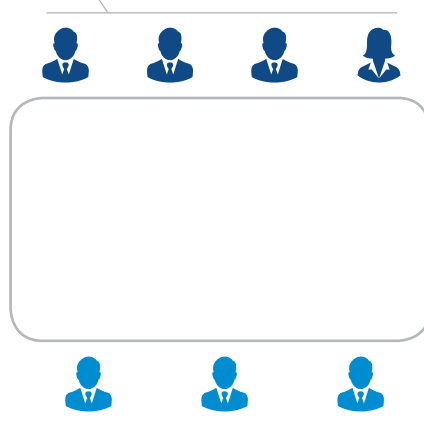
³ In November 2018 the Association of Australian Football Clubs (AAFC) and Football Coaches Australia (FCA) were approved to become future members.

EXECUTIVE COMMITTEE - Board of Directors

(the head icon color shading reflects the appointing body as specified at the bottom right)

4
ELECTED
DIRECTORS⁴

Including the President

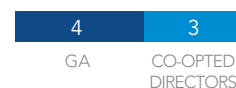


3
APPOINTED
DIRECTORS⁵

7
MEMBERS



WHO ELECTS
EXCO MEMBERS?



⁴ Two Members may nominate a person to stand for election as a Director (Proposers) whilst another Member must second the nomination (Seconder).

⁵ The Elected Directors may appoint up to three other persons as Appointed Directors.

PRESIDENT

Chris Nikou - male, age n/a

2018 - year of first election

PREVIOUS/OTHER EXPERIENCE

- Ex-Director of Football Federation Australia
- Ex-Director of Football Federation Victoria
- Board member of Melbourne Renegades (cricket)
- Senior Partner of K&L Gates (legal firm)

PRESIDENT IS ELECTED BY⁶:

**EXECUTIVE
COMMITTEE**

MAXIMUM AGE
LIMIT

NO

DURATION OF
EACH MANDATE:

3 YRS

MAX. NUMBER OF
TERMS⁷:

NO

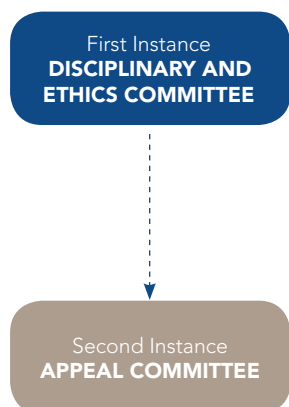
⁶ The Elected Directors may elect one of their number to the office of Chairman (President) of directors. GA members have veto power.

⁷ An Elected Director may not serve more than three consecutive terms as a Director. If they serve three consecutive terms, they may not be elected as a Director again until the second annual general meeting after the end of their third term of office.

JUDICIAL BODIES

What are the judicial bodies of the association and how are their members elected?

DISCIPLINARY & ETHICS



APPOINTED BY
GA

REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES



LAST FINANCIAL
STATEMENTS



JUDICIAL BODIES'
DECISIONS

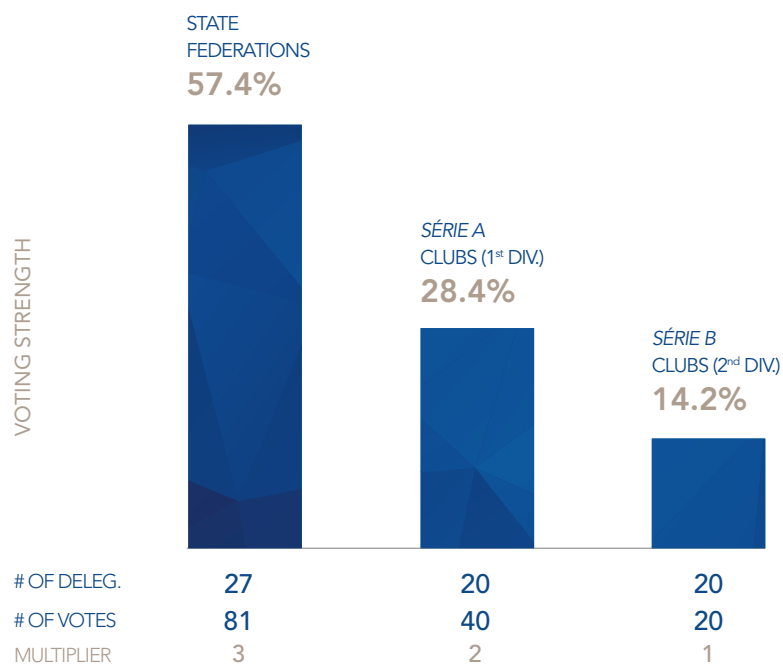




BRAZIL

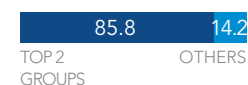
CONFEDERAÇÃO BRASILEIRA DE FUTEBOL (CBF)

GENERAL ASSEMBLY - *Assembléia Geral*¹



67
DELEGATES

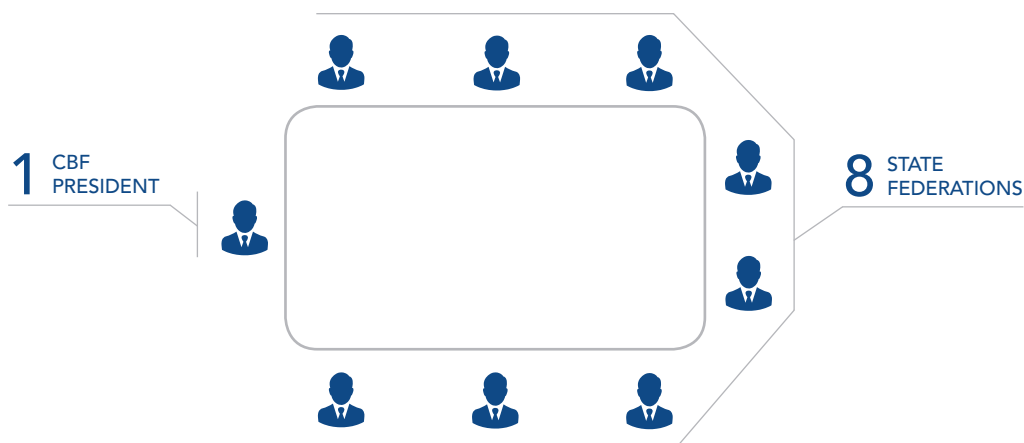
% VOTING
CONCENTRATION



¹The GA structure illustrated above refers to elective assemblies only. Normally, only state federations are entitled to participate in the GA.

EXECUTIVE COMMITTEE - *Diretoria*

(the head icon color shading reflects the appointing body as specified at the bottom right)



9
MEMBERS



WHO ELECTS
EXCO MEMBERS?



GA - SLATE ELECTION

PRESIDENT

Rogério Caboclo - male, age 46

2019 - start of first mandate

PREVIOUS/OTHER EXPERIENCE

- Chief executive of the 2019 Copa America LOC
- Permanent Counselor of São Paulo Football Club
- Ex-Chief Executive of the CBF
- Ex-Financial Director of São Paulo Football Club
- Ex-Vice President of the Federação Paulista de Futebol

PRESIDENT IS ELECTED BY:

**GENERAL
ASSEMBLY**

MAXIMUM AGE
LIMIT:

NO

DURATION OF
EACH MANDATE:

4 YRS

MAX. NUMBER OF
TERMS:

2

JUDICIAL BODIES

What are the judicial bodies of the association and how are their members elected?



²The Brazilian Constitution grants the exclusive competence to rule on sports competition and disciplinary infractions to the autonomous and independent bodies of the *Superior Tribunal de Justiça Desportiva* (STJD). Nevertheless, in the arbitration case 2017/A/5139, it was stated that 'according to art. 217 of the Brazilian Federal Constitution, the STJD is an independent and autonomous body. By imposing cost upon the CBF, the CAS would indirectly treat the STJD as not independent from the CBF'.

³This refers to the 'Comissão de Ética' only.

REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES



LAST FINANCIAL
STATEMENTS



JUDICIAL BODIES'
DECISIONS

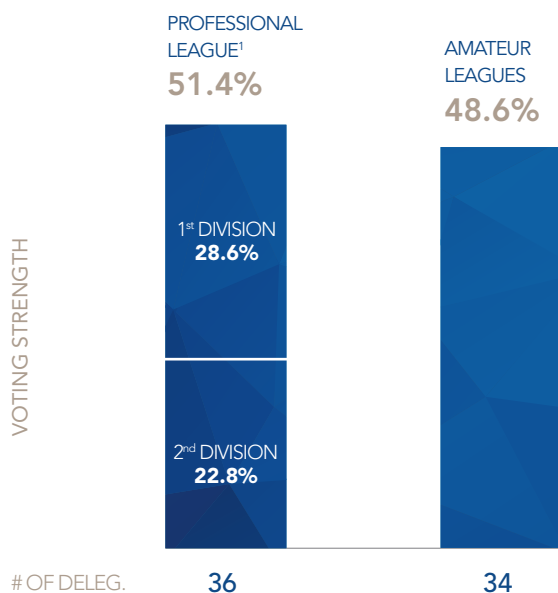


COLOMBIA

FEDERACIÓN COLOMBIANA DE FÚTBOL (FCF)



GENERAL ASSEMBLY - Asamblea General de Delegados



70
DELEGATES

% VOTING
CONCENTRATION

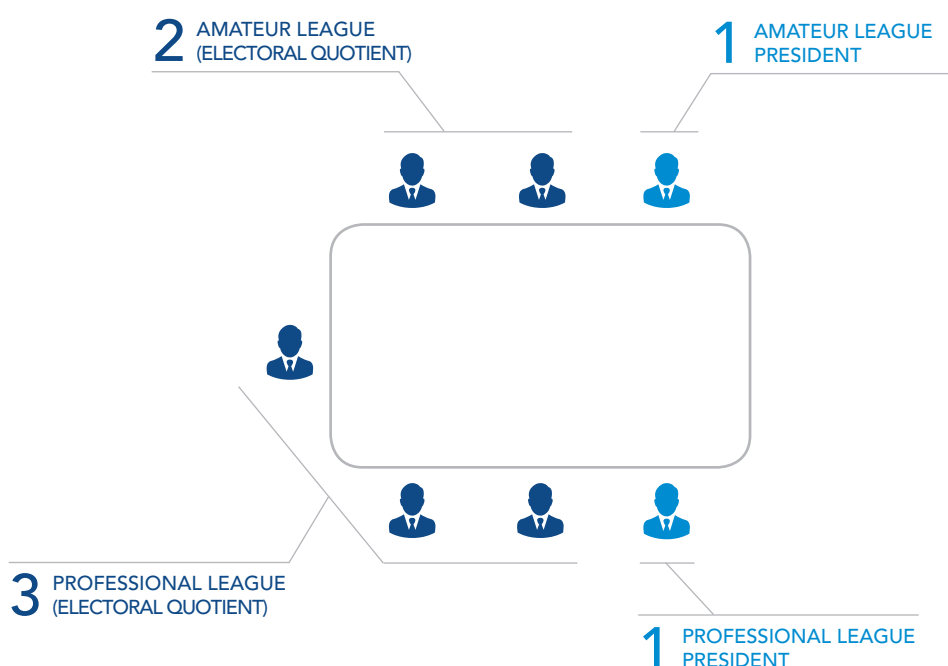
100

TOP 2 GROUPS

¹ The División Mayor del Fútbol Profesional Colombiano (DIMAYOR) operates the top two divisions in the country.

EXECUTIVE COMMITTEE - Comité Ejecutivo

(the head icon color shading reflects the appointing body as specified at the bottom right)



7
MEMBERS

7
M

WHO ELECTS
EXCO MEMBERS?

5
GA

2
MEMBER
GROUP

PRESIDENT

Ramón Jesurún Franco - male, age 66

2015 - year of first election

PREVIOUS/OTHER EXPERIENCE

- Ex-President of the DIMAYOR
- Ex-Vice President of the FCF
- First Vice President of the CONMEBOL
- Member of the FIFA Council
- Ex-Second Vice President of the Colombian Olympic Committee

PRESIDENT IS ELECTED BY:

**EXECUTIVE
COMMITTEE**

DURATION OF
EACH MANDATE:

4 YRS

MAXIMUM AGE
LIMIT:

NO

MAX. NUMBER OF
TERMS:

3

JUDICIAL BODIES

What are the judicial bodies of the association and how are their members elected?

DISCIPLINARY & ETHICS²

First Instance³
**COMISIÓN
DISCIPLINARIA**



**2 MEMBERS
ELECTED BY GA**
(1 each for amateur and
professional football)



**1 MEMBER
APPOINTED BY EXCO**

² While the Statutes do not foresee an Ethics Commission, infractions including match-fixing, corruption etc. are included in the Disciplinary Code.

³ The *Comisión Disciplinaria* may act as appeal body against decisions taken by disciplinary commissions of leagues and professional divisions.

REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES



LAST FINANCIAL
STATEMENTS



JUDICIAL BODIES'
DECISIONS

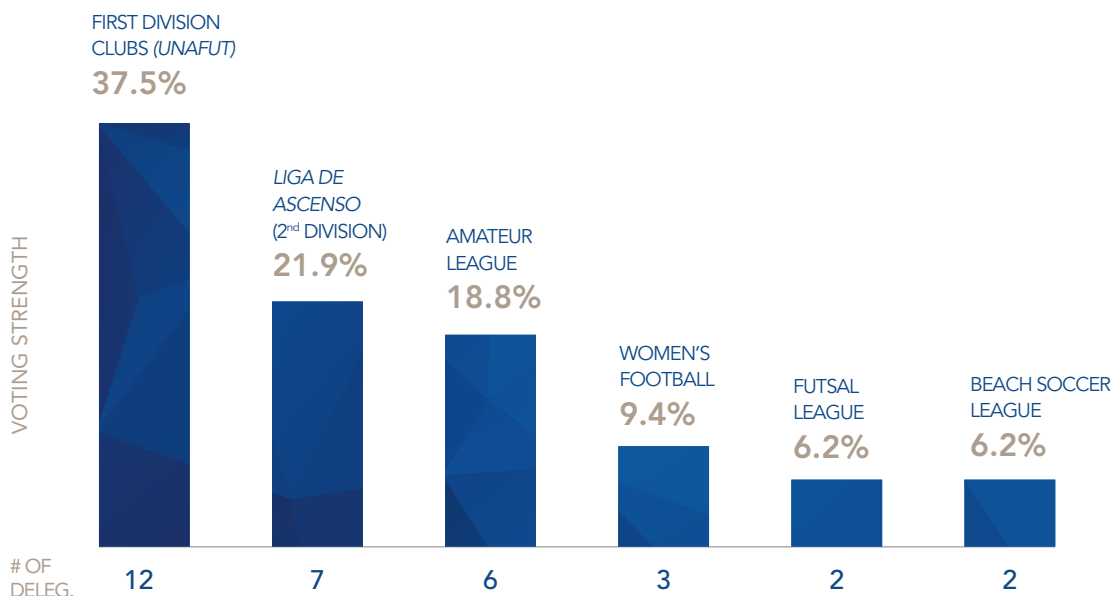


COSTA RICA

FEDERACIÓN COSTARRICENSE DE FÚTBOL (FEDEFUTBOL)

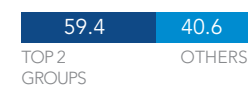


GENERAL ASSEMBLY - Asamblea General



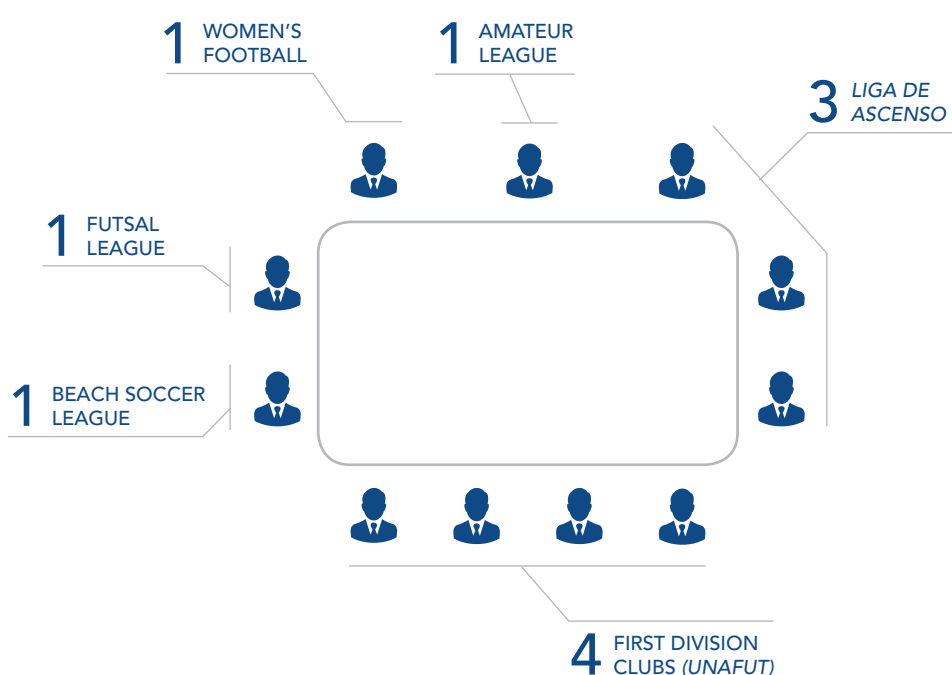
32
DELEGATES

% VOTING CONCENTRATION



EXECUTIVE COMMITTEE - Comité Ejecutivo¹

(the head icon color shading reflects the appointing body as specified at the bottom right)



11
MEMBERS



WHO APPOINTS EXCO MEMBERS?



¹ The Statutes only establish the roles of the 11 members of the ExCo (1 x President, 2 x Vice-Presidents, 1 x Recording Secretary, 1 x Treasurer, 6 x Directors) with no indication in terms of stakeholders representation. As such the final composition of the ExCo depends on the elections at the GA. Each candidate for election to the ExCo must be proposed by at least one member.

PRESIDENT

Rodolfo Villalobos Montero - male, age 50

2015 - year of first election

PREVIOUS/OTHER EXPERIENCE

- Vice President of CONCACAF
- Ex-President of Santos de Guápiles
- Ex-Treasurer of FEDEFUTBOL's Executive Committee
- Ex-President of FEDEFUTBOL's Referees Committee
- Ex-Member CONCACAF's Referees Committee

PRESIDENT IS ELECTED BY:

**GENERAL
ASSEMBLY**

MAXIMUM AGE
LIMIT:

NO

DURATION OF
EACH MANDATE:

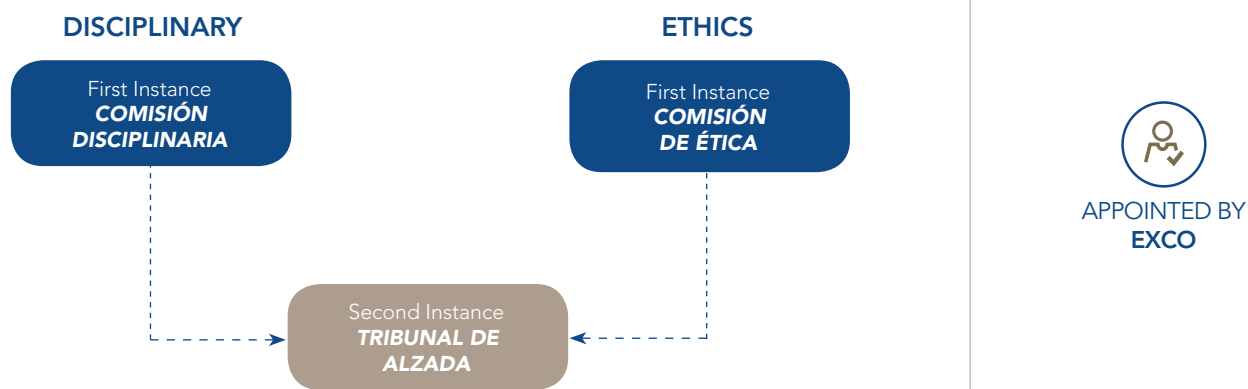
4 YRS

MAX. NUMBER OF
TERMS:

NO

JUDICIAL BODIES

What are the judicial bodies of the association and how are their members elected?



REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES



LAST FINANCIAL
STATEMENTS



JUDICIAL BODIES'
DECISIONS

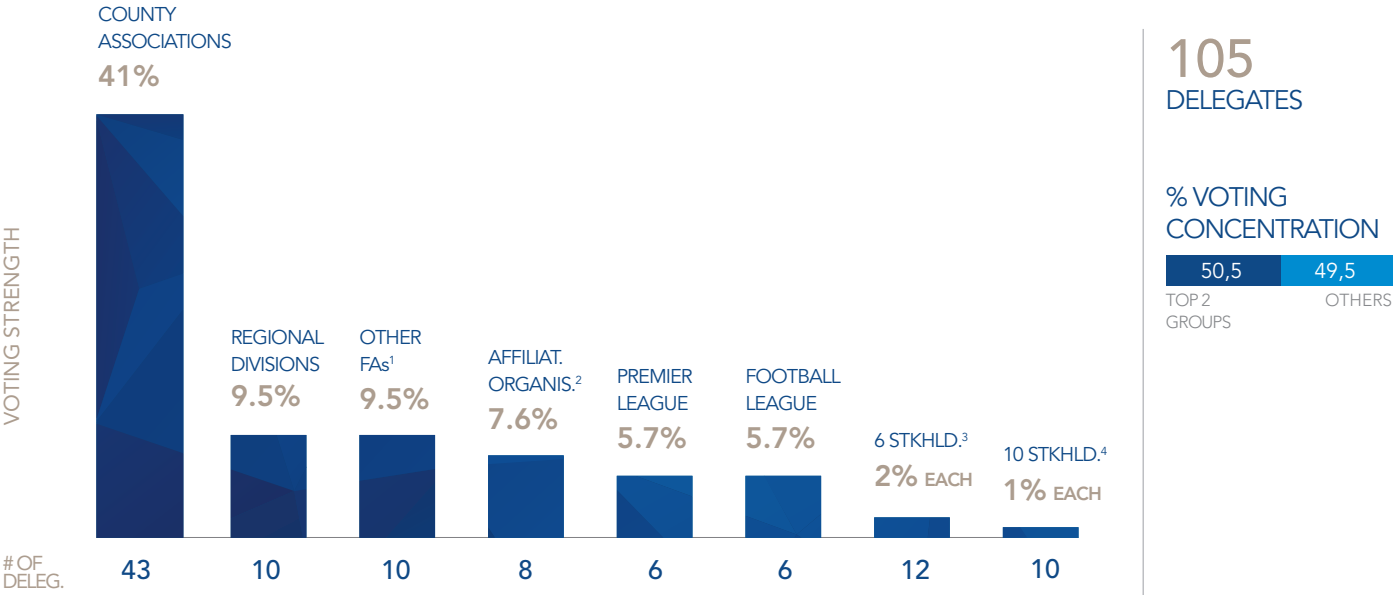


ENGLAND

THE FOOTBALL ASSOCIATION (FA)



GENERAL ASSEMBLY - Council



¹ 1. Univ. of Oxford, 2. Univ. of Cambridge, 3. Army, 4. Royal Navy, 5. Royal Air Force, 6. Amateur Football Alliance, 7. Women's Football Conference (x2), 8. English Schools, 9. Independ. Schools

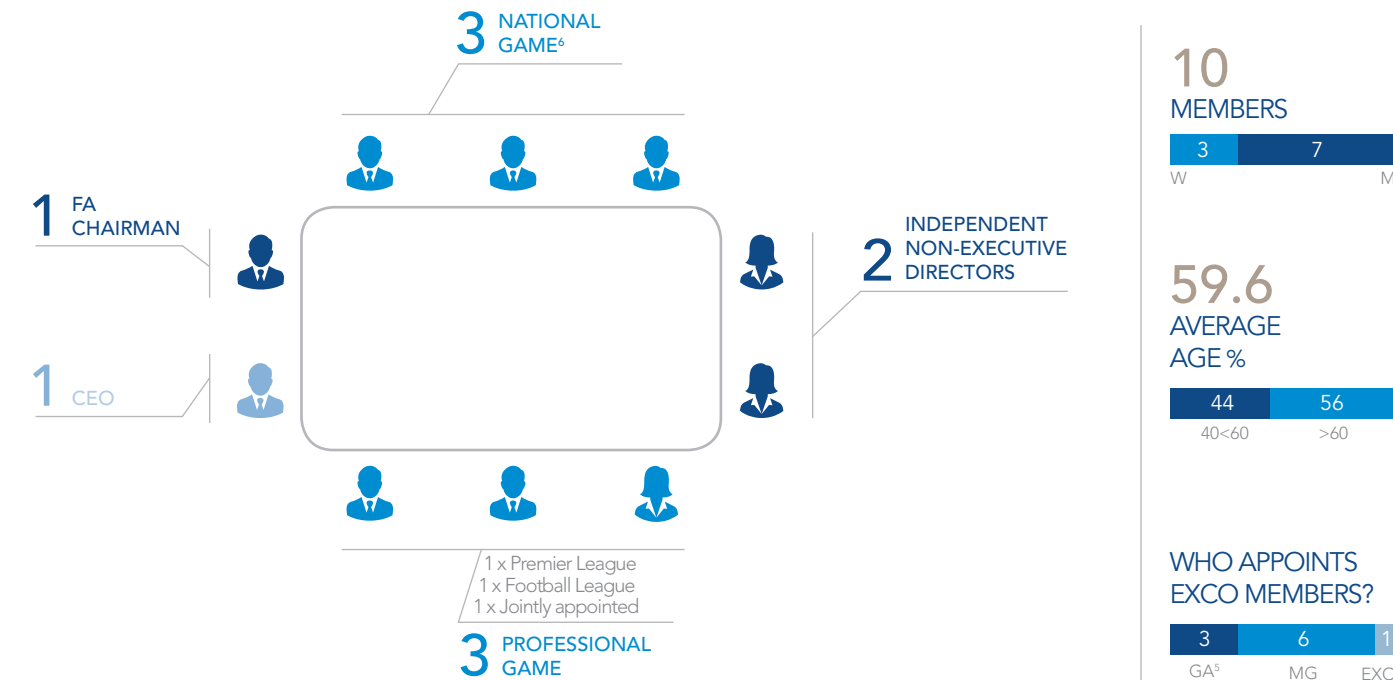
² 1. League Managers Assoc., 2. Professional Footballers Assoc., 3. Referees' Assoc., 4. National League (x2), 5. Northern Premier League, 6. Southern League, 7. Isthmian League

³ 1. FA Vice Chairmen (Professional & National Game), 2. Independent Non-Executive Directors of the FA Board, 3. Supporters, 4. Disability Football, 5. Inclusion, 6. BAME communities

⁴ 1. Chairman and Leader of Council, 2. Joint Repres. of EPL and EFL, 3. CEO, 4. British Universities College Sport, 5. Association of Colleges, 6. FA Youth Council, 7. National League System Steps 5 and 6, 8. Futsal and small-sided football, 9. Women's Super League, 10. Woman nominated by National Game members.

EXECUTIVE COMMITTEE - Board

(the head icon color shading reflects the appointing body as specified at the bottom right)



⁵ The Chairman and the Independent Non-Executive Directors shall be nominated by the Nominations Committee, endorsed by the ExCo and appointed by the GA. The Nominations Committee, which comprises of three people, is established by the ExCo.

⁶ The National Game refers to all football from the Football Conference and below i.e. the National League System and the grassroots game including youth football.

PRESIDENT⁷

Greg Clarke - male, age 61

2016 - year of first election

PREVIOUS/OTHER EXPERIENCE

- Ex-Chairman of the English Football League (EFL)
- Ex-Chairman and Director of Leicester City FC
- Ex-CEO of Lend Lease Corporation (infrastructures/constructions)

PRESIDENT IS ELECTED BY⁸:

**GENERAL
ASSEMBLY**

MAXIMUM AGE
LIMIT⁹:

75

DURATION OF
EACH MANDATE:

3 YRS

MAX. NUMBER OF
TERMS:

2

⁷ Since 1939 the FA President has always been a member of the British Royal Family (currently Prince William). As such, this analysis refers to the Chairman of the FA instead.

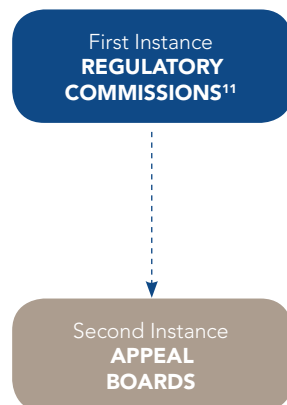
⁸ The Chairman shall be nominated by the Nominations Committee, endorsed by the ExCo and appointed by the GA, with the absolute majority of votes. The Nominations Committee is established by the ExCo and comprises of three people.

⁹ A Member of Council shall vacate office at midnight on the day before the next Summer Meeting after he has attained the age of 75 years (save for those who have been Members of Council continuously since 1990). Furthermore, no person shall be capable of being first appointed a Member of Council if at the time of appointment that person has attained the age of 65 years.

JUDICIAL BODIES

What are the judicial bodies of the association and how are their members elected?

DISCIPLINARY & ETHICS



APPOINTED BY
THE **JUDICIAL PANEL**¹⁰
CHAIRMAN

¹⁰ The Council (GA) establishes the Judicial Panel from which individuals shall be drawn to sit on regulatory commissions and on appeal boards

¹¹ Means any regulatory commission drawn from the Judicial Panel from time to time in order to hear cases and pre-hearings from the FRA (Football Regulatory Authority) or otherwise.

REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES

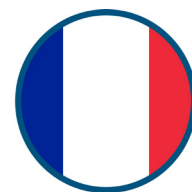


LAST FINANCIAL
STATEMENTS



JUDICIAL BODIES'
DECISIONS

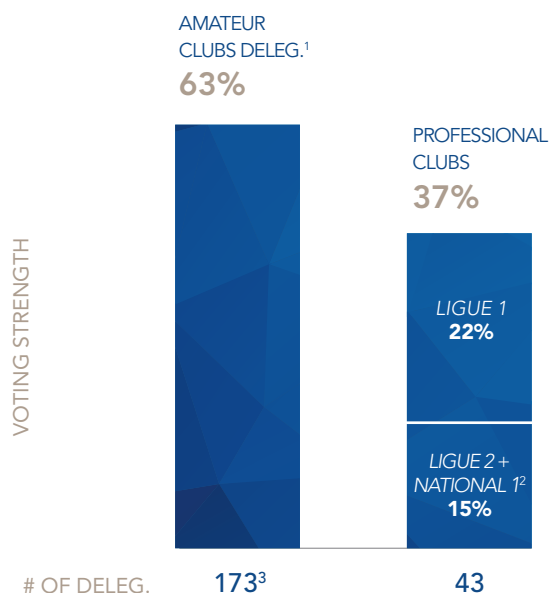




FRANCE

FÉDÉRATION FRANÇAISE DE FOOTBALL (FFF)

GENERAL ASSEMBLY - Assemblée Fédérale



216
DELEGATES

% VOTING
CONCENTRATION

100

TOP 2 GROUPS

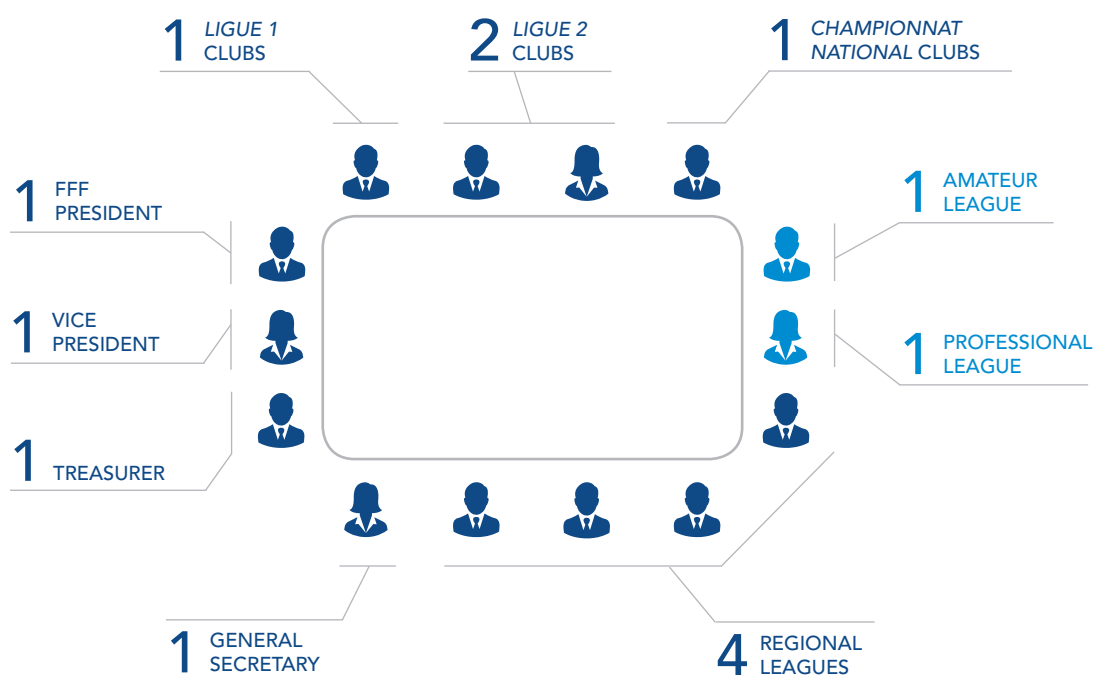
¹ The delegates are elected by the clubs during the GA of their respective regional league.

² Only three clubs from the *Championnat National* (3rd division) have professional status.

³ This figure refers to the most recent elective assembly, held in Paris on the 18th of March 2017. Representation in the assembly is established in terms of total voting strength per stakeholder group and as such, it does not follow the OMOV rule.

EXECUTIVE COMMITTEE - Comité Exécutif⁴

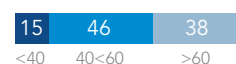
(the head icon color shading reflects the appointing body as specified at the bottom right)



14
MEMBERS



56
AVERAGE
AGE %



WHO APPOINTS
EXCO MEMBERS?



⁴ The Statutes establish the election *ex-officio* of the two league Presidents and the four 'essential executive functions' that must be exercised by members of the ExCo. As no further indication is given in terms of stakeholders representation, the final composition of the ExCo depends on the presidential candidate's electoral list.

PRESIDENT

Noël Le Graët - male, age 77

2011 - year of first election

PREVIOUS/OTHER EXPERIENCE

- Ex-President of En Avant de Guingamp
- Ex-CEO of Le Graët Group (agri food industry)
- Ex-President of the Ligue de Football Professionnel (LFP)
- Ex-Mayor of the city of Guingamp
- Ex-Vice-President of Fédération Française de Football (FFF)

PRESIDENT IS ELECTED BY:

**GENERAL
ASSEMBLY**

MAXIMUM AGE
LIMIT:

NO

DURATION OF
EACH MANDATE:

4 YRS

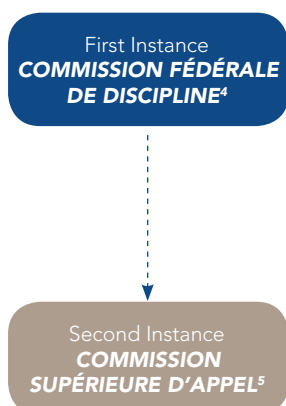
MAX. NUMBER OF
TERMS:

NO

JUDICIAL BODIES

What are the judicial bodies of the association and how are their members elected?

DISCIPLINARY & ETHICS



APPOINTED BY
EXCO

⁴ As per art.7.3 of the *Règlements Généraux*, other committees - listed in art. 7 bis - may have disciplinary power when they identify an infringement to the regulations they are in charge of enforcing. Although included in this list, the *Conseil National de l'Ethique* may only submit the case to the competent disciplinary body when it identifies actions that are against the *Charte d'Ethique et de Déontologie du Football*.

⁵ The *Commission Supérieure d'Appel* is not competent for cases of doping or those under the jurisdiction of the *Direction Nationale du Contrôle de Gestion*, for which specific committees are the responsible of the second instance.

REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES



LAST FINANCIAL
STATEMENTS



JUDICIAL BODIES'
DECISIONS

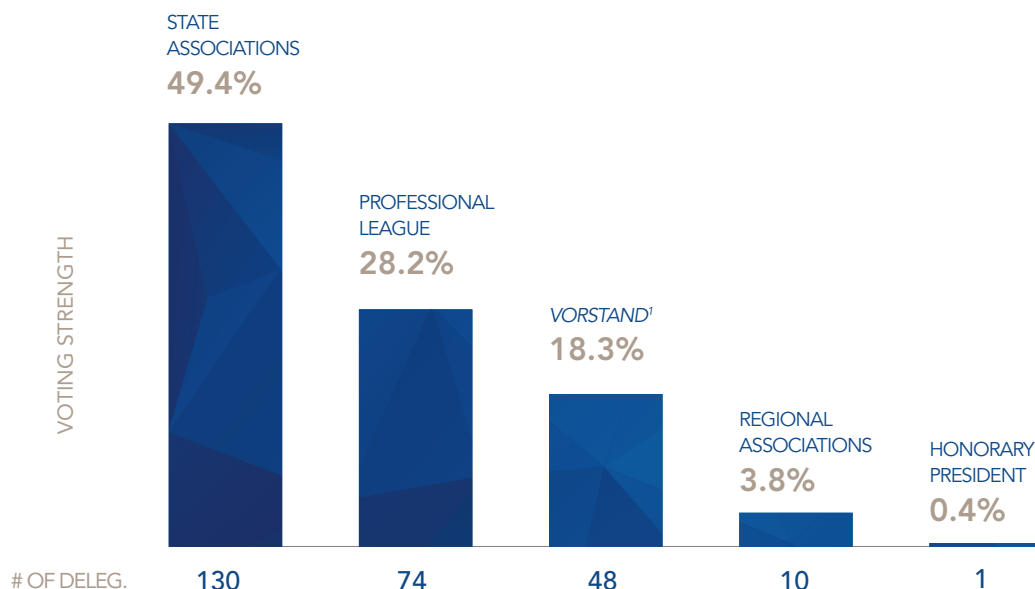


GERMANY

DEUTSCHER FUßBALL-BUND (DFB)



GENERAL ASSEMBLY - Bundestag



263
DELEGATES

% VOTING
CONCENTRATION



¹ As detailed in the final section of this report, the Vorstand is a third body of the DFB, situated between the Bundestag and the Präsidium.

EXECUTIVE COMMITTEE - Präsidium

(the head icon color shading reflects the appointing body as specified at the bottom right)



17
MEMBERS



62.1
AVERAGE
AGE %



WHO APPOINTS
EXCO MEMBERS?



² Each representative is responsible for a specific area, namely: 1. Amateur Football, Legal and Constitutional matters, 2. League Operations and Football Development, 3. Grassroots, 4. Referees and Qualification, 5. Youth Football, 6. Women's and Girls' Football, 7. Social Politics. football development, women's football, youth football, grassroots and popular football, referee and qualification, and social and socio-pol-

³ With the exception of the President and the CEO of the League, the appointment of these members shall be approved by the GA.

PRESIDENT

Reinhard Grindel - male, age 57

2016 - year of first election

PREVIOUS/OTHER EXPERIENCE

- Ex-member of the German Bundestag
- Ex-First Vice President of the Lower Saxony Football Association
- Ex-Treasurer of the DFB Executive Committee
- Member of the UEFA Executive Committee
- Member of the FIFA Council

PRESIDENT IS ELECTED BY:

**GENERAL
ASSEMBLY**

MAXIMUM AGE
LIMIT:

70 YRS

DURATION OF
EACH MANDATE:

3 YRS

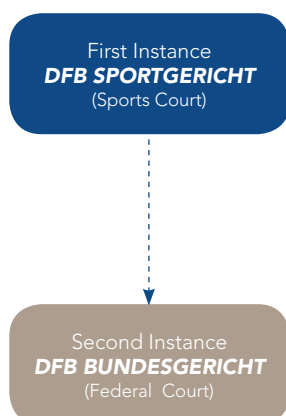
MAX. NUMBER OF
TERMS:

NO

JUDICIAL BODIES

What are the judicial bodies of the association and how are their members elected?

DISCIPLINARY & ETHICS



19 MEMBERS
ELECTED BY **GA**⁴



18 MEMBERS
APPOINTED BY
EXCO⁵

⁴ 1 x Chairman, 1 x Deputy Chairman, 6 x DFB Assessors, 6 x League Assessors and 5 x Ethics Assessors

⁵ 3 x Third Division League Assessors, 3 x Women's and Girls' Football Assessors, 3 x Referees Assessors, 5 x Youth Football Assessors and 4 x Football Coaches' Assessors.

REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES



LAST FINANCIAL
STATEMENTS



JUDICIAL BODIES'
DECISIONS



INDIA

ALL INDIA FOOTBALL FEDERATION (AIFF)



GENERAL ASSEMBLY - General Body



35¹
DELEGATES

% VOTING
CONCENTRATION

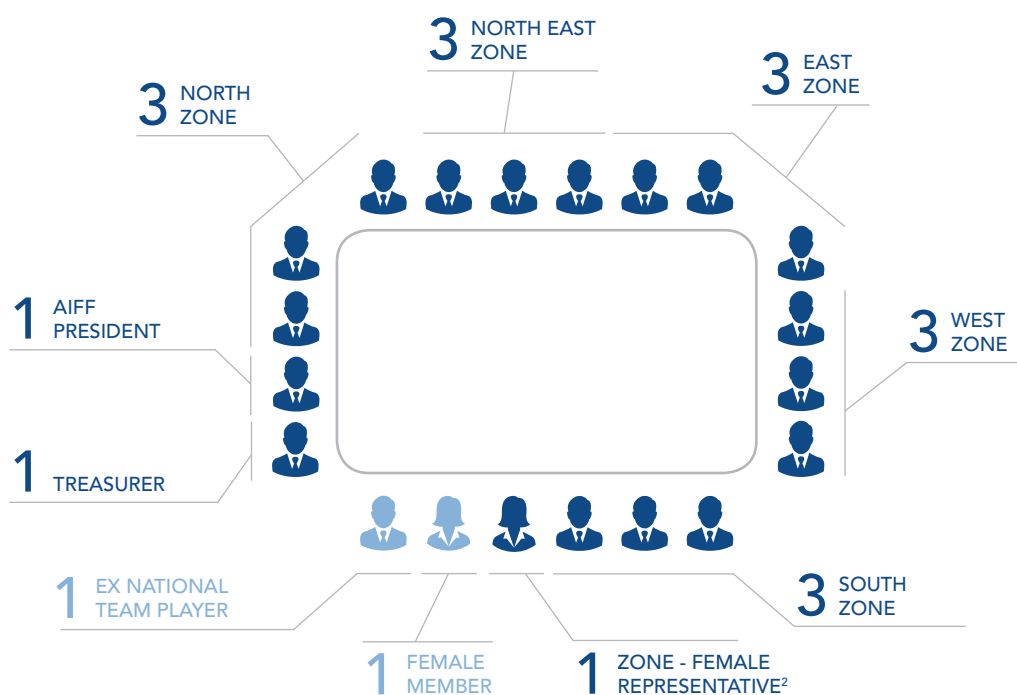
100

TOP GROUP

¹ Membership of the AIFF is represented by State Associations and is divided into Permanent Members, Provisional Members and Associate Members. Only Permanent Members have the right to vote in the General Body.

EXECUTIVE COMMITTEE - Executive Committee

(the head icon color shading reflects the appointing body as specified at the bottom right)



20
MEMBERS

2 18

W M

WHO APPOINTS
EXCO MEMBERS?

18 **2**

GA EXCO

² Each zone is apportioned one vice-president and two members in the ExCo. Furthermore, a sixth vice-president shall be a woman coming from any of the five zones.

PRESIDENT

Praful Manoharbhair Patel - male, age 61

2012 - year of first election

PREVIOUS/OTHER EXPERIENCE

- Member of the Rajya Sabha (upper house of the Parliament)
- Ex-Minister of State of the Civil Aviation
- Vice President of the AFC for the South Asian Football Federation (SAFF)
- Senior Vice President of the AFC
- Member of the FIFA Finance Committee

PRESIDENT IS ELECTED BY:

**GENERAL
ASSEMBLY**

MAXIMUM AGE
LIMIT:

70 YRS

DURATION OF
EACH MANDATE:

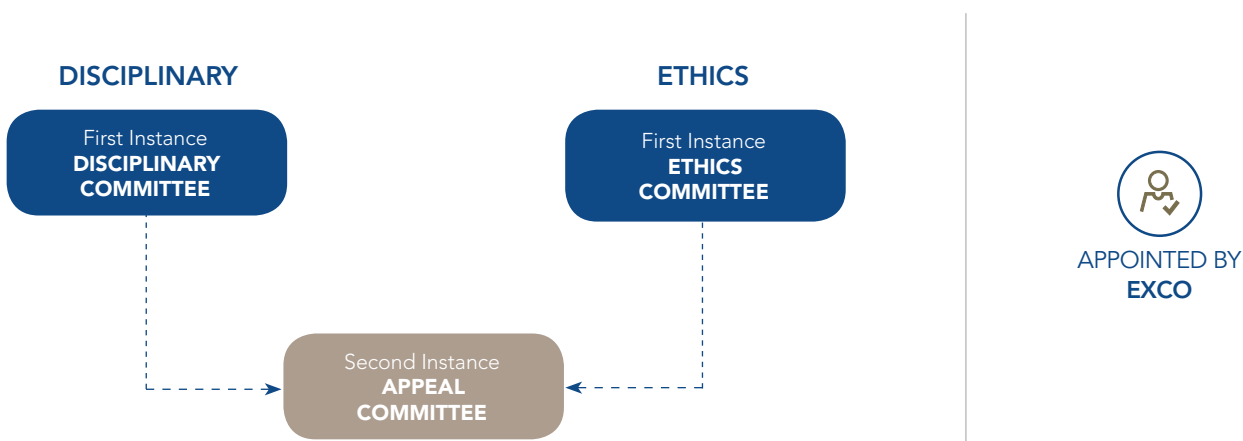
4 YRS

MAX. NUMBER OF
TERMS:

3

JUDICIAL BODIES

What are the judicial bodies³ of the association and how are their members elected?



³ In addition to those illustrated above, Art.48 of the AIFF Statutes lists as judicial bodies also: 1. Player Status Committee, 2.Club Licensing Appeal Body, 3.Commission(s) appointed to regulate competitions under their respective rules and regulations.

REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES



LAST FINANCIAL
STATEMENTS



JUDICIAL BODIES'
DECISIONS

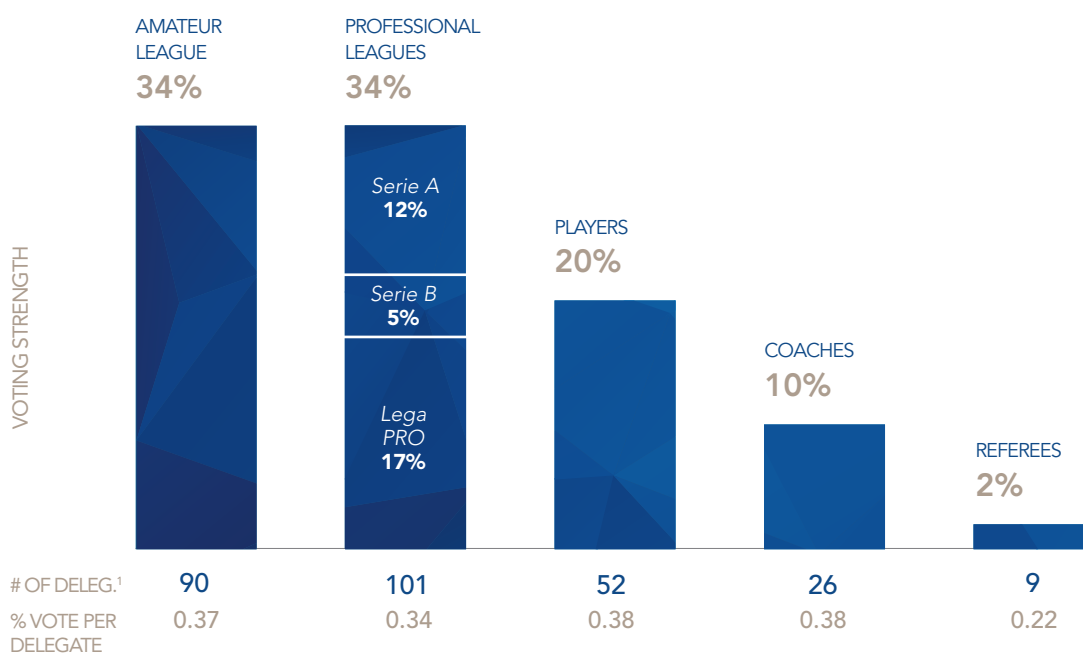


ITALY

FEDERAZIONE ITALIANA GIUOCO CALCIO (FIGC)

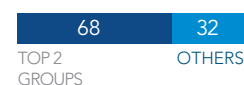


GENERAL ASSEMBLY - Assemblea



278
DELEGATES

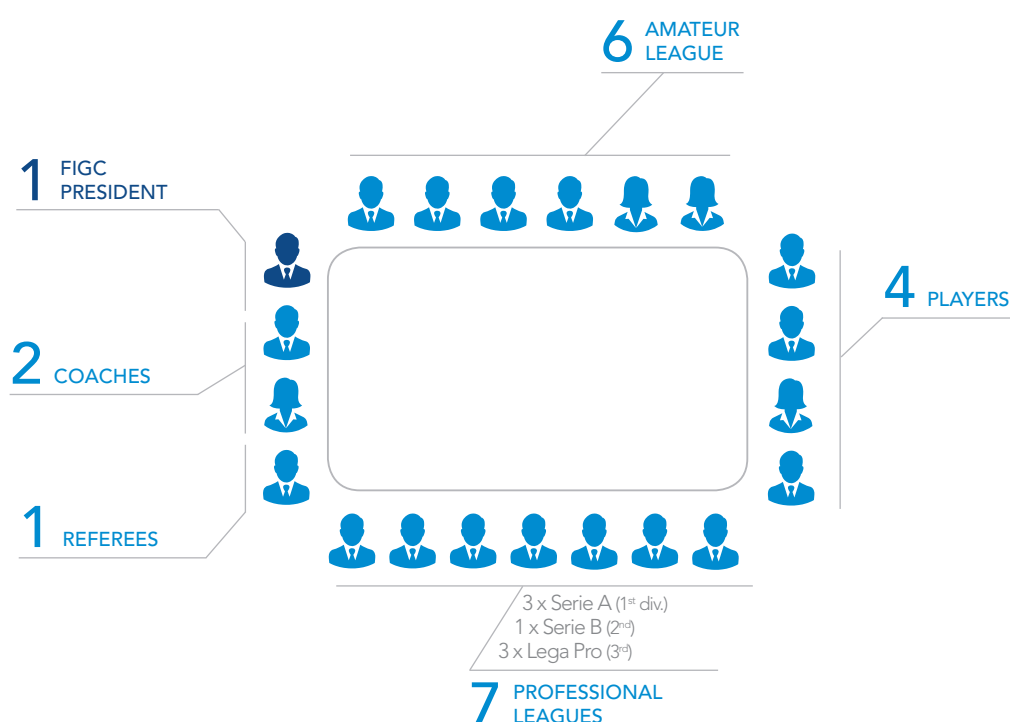
% VOTING
CONCENTRATION



¹ Representation in the assembly is established in terms of total voting power per member group. As such, it does not follow the OMOV rule.

EXECUTIVE COMMITTEE - Consiglio Federale

(the head icon color shading reflects the appointing body as specified at the bottom right)



21
MEMBERS



WHO APPOINTS
EXCO MEMBERS?



PRESIDENT

Gabriele Gravina - male, age 65

2018 - year of first election

PREVIOUS/OTHER EXPERIENCE

- Ex-President of Lega Pro (3rd division)
- Ex-President of Castel di Sangro (club)
- Ex-Head of the Italy U21 delegation
- Professor in Sports Management at the University of Teramo

PRESIDENT IS ELECTED BY:

**GENERAL
ASSEMBLY**

MAXIMUM AGE
LIMIT:

NO

DURATION OF
EACH MANDATE:

4 YRS

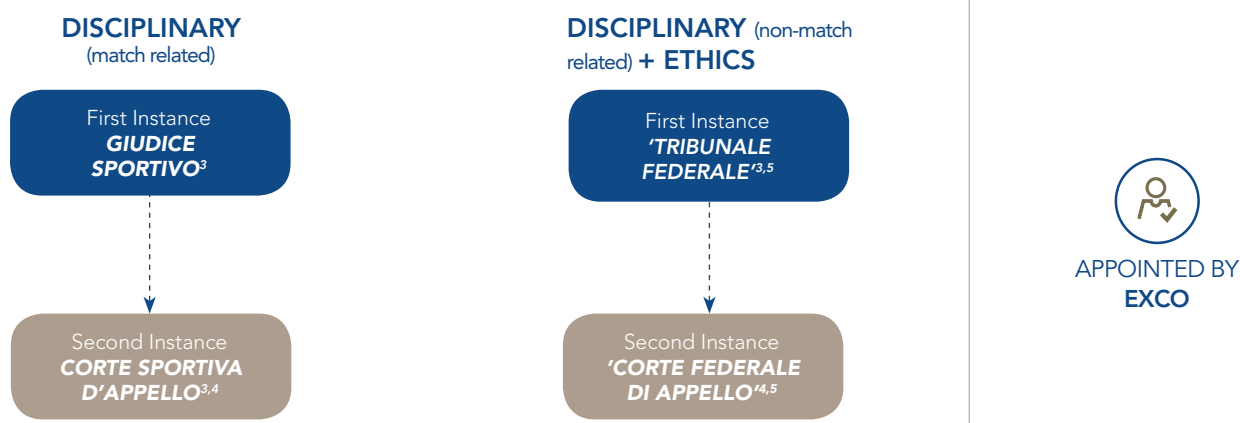
MAX. NUMBER OF
TERMS²:

NO

² After completion of two mandates, the President shall be re-elected for the third consecutive time if elected on the first ballot, or alternatively on the second provided that he received the absolute majority of votes on the first ballot.

JUDICIAL BODIES

What are the judicial bodies of the association and how are their members elected?



³ The Giudice Sportivo, Corte Sportiva d'Appello and the Tribunale Federale are divided into two levels, national and regional.

⁴ Upon request of the FIGC President, the Corte Federale d'Appello may also judge on decisions of the Corte Sportiva d'Appello.

⁵ The national Tribunale Federale and the Corte Federale d'Appello comprise of three sections: disciplinary (non-match related), player registrations and economic disputes).

REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES



LAST FINANCIAL
STATEMENTS



JUDICIAL BODIES'
DECISIONS

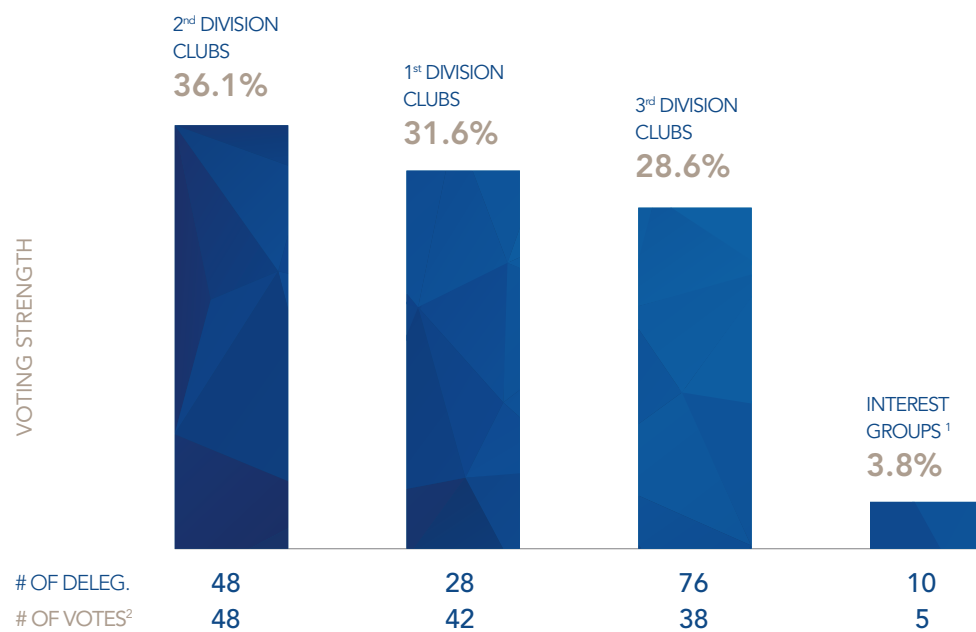


IVORY COAST

FÉDÉRATION IVOIRIENNE DE FOOTBALL (FIF)



GENERAL ASSEMBLY - Assemblée Générale



162
DELEGATES

% VOTING
CONCENTRATION

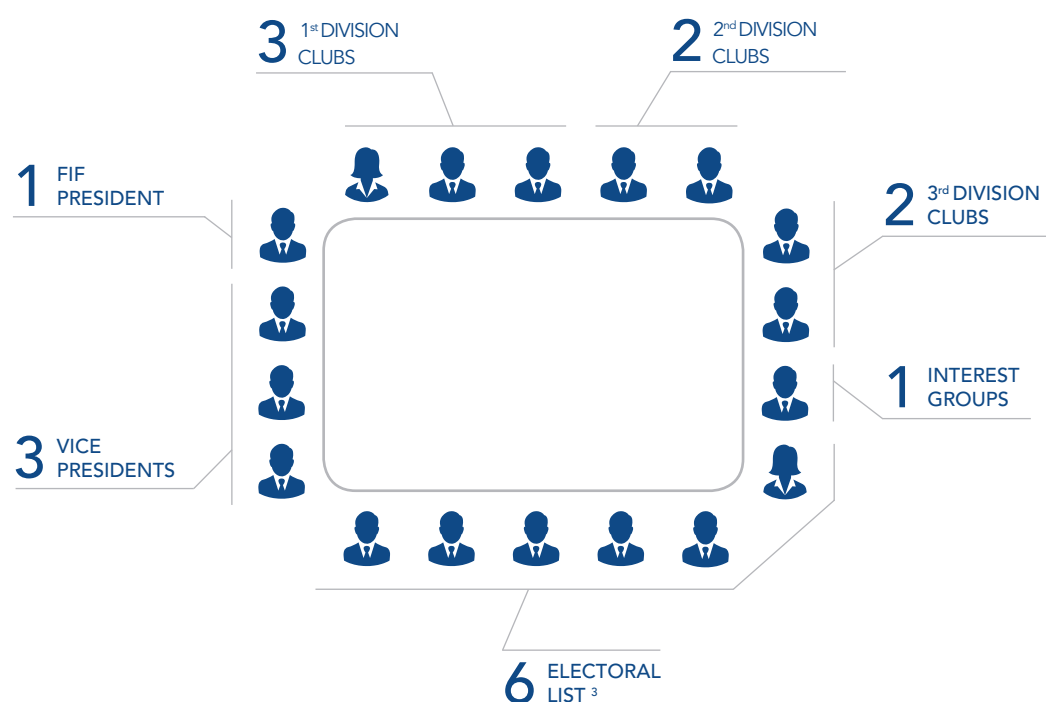


¹These include, with one vote each: the association of former players, the association of current players, the coaches association, the association of football doctors and the referees association.

²Each of the 14 D1 clubs has 3 votes, each of the 24 D2 clubs has 2 votes and each of the 38 D3 clubs has one vote.

EXECUTIVE COMMITTEE - Comité Exécutif

(the head icon color shading reflects the appointing body as specified at the bottom right)



18
MEMBERS



WHO APPOINTS
EXCO MEMBERS?



³The statutes only establish rules on the eligibility of 8 members of the ExCo. As no indication is provided for the others, the final composition of the electoral list is at discretion of the presidential candidate.

PRESIDENT

Augustin Sidy Diallo - male, age 59

2011 - year of first election

PREVIOUS/OTHER EXPERIENCE

- Ex President of FIF's National Teams Committee
- Founder and Board Member of Football Academy Amadou Diallo (AFAD)
- Founding Member and Sponsor of Stella Club d'Adjamé

PRESIDENT IS ELECTED BY:

**GENERAL
ASSEMBLY**

MAXIMUM AGE
LIMIT:

70 YRS

DURATION OF
EACH MANDATE:

4 YRS

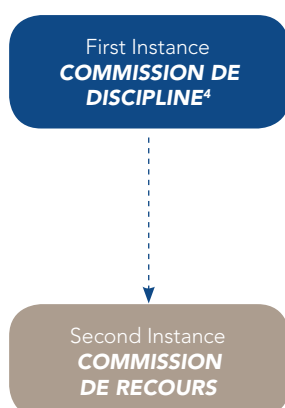
MAX. NUMBER OF
TERMS²:

NO

JUDICIAL BODIES

What are the judicial bodies of the association and how are their members elected?

DISCIPLINARY & ETHICS



APPOINTED BY
EXCO

⁴ While the Statutes foresee an Ethics and Fair Play Commission (Art. 62), infractions including match-fixing and corruption etc. are dealt with by the *Commission de Discipline*.

REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES



LAST FINANCIAL
STATEMENTS

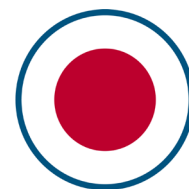


JUDICIAL BODIES'
DECISIONS

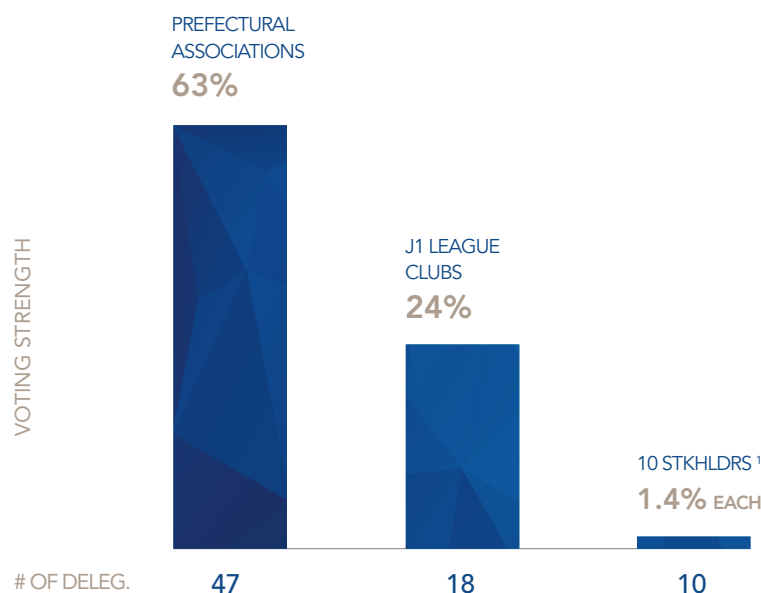


JAPAN

JAPAN FOOTBALL ASSOCIATION (JFA)



GENERAL ASSEMBLY - Congress



75
DELEGATES

% VOTING
CONCENTRATION

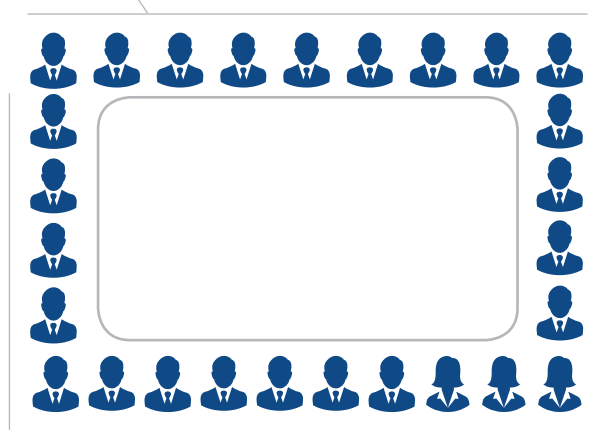


¹ 1. Professional Football League, 2. Football League, 3. Women's Football League, 4. Futsal Federation, 5. All Japan University Football Association, 6. Japan Football Amateur Federation, 7. All Japan High School Athletic Federation, 8. Japan Club Youth Football Federation, 9. Nippon Junior High School Physical Culture Association, 10. Japan Pro Footballers Association.

EXECUTIVE COMMITTEE - Executive Committee

(the head icon color shading reflects the appointing body as specified at the bottom right)

9 REGIONAL
ASSOCIATIONS

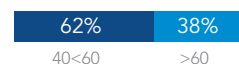


18 NOMINATIONS
COMMITTEE²

27
MEMBERS



57.3
AVERAGE
AGE



WHO APPOINTS
EXCO MEMBERS?



² In terms of stakeholders representation, the Statutes only establish that at least nine members shall represent the nine regions of Japan. Besides these, the composition of the ExCo depends on the candidates proposed by the Nominations Committee, which comprises of the President, 3 current ExCo members, 3 current Congress members and 2 external advisors, and voted by the Congress.

PRESIDENT

Kozo Tashima - male, age 61

2016 - year of first election

PREVIOUS/OTHER EXPERIENCE

- Member of the FIFA Council
- President of the East Asian Football Federation (EAFF)
- Member of the AFC Executive Committee
- Ex-National Team player
- Ex-Head Coach of the U17 National Team

PRESIDENT IS ELECTED BY³:

**EXECUTIVE
COMMITTEE**

MAXIMUM AGE
LIMIT:

70 YRS

DURATION OF
EACH MANDATE:

2 YRS

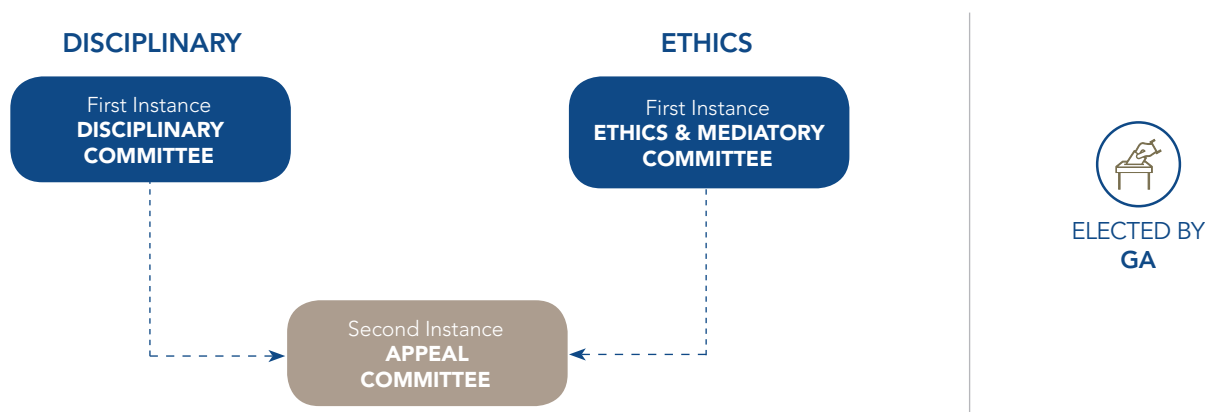
MAX. NUMBER OF
TERMS:

NO

³ The President is nominated by the GA and elected by the ExCo amongst its members. To be eligible for the vote by the ExCo, a candidate needs more than seven nominations from the GA (each member can nominate one person).

JUDICIAL BODIES

What are the judicial bodies of the association and how are their members elected?



REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES



LAST FINANCIAL
STATEMENTS



JUDICIAL BODIES'
DECISIONS

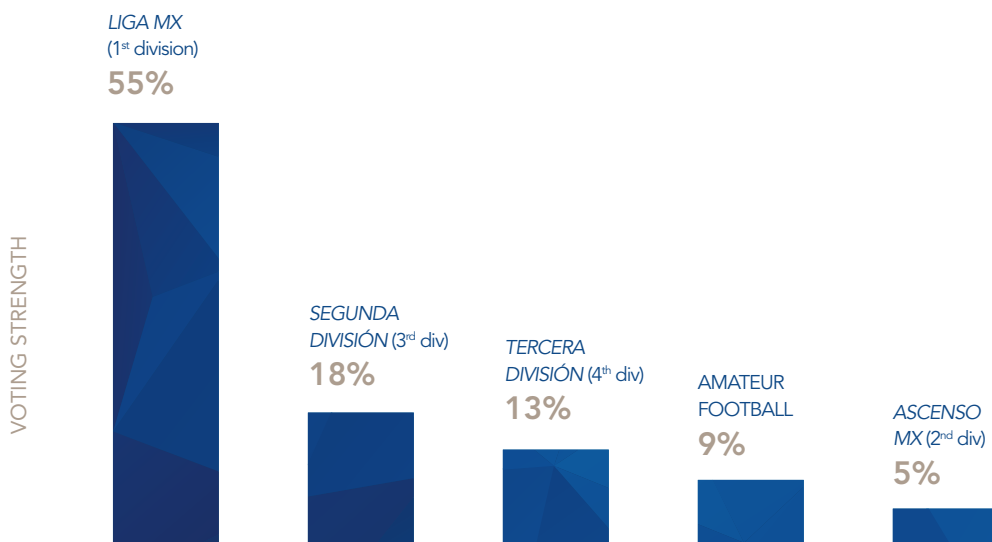


MEXICO

FEDERACIÓN MEXICANA DE FÚTBOL ASOCIACIÓN (FEMEXFUT)



GENERAL ASSEMBLY - Asamblea General



N/A
DELEGATES¹

% VOTING CONCENTRATION



¹ As per official statutes, each member group participates in the GA according to a total percentage of votes. Each component of a member group may nominate up to three delegates in the GA, although only one of them has the right to vote.

EXECUTIVE COMMITTEE - Comité Ejecutivo²

(the head icon color shading reflects the appointing body as specified at the bottom right)



5
MEMBERS



M

WHO APPOINTS EXCO MEMBERS?



MEMBER GROUP

² The President of FEMEXFUT may participate in the ExCo with casting vote in case of tie.

PRESIDENT

Yon de Luisa - male, age 46

2018 - year of first election

PREVIOUS/OTHER EXPERIENCE

- Mexico bid Director for the United Bid Committee 2026
- President of the 2011 FIFA U-17 World Cup Organizing Committee
- Ex-Operational president of Club América
- 10+ years experience at Grupo Televisa

PRESIDENT IS ELECTED BY:

**GENERAL
ASSEMBLY**

MAXIMUM AGE
LIMIT:

NO

DURATION OF
EACH MANDATE:

4 YRS

MAX. NUMBER OF
TERMS:

NO

JUDICIAL BODIES

What are the judicial bodies of the association⁴ and how are their members elected?

DISCIPLINARY & ETHICS

First Instance
**COMISIÓN
DISCIPLINARIA³**



Second Instance
**COMISIÓN DE
APELACIONES**



APPOINTED BY
EXCO

³ As per art.78 of the Statutes, the *Comisión Disciplinaria* also deals with infringements to the Code of Ethics

⁴ In addition to those illustrated above, Art.77 of the Statutes lists as judicial body also the *Comisión de Conciliación y Resolución de Controversias*, one that deals with all claims between affiliates of the Federation.

REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES



LAST FINANCIAL
STATEMENTS



JUDICIAL BODIES'
DECISIONS

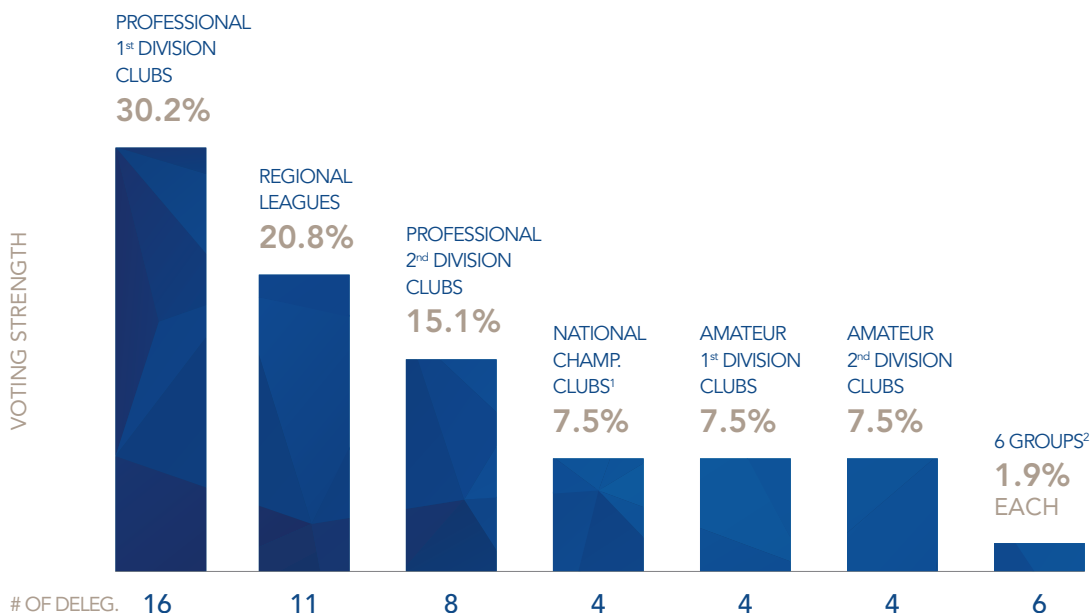


MOROCCO

FÉDÉRATION ROYALE MAROCAINE DE FOOTBALL (FRMF)



GENERAL ASSEMBLY - Assemblée Générale



53
DELEGATES

% VOTING CONCENTRATION

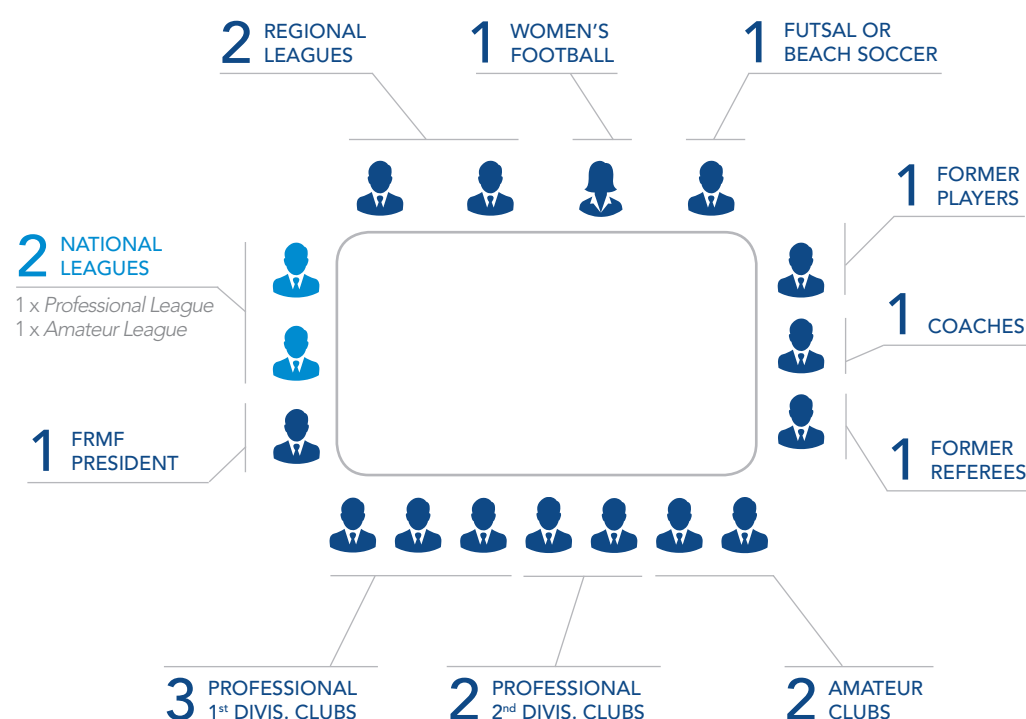


¹ The 'National' championship is the third-tier competition in the country, as well as the highest level of amateur football.

² 1. Women's football, 2. Futsal, 3. Beach Soccer, 4. Former international players and former Moroccan professional players, 5. Coaches, 6. Former international and top division referees.

EXECUTIVE COMMITTEE - Comité Directeur

(the head icon color shading reflects the appointing body as specified at the bottom right)



17
MEMBERS



WHO APPOINTS EXCO MEMBERS?



PRESIDENT

Fouzi Lekjaa - male, age 48

2014 - year of first election

PREVIOUS/OTHER EXPERIENCE

- Ex Budget Director of the Ministry of Finance
- President of Renaissance Sportive de Berkane
- Vice President of the CAF Executive Committee
- Member of the FIFA Governance and Review Committee

PRESIDENT IS ELECTED BY:

**GENERAL
ASSEMBLY**

MAXIMUM AGE
LIMIT:

NO

DURATION OF
EACH MANDATE:

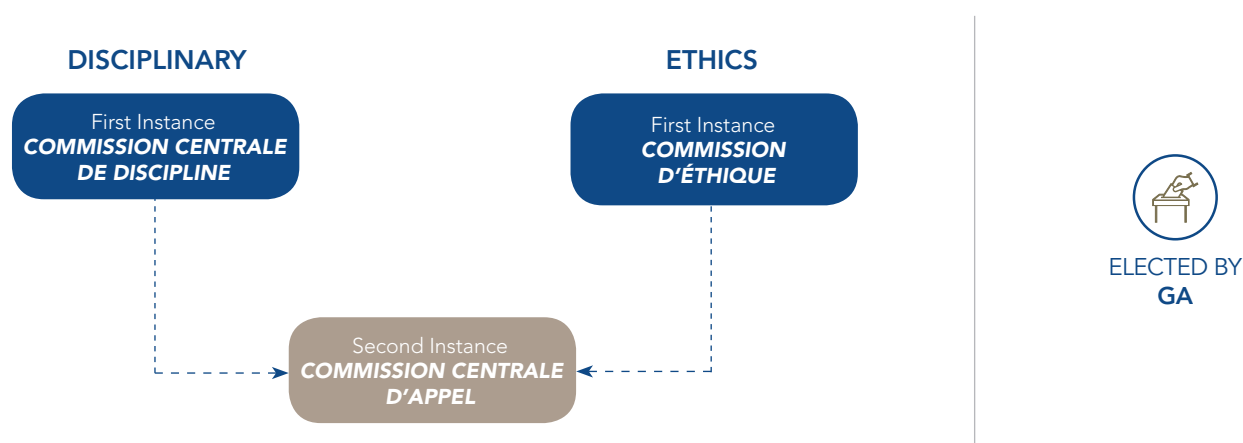
4 YRS

MAX. NUMBER OF
TERMS:

2

JUDICIAL BODIES

What are the judicial bodies ³ of the association and how are their members elected?



³ In addition to those illustrated above, Art.33 of the Statutes lists as judicial bodies also: 1. Commission Électorale, 2. Commission de Contrôle de Gestion.

REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES



LAST FINANCIAL
STATEMENTS



JUDICIAL BODIES'
DECISIONS

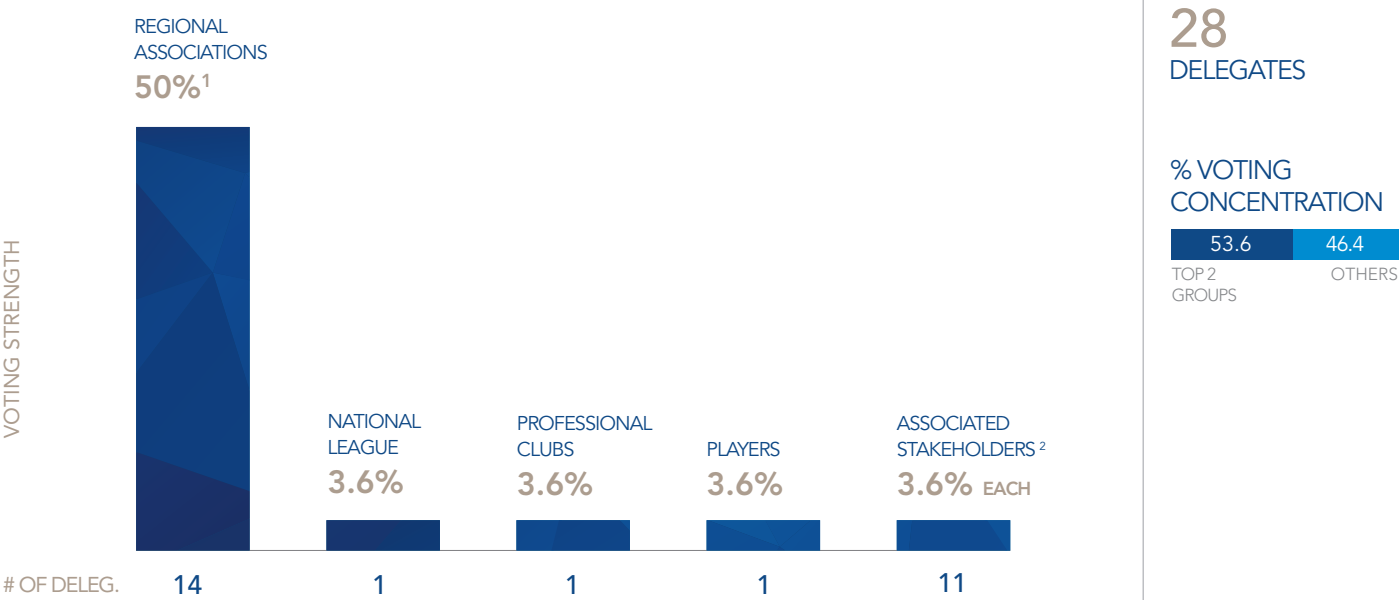


NEW ZEALAND

NEW ZEALAND FOOTBALL (NZF)



GENERAL ASSEMBLY - Congress

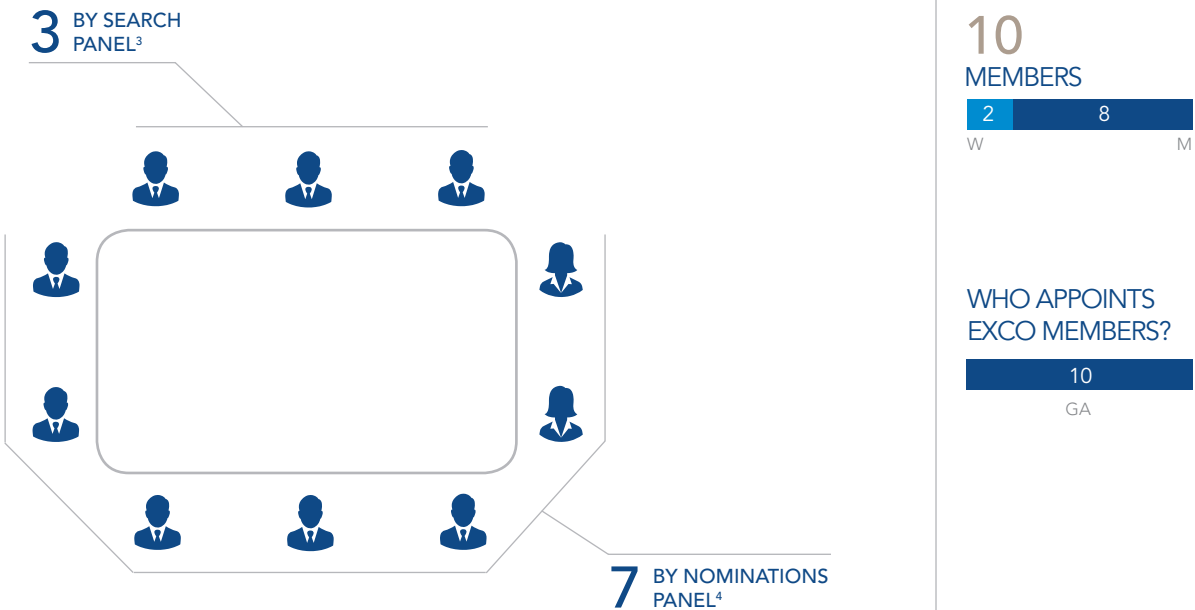


¹ As the exact number of associated stakeholders is not specified, the figure above represents the extreme scenario reported in Art.25.2.2: "there are only ever 28 delegates and votes available to Voting Members, to the intent that the Regional Associations shall never be less than 50% of the Total Voting Strength".

² Associated stakeholders may include, among others, groups representing referees, secondary schools, coaches, women, futsal and fans.

EXECUTIVE COMMITTEE - Executive Committee

(the head icon color shading reflects the appointing body as specified at the bottom right)



³ The Search Panel advertises and actively seeks applications for the ExCo, and recommends two candidates for each three member positions to be elected by the Congress. Any member of NZF has the right to nominate candidates to be considered by the Search Panel. The Search Panel, which comprises of three individuals, is elected by Congress.

⁴ The Nominations Panel consider nominations to the ExCo and proposes a shortlist of nominees for the seven member positions to be elected by the Congress. Any member of NZF has the right to nominate candidates to be considered by the Nominations Panel. The Nominations Panel, which comprises of three individuals, is elected by Congress.

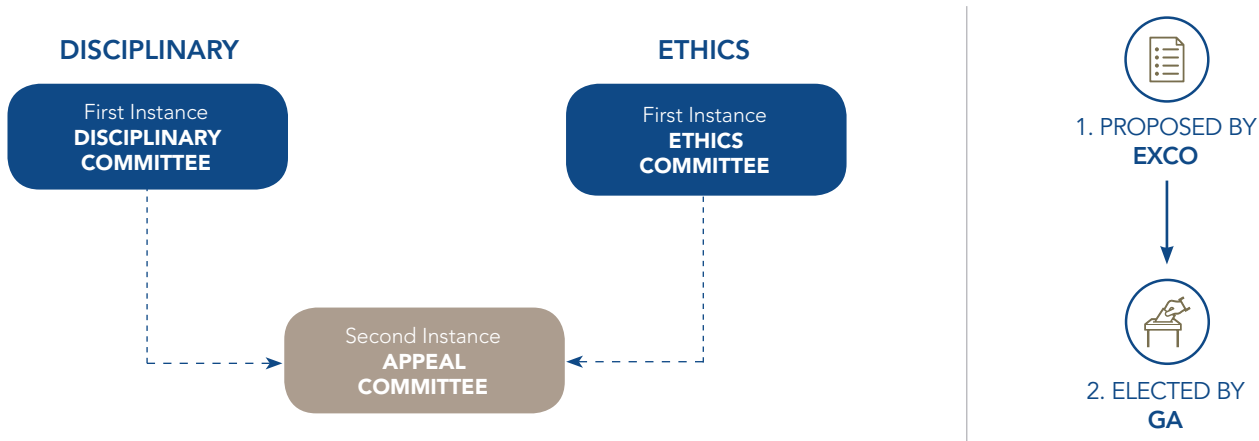
PRESIDENT

<p>Philip Barry - male, age n/a</p> <p>2018 (ad interim)</p> <p>PREVIOUS/OTHER EXPERIENCE</p> <ul style="list-style-type: none">• Ex-Chair of the NZF's Finance and Risk Committee• Board member of Wellington Water• Co-Founder of TDB Advisory• Member of the IMF's panel of fiscal experts	<p>PRESIDENT IS ELECTED BY ⁵:</p> <p>GENERAL ASSEMBLY</p> <p>MAXIMUM AGE LIMIT:</p> <p>NO</p>	<p>DURATION OF EACH MANDATE:</p> <p>4 YRS</p> <p>MAX. NUMBER OF TERMS:</p> <p>2</p>
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⁵ For the election of the President, the ExCo shall nominate two of its members to put forward to GA for election.

JUDICIAL BODIES

What are the judicial bodies of the association and how are their members elected?



REPORTING

Are the following documents published on the association's website?


OFFICIAL STATUTES



LAST FINANCIAL STATEMENTS



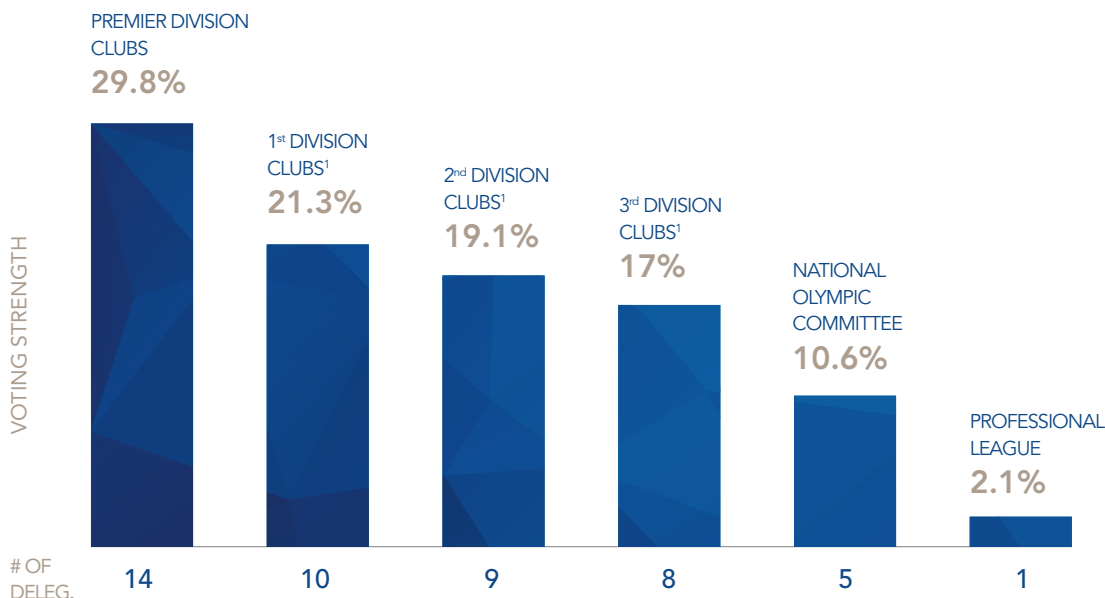
JUDICIAL BODIES' DECISIONS


SAUDI ARABIA

SAUDI ARABIA FOOTBALL FEDERATION (SAFF)



GENERAL ASSEMBLY - General Assembly



47
DELEGATES

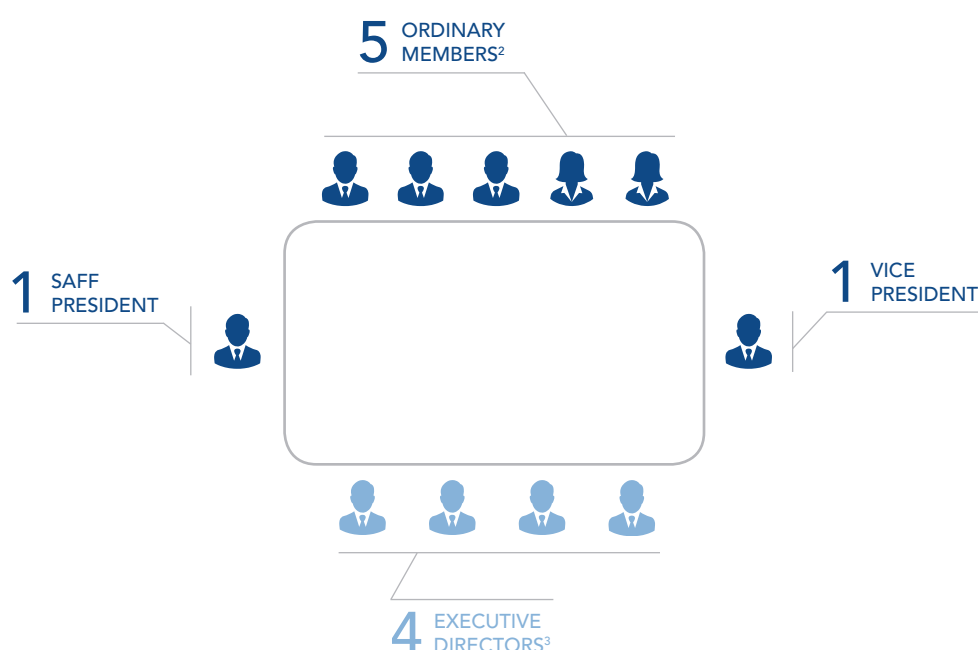
% VOTING CONCENTRATION



¹ Clubs are represented based on the final rankings in the season preceding the General Assembly meeting.

EXECUTIVE COMMITTEE - Executive Board

(the head icon color shading reflects the appointing body as specified at the bottom right)



11
MEMBERS



WHO APPOINTS EXCO MEMBERS?



⁴ The appointment of these four members shall be approved by the GA

² The Statutes only establishes the roles of the members of the ExCo, with no indication in terms of stakeholders representation. As such the final composition of the ExCo depends on the elections at the General Assembly.

³ As per Art. 32.2 of the Statutes, "these members shall be highly qualified and professional executives who are specialized in the areas targeted by the SAFF for the development of football activities".

PRESIDENT

Qusay Bin Abdulaziz Al-Fawaz - male, age n/a

2018 - year of first election

PREVIOUS/OTHER EXPERIENCE

- Ex-President of the Saudi Chess Federation
- Member of Saudi Arabia's delegation to the 2018 FIFA World Cup
- Board member at Al Rai'dah Investment

PRESIDENT IS ELECTED BY:

**GENERAL
ASSEMBLY**

MAXIMUM AGE
LIMIT:

65 YRS

DURATION OF
EACH MANDATE:

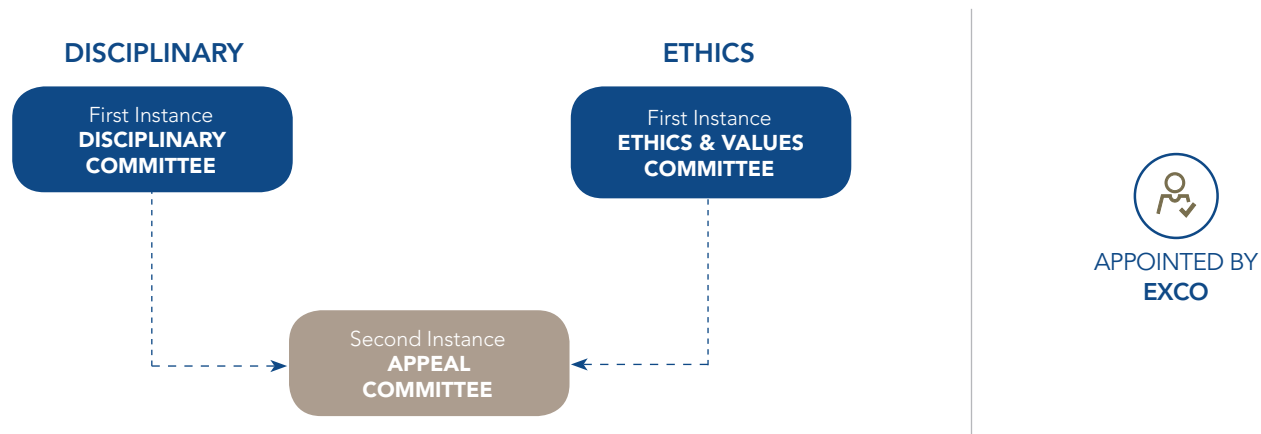
4 YRS

MAX. NUMBER OF
TERMS:

NO

JUDICIAL BODIES

What are the judicial bodies of the association and how are their members elected?



REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES



LAST FINANCIAL
STATEMENTS



JUDICIAL BODIES'
DECISIONS

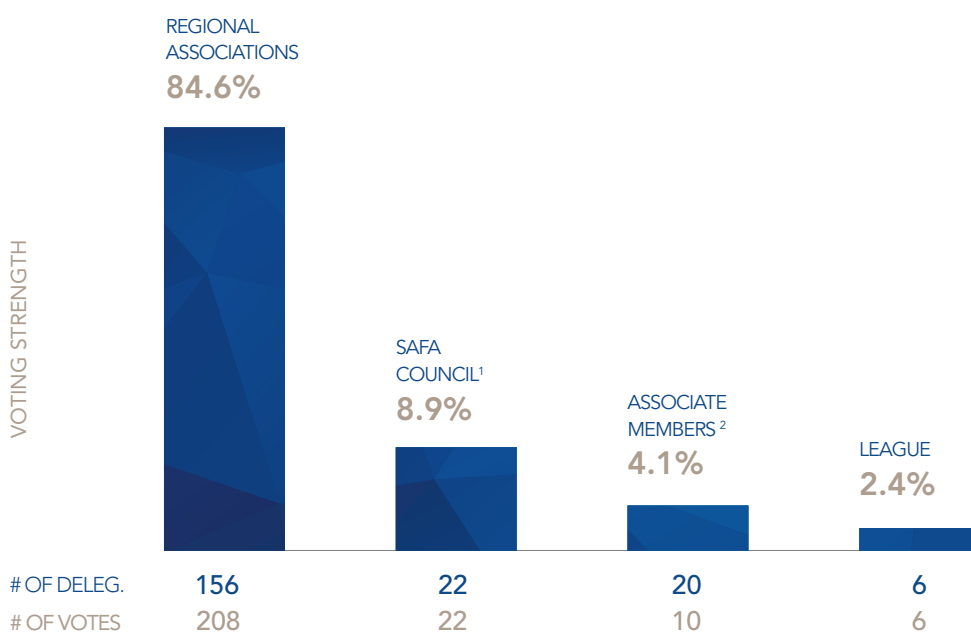


SOUTH AFRICA

SOUTH AFRICAN FOOTBALL ASSOCIATION (SAFA)

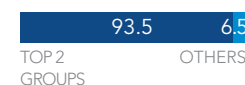


GENERAL ASSEMBLY - Congress



205
DELEGATES

% VOTING
CONCENTRATION

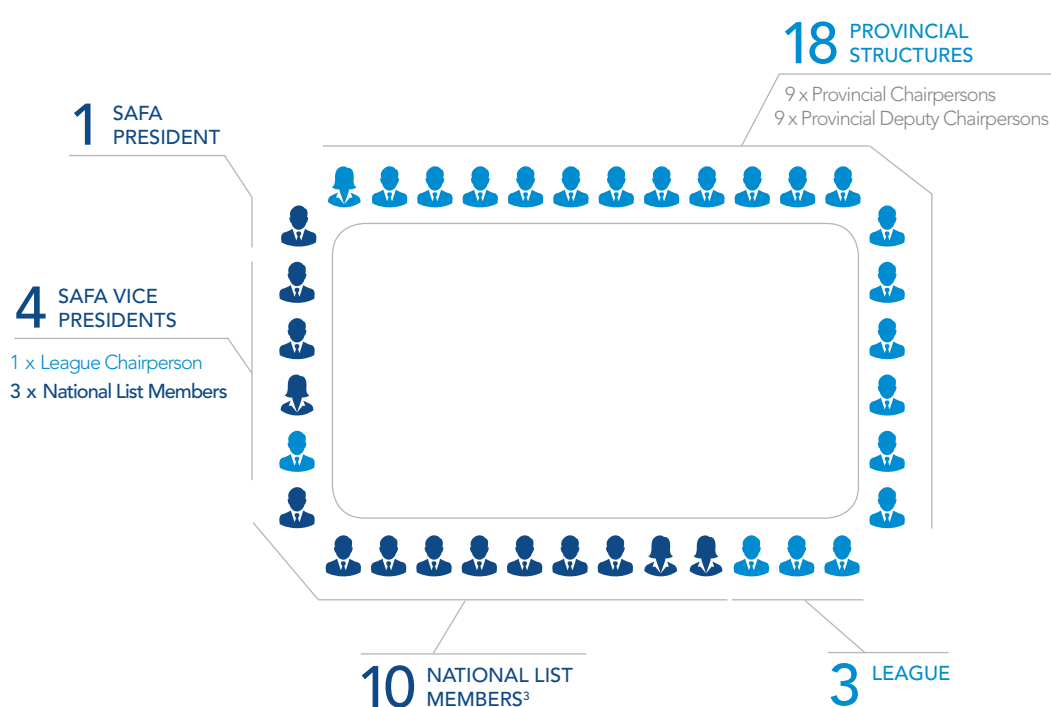


¹ To determine the exact participation and votes of Council members, an assumption was made based on publicly available information.

² These include: Football Medical Association, University Sport South Africa, Football Coaches Association, National Defence Force Football Association, Masters Football Association, Industrial Football League, Deaf Football Association, Intellectually Impaired Football Association, Indoor Football Association and Police Service Football Association

EXECUTIVE COMMITTEE - Council

(the head icon color shading reflects the appointing body as specified at the bottom right)



36
MEMBERS



WHO APPOINTS
EXCO MEMBERS?



³ As per art. 25.4 of the Statutes, any Member in good standing shall be entitled to submit nominations for the National List of candidates for election to the SAFA Council.

PRESIDENT

Danny Jordaan - male, age 67

2013 - year of first election

PREVIOUS/OTHER EXPERIENCE

- 20+ years involvement in the organisation of FIFA and CAF tournaments
- CEO of the 2010 FIFA World Cup
- Board member of the International Marketing Council
- Executive Mayor of the Nelson Mandela Bay Municipality
- Member of the National Executive of the National Sports Congress

PRESIDENT IS ELECTED BY:

**GENERAL
ASSEMBLY**

MAXIMUM AGE
LIMIT:

NO

DURATION OF
EACH MANDATE:

4 YRS

MAX. NUMBER OF
TERMS:

NO

JUDICIAL BODIES

What are the judicial bodies of the association and how are their members elected?

DISCIPLINARY

First Instance
**NATIONAL DISCIPLINARY
COMMITTEE**

Second Instance
**NATIONAL APPEAL
BOARD⁴**

ETHICS

First Instance
**ETHICS AND FAIR
PLAY COMMITTEE**



APPOINTED BY
GA

⁴According to art.69 of the Statutes, the Appeal Board is responsible for hearing appeals against decisions from the National Disciplinary Committee only.

REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES



LAST FINANCIAL
STATEMENTS



JUDICIAL BODIES'
DECISIONS

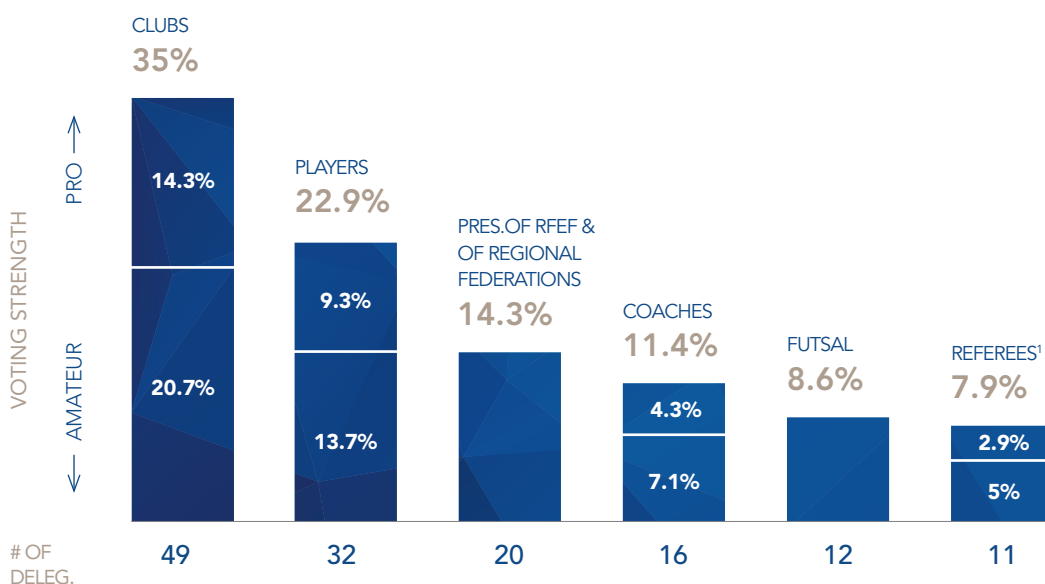


SPAIN

REAL FEDERACIÓN ESPAÑOLA DE FÚTBOL (RFEF)



GENERAL ASSEMBLY - Asamblea



140
DELEGATES

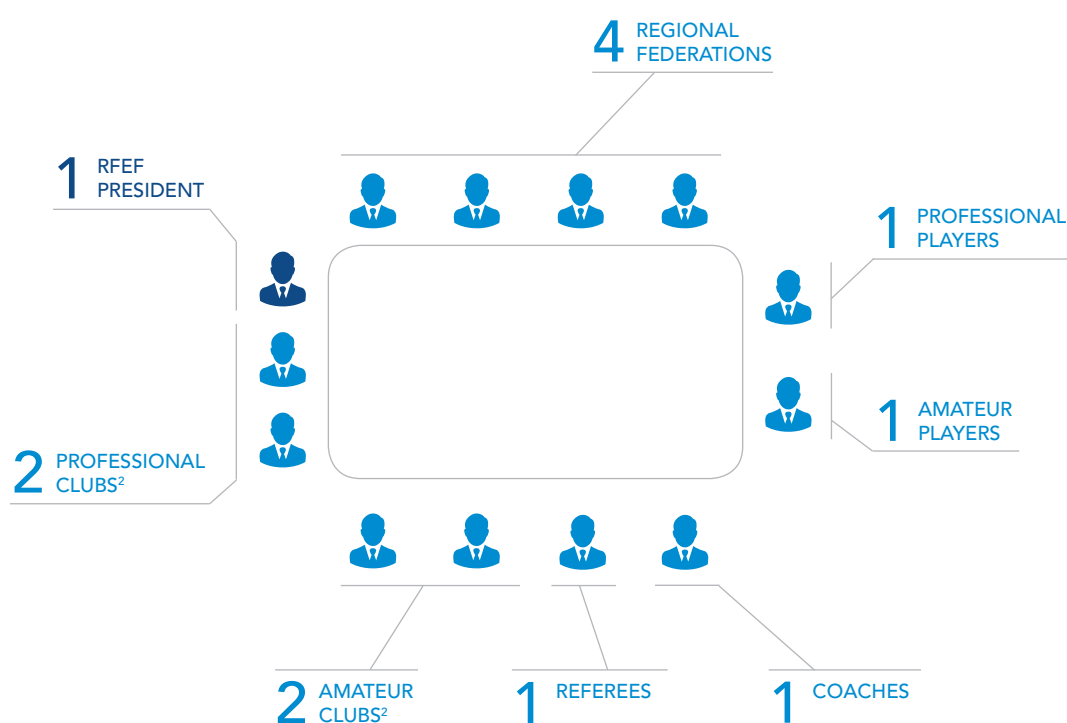
% VOTING
CONCENTRATION



¹ In the case of referees, the division of votes is between *Primera y Segunda División* and *Segunda B y Tercera*

EXECUTIVE COMMITTEE - Comisión Delegada

(the head icon color shading reflects the appointing body as specified at the bottom right)



13
MEMBERS²



47
AVERAGE
AGE² %



WHO APPOINTS
EXCO MEMBERS?



² As clubs are represented in the *Comisión Delegada* as an entity, rather than by an individual person, it is not possible to determine age and gender of these four members.

PRESIDENT

Luis Manuel Rubiales Béjar - male, age 51

2018 - year of first election

PREVIOUS/OTHER EXPERIENCE

- Ex-professional player in Spain and Scotland
- Ex-President of the Spanish Players' Union (AFE)
- Ex-Vice-president of FIFPro

PRESIDENT IS ELECTED BY:

**GENERAL
ASSEMBLY**

MAXIMUM AGE
LIMIT:

NO

DURATION OF
EACH MANDATE:

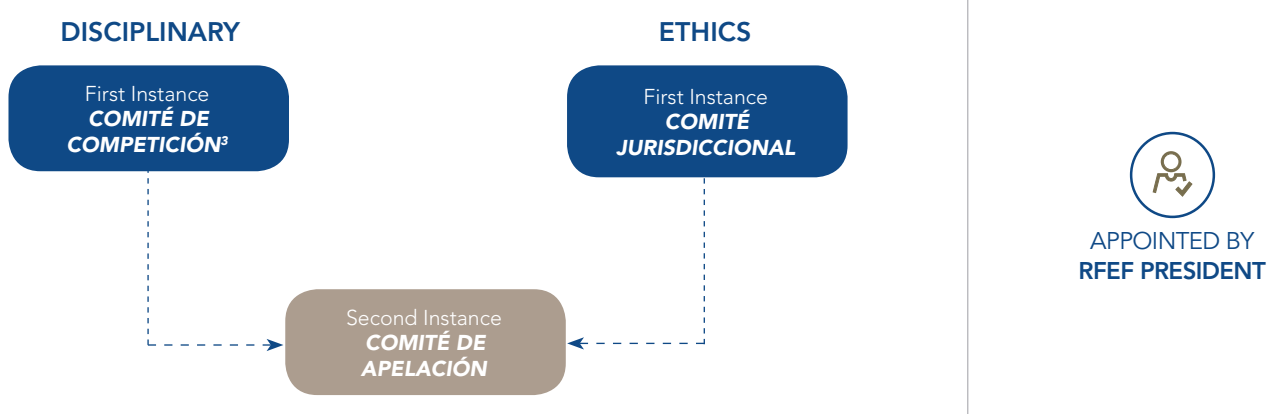
4 YRS

MAX. NUMBER OF
TERMS²:

NO

JUDICIAL BODIES

What are the judicial bodies of the association and how are their members elected?



³ In the case of the *Segunda División B* and the *Liga Nacional de Fútbol Aficionado*, this body comprises of one person only, the *Juez Único de Competición*.

REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES



LAST FINANCIAL
STATEMENTS

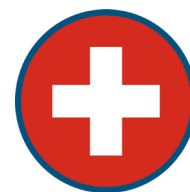


JUDICIAL BODIES'
DECISIONS

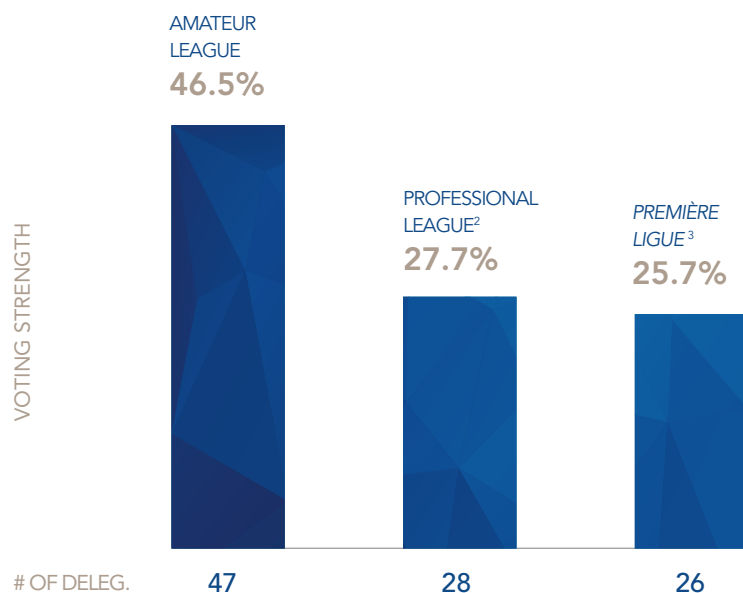


SWITZERLAND

ASSOCIATION SUISSE DE FOOTBALL (ASF-SFV)¹

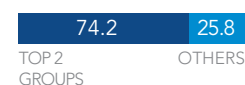


GENERAL ASSEMBLY - Assemblée des Délégués



101
DELEGATES

% VOTING
CONCENTRATION



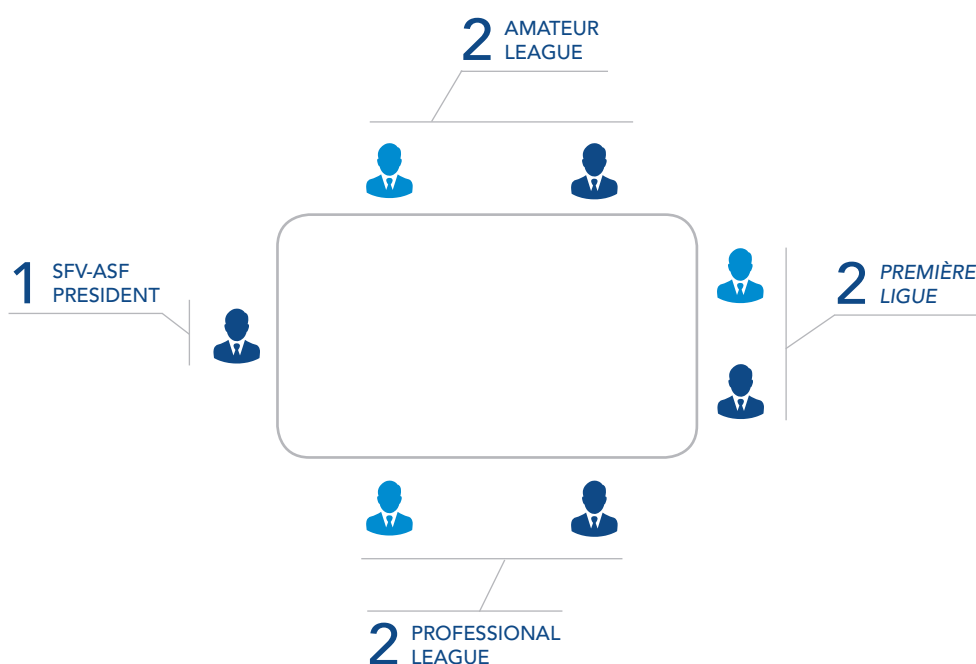
¹ For the purposes of this study, the name of the association and of its bodies are reported in their French version.

² The Swiss Football League organizes the top two divisions in the country.

³ The Première Ligue organizes the third and fourth division in the country.

EXECUTIVE COMMITTEE - Comité Central

(the head icon color shading reflects the appointing body as specified at the bottom right)



7
MEMBERS



WHO APPOINTS
EXCO MEMBERS?



PRESIDENT

Peter Gilliéron - male, age 65

2009 - year of first election

PREVIOUS/OTHER EXPERIENCE

- Ex-General Secretary of the SFV-ASF
- Member of the UEFA Executive Committee
- Deputy Chairman of the UEFA Legal Committee
- Chairman of the UEFA Fair Play and Social Sustainability Committee
- Ex-Deputy Chairman of the UEFA Club Licensing Committee

PRESIDENT IS ELECTED BY:

**GENERAL
ASSEMBLY**

MAXIMUM AGE
LIMIT:

NO

DURATION OF
EACH MANDATE:

2 YRS

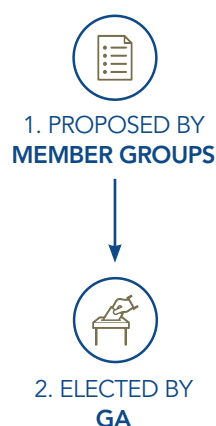
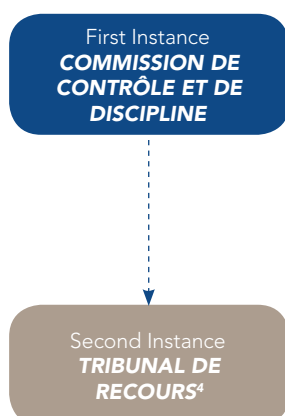
MAX. NUMBER OF
TERMS:

NO

JUDICIAL BODIES

What are the judicial bodies of the association and how are their members elected?

DISCIPLINARY & ETHICS



⁴ In addition to the members (1 x President, 3 x Vice Presidents and 9 x Judges) elected by the GA, the Tribunal de Recours comprises also of 6 to 9 clerks appointed by the ExCo based on the proposal by the members of the tribunal itself.

REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES



LAST FINANCIAL
STATEMENTS



JUDICIAL BODIES'
DECISIONS

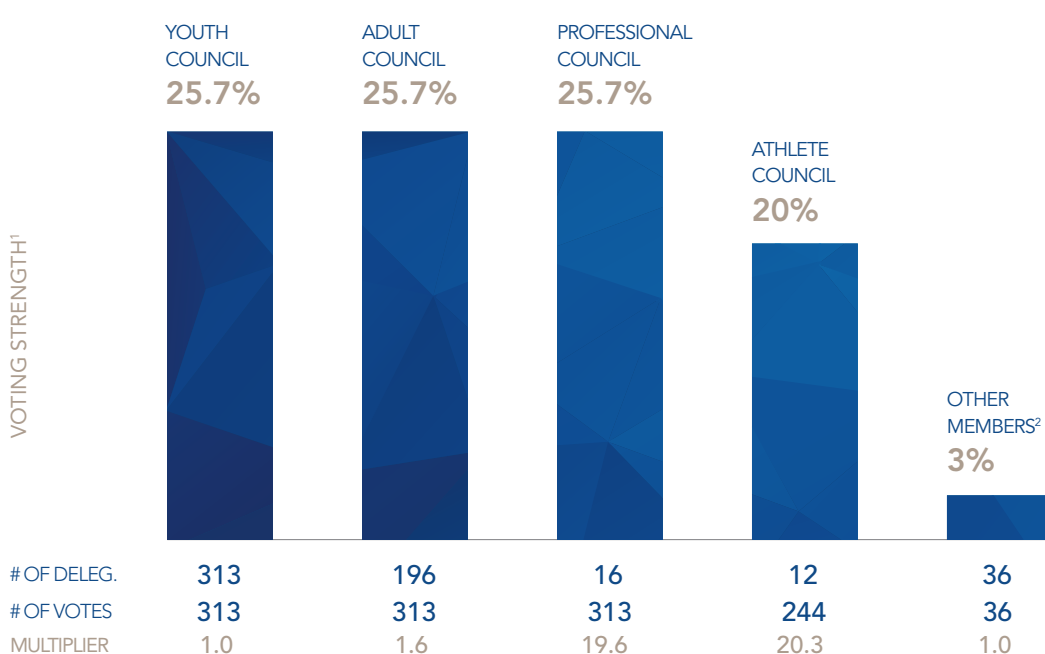


USA

UNITED STATES SOCCER FEDERATION (USSF)



GENERAL ASSEMBLY - National Council



573
DELEGATES

% VOTING
CONCENTRATION

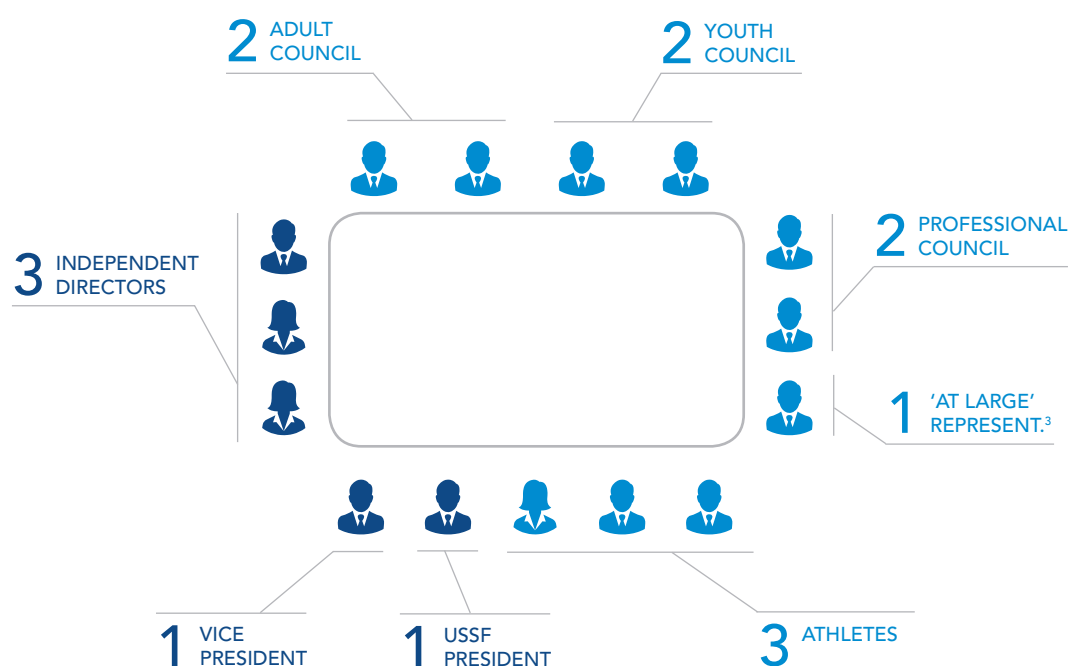


¹All data refer to the last presidential election, held during the National Council meeting in Orlando on the 10th of February 2018.

²These include: board members, past USSF presidents, life members, individual sustaining members and other affiliated national associations.

EXECUTIVE COMMITTEE - Board of Directors

(the head icon color shading reflects the appointing body as specified at the bottom right)



15
MEMBERS



WHO APPOINTS
EXCO MEMBERS?



³The 'at large representative' is elected by the following members: disabled service organizations, professional leagues, national affiliates, national associations and other affiliates.

⁴As two seats (USSF Vice-president and one independent director) are currently vacant, this statistic was calculated on a total of 13 members.

PRESIDENT

Carlos Cordeiro - male, age 62

2018- year of first election

PREVIOUS/OTHER EXPERIENCE

- Ex Vice-president of the US Soccer Federation
- Ex Vice-chairman of Goldman Sachs Asia LLC
- Ex Board member of BHP Billiton Ltd

PRESIDENT IS ELECTED BY:

**GENERAL
ASSEMBLY**

MAXIMUM AGE
LIMIT:

NO

DURATION OF
EACH MANDATE:

4 YRS

MAX. NUMBER OF
TERMS:

3

JUDICIAL BODIES

What are the judicial bodies⁵ of the association and how are their members elected?

DISCIPLINARY & ETHICS



Second Instance
**APPEALS
COMMITTEE⁷**



1. APPOINTED BY
PRESIDENT⁶



2. APPROVED BY
EXCO⁶

⁵ As the first instance is under the competence of the Organization Members, the only judicial body that may be considered as part of the USSF structure for the purposes of this report is the Appeals Committee (AC). More specifically, the AC shall consider and determine appeals from final decisions rendered by Organization Members (except Professional League Members).

⁶ These refer to the Appeals Committee only. As per Policy 704-1, the AC shall consist of at least twenty members, at least 20% of whom shall be Athletes. Three members of the AC shall constitute an Appeals Panel (AP) for the purposes of considering and determining any appeal brought pursuant to Bylaw 705. The Chair of the AC shall select the AP as the need arises.

⁷ When the Federation is a party of the dispute, this is appealable pursuant to the AAA Optional Appellate Arbitration Rules.

REPORTING

Are the following documents published on the association's website?



OFFICIAL
STATUTES



LAST FINANCIAL
STATEMENTS



JUDICIAL BODIES'
DECISIONS



APPENDIX

BRAZIL

CONSELHO FISCAL: Comprising of three effective members and three alternate members, all elected by the GA, the *Conselho Fiscal* has the power of supervision of the financial administration of the CBF.

FRANCE

HAUTE AUTORITÉ DU FOOTBALL: Created in 2011, the *Haute Autorité du Football* is the body that supervises the governance of the FFF. The 24 members of the *Haute Autorité du Football* are all elected by the GA and represent the different stakeholder groups involved in national football, including leagues, regional districts, professional and amateur clubs, coaches, players and referees.

ENGLAND

FOOTBALL REGULATORY AUTHORITY (FRA): A division of The Football Association established by Council from time to time and responsible for regulation and compliance functions.

GERMANY

VORSTAND: Located between the Bundestag and the *Präsidium*, the *Vorstand* is the second highest body within DFB's structure. In addition to the members of the *Präsidium*, it comprises of 21 representatives from state associations, five representatives from regional associations and 12 representatives from the League, all with voting power. The main tasks of the *Vorstand* include advising the *Präsidium* on the performing of its tasks and to amend DFB's regulations in case of urgent matters, subject approval from the *Bundestag*. The *Vorstand* may also suspend members of the *Präsidium* with immediate effect in case of serious breaches.

SWITZERLAND

CONSEIL DE L'ASSOCIATION: Comprising of 25 members (7 members of the Comité Central and 6 members per each section of the association), the main tasks of the *Conseil de l'Association* include deciding on certain proposals relating to the regulations of the association, deciding on individual unbudgeted expenditures of more than CHF 1'000'000.- and for a maximum of CHF 3'000'000.- per accounting year, and adopting or temporary suspending organizational statutory provisions.



**SPORTS
INTELLIGENCE**

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