

# GOVERNANCE MODELS ACROSS FOOTBALL ASSOCIATIONS AND LEAGUES

Camille Boillat & Raffaele Poli



A research mandate  
on behalf of

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# **GOVERNANCE MODELS ACROSS FOOTBALL ASSOCIATIONS AND LEAGUES**



CENTRE  
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# **GOVERNANCE MODELS ACROSS FOOTBALL ASSOCIATIONS AND LEAGUES**

Camille Boillat & Raffaele Poli

With the collaboration of David Rodrigues & Kevin Tallec Marston

Le Centre International d'Etude du Sport (CIES), institution scientifique créée en 1995 d'un partenariat entre la Fédération Internationale de Football Association (FIFA), l'Université de Neuchâtel, la Ville et le Canton de Neuchâtel, a pour mission de développer, dans une perspective de type pluridisciplinaire (juridique, sociologique, géographique, économique et historique), des activités de recherche, de formation et de consulting au service de la communauté sportive. Le CIES a pour vocation de servir de passerelle entre les mondes de la recherche, de l'enseignement et la communauté sportive.

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## Definitions

*Championship or division:* an annual football competition played by teams usually coming from the same country. For example, Ligue 1 is the top tier championship – or first division – in France.

*Ex officio member:* a person who is a member of a body (general assembly, executive committee, etc.) by virtue of holding a position in another body. For example, it is common that league presidents are ex officio member of association executive committee.

*League:* organisation running one or several championships/divisions. For example, the Swiss Football League is the organisation running the two top tier championships – Super League and Challenge League – in Switzerland.

*Youth football:* competitions with age limit for participating players (usually twenty years at most).





## Acronyms

AFC	Asian Football Confederation
AIA	Associazione Italiana Arbitri
AIFF	All India Football Federation
ANFP	Asociación Nacional de Fútbol Profesional (Chile)
ASF/SFV	Association Suisse de Football, Associazione Svizzera di Football / Schweizerischer Fussballverband
CAF	Confédération Africaine de Football
CAS	Court of Arbitration for Sport
CBF	Confederação Brasileira de Futebol
CONCACAF	Confederation of North, Central American and Caribbean Association Football
CONI	Comitato Olimpico Nazionale Italiano
CONMEBOL	Confederación Sudamericana de Fútbol
DFB	Deutscher Fußball-Bund
DFL	Deutsche Fußball Liga
EPFL	European Professional Football Leagues
EU	European Union
FAS	Football Association of Singapore
FAZ	Football Association of Zambia
FCF	Federação Caboverdiana de Futebol
FECAFOOT	Fédération Camerounaise de Football
FENAFUTH	Federación Nacional Autónoma de Fútbol de Honduras
FFA	Football Federation Australia

FFC	Federación de Fútbol de Chile
FFF	Fédération Française de Football
FFU	Football Federation of Ukraine
FIF	Fédération Ivoirienne de Football
FIFA	Fédération Internationale de Football Association
FIGC	Federazione Italiana Giuoco Calcio
FKF	Football Kenya Federation
FMF	Federación Mexicana de Fútbol
FSF	Fédération Sénégalaise de Football
FTF	Fédération Tunisienne de Football
FVF	Federación Venezolana de Fútbol
IPL	Indonesian Premier League
ISL	Indonesia Super League
JFA	Japan Football Association
JFF	Jamaica Football Federation
KPL	Kenyan Premier League
LFA	Ligue de Football Amateur (France)
LFP	Ligue de Football Professionnel (France)
LFPC	Ligue de Football Professionnel du Cameroun
LND	Lega Nazionale Dilettanti (Italy)
LNFA	Liga Nacional de Fútbol Aficionado (Spain)
LNFP	Liga Nacional de Fútbol Profesional (Spain and Honduras)
LNFP	Ligue Nationale du Football Professionel (Tunisia)
MLS	Major League Soccer (USA)
N/A	Not Applicable/Not Available/No Answer
NAIA	National Association of Intercollegiate Athletics (USA)

NASL	North American Soccer League (USA)
NCAA	National Collegiate Athletic Association (USA)
NFF	Norges Fotballforbund
NSL	National Soccer League (South Africa)
NWSL	National Women's Soccer League (USA)
NZF	New Zealand Football
OFC	Oceania Football Confederation
PFAJ	Professional Football Association of Jamaica
PLCA	Premier League Clubs Association (Jamaica)
PNGFA	Papua New Guinea Football Association
PSSI	Persatuan Sepakbola Seluruh Indonesia
PZPN	PolSKI Związek Piłki Nożnej
QFA	Qatar Football Association
QSL	Qatar Stars League
QSLM	Qatar Stars League Management
RAZ	Referees Association of Zambia
RFEF	Real Federación Española de Fútbol
SAFA	South African Football Association
SEFPSA	Sociedad Española de Fútbol Profesional, S.A.
SFL	Swiss Football League
The FA	The Football Association (England)
UEFA	Union of European Football Associations
USASA	United States Adult Soccer Association
USL	United Soccer Leagues (USA)
USSF	United States Soccer Federation
WPSL	Women's Premier Soccer League (USA)



# Introduction

This publication derives from a research mandate carried out by the authors on behalf of FIFA (Fédération Internationale de Football Association). In present-day football, question of the relationships across national football associations and professional leagues is paramount. It raises crucial governance issues such as income distribution, representation and political power. Ultimately, the ways in which these relationships are governed heavily impact football development throughout the world. This study aims to describe a number of situations observed in a sample of associations in all confederations. For national associations or leagues interested in developing their activities and the sport in general, this report may offer valuable insights into the ways in which many other national associations and leagues manage their relationships and governance models. It is divided into four chapters:

- Relationships between associations and leagues
- League representation in association structures
- Labour division between leagues, associations and other stakeholders
- Internal governance of leagues

Each chapter includes a variable number of sections and subsections providing a description of the current situation. Throughout this publication, summary tables and examples are displayed in order to allow the reader to have a clear overview of the various mechanisms and strategies encountered around the world.

The research project covered all the regional areas in each confederation. For that purpose, thirty-two FIFA member associations – representing various levels of football development – have been studied (tab. 1).

Table n°1: Associations included in the research

UEFA (9)	England, France, Germany, Italy, Norway, Poland, Spain, Switzerland, Ukraine
CAF (8)	Cameroon, Cape Verde, Ivory Coast, Kenya, Senegal, South Africa, Tunisia, Zambia
AFC (6)	Australia, India, Indonesia, Japan, Qatar, Singapor
CONCACAF (5)	Honduras, Jamaica, Mexico, USA
CONMEBOL (3)	Brazil, Chile, Venezuela
OFC (2)	New Zealand, Papua New Guinea

Within a country, football is usually governed according to a pyramid-shaped model. The top tier league(s) take(s) place at national level, while teams of lower level generally play against each other within championships governed by regional associations. The lower the level, the more numerous the teams tend to be. In this research, the analysis includes all leagues managed at national level for each association surveyed. For example, in Spain, both top tier championships (Primera and Segunda División) take place at a national level and are managed by the same entity (LNFP – Liga Nacional de Fútbol Profesional, Spanish top tier league). The two lower level championships – Segunda División B and Tercera División – are divided into regional groups. However, they are still managed at a national level by the LNFA (Liga Nacional de Fútbol Aficionado) and are thus also covered by the study (fig. 1). In summary, the terms ‘division’ or ‘championship’ refer here to the competition itself, while ‘league’ refers to the organisation running one or more divisions or championships.

Figure n°1: Spanish football pyramid-shaped model



\* The two highest level leagues are studied in the present research

The methodology for this project consisted of collecting information available from reports (*FIFA Member Associations Marketing Surveys*, *UEFA Survey on Professional League Organisations 2009/10*, *EPFL Report on European Professional Football Leagues Organization, Structure and Governance Season 2009/10*, academic literature, etc.), official documents (FIFA, associations and leagues statutes and regulations) and online sources (associations' and leagues' official websites, etc.). This information has then been complemented on a case by case basis through emails and phone interviews.

We would like to extend our sincere thanks to all people who accepted to participate in this research and who provided very valuable insights. We wish

also to thank James Johnson who managed the research on behalf of FIFA. His vast knowledge and contacts were also of key importance in the completion of the study.





## I. Structural models, legal forms and agreements between national associations and leagues

This chapter examines the relationships between the association and the league(s) organised at national level and taking place within its jurisdiction. It is divided into two sections. The first one deals with the structural model of leagues. It consists of an analysis of the leagues' legal form, the degree of association implication in leagues organisation and the financial relationships between leagues and associations. This information is useful in understanding the degree of autonomy of each league, particularly regarding management and administration issues. These areas of interest will be analysed throughout the report.

The second section concerns the nature of the documents governing the relationships between a league and the association. Additional information about existing agreements between associations and leagues is also provided.

The table below (tab. 2) presents the leagues surveyed according to their name, status (amateur/professional), number of division(s) and name of the championship(s). The reader may note that some leagues are in fact semi-professional in that players and officials often receive some form of remuneration. For the purposes of this study, however, we define 'professional' as the status of the club as an institution and not the fact that some players may be semi-professional or even earn their entire living as a footballer.

Table n°2: General information about leagues and competitions

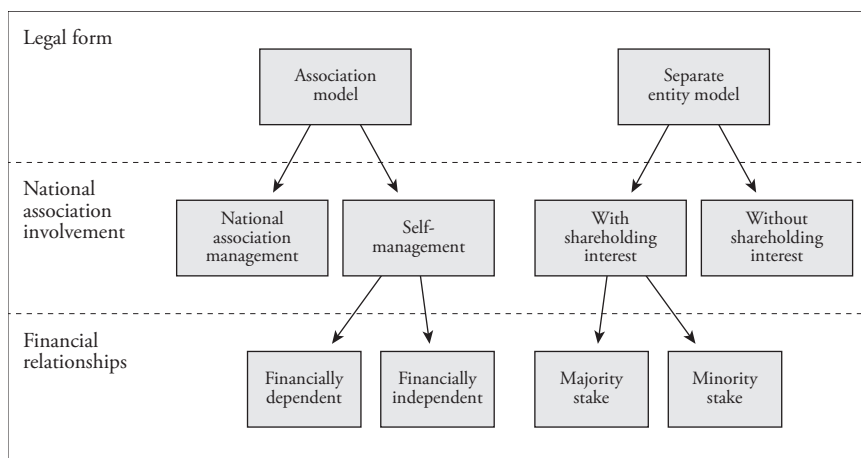
Association	Structure	Pro.	Div.	Name of championships
<b>England</b>	Premier League	Yes	1	Premier League
	The Football League	Yes	3	Championship; League 1; League 2
	Football Conference	Semi	2	Conference National; Conf. South/North
<b>France</b>	Ligue de Football Prof.	Yes	2	Ligue 1; Ligue 2
	Ligue du Football Am.	No	3	National; CFA; CFA2
<b>Germany</b>	Ligaverband	Yes	2	Bundesliga; 2. Bundesliga
	3. Liga	Yes	1	3. Liga
<b>Italy</b>	Lega Nazionale Prof. Serie A	Yes	1	Serie A
	Lega Nazionale Prof. Serie B	Yes	1	Serie B
	Lega Pro	Yes	2	1 <sup>a</sup> divisione; 2 <sup>a</sup> divisione
	Lega Nazionale Dilettanti	No		All the rest
<b>Norway</b>	Norsk Toppfotball	Yes	2	Elite League; 1 <sup>st</sup> Division;
	Divisjonforeningen	Semi	1	2. Divisjon
<b>Poland</b>	Ekstraklasa	Yes	1	Ekstraklasa
	Polish Football Association	Yes	2	I Liga; II Liga
<b>Spain</b>	Liga Nacional de Fútbol Prof.	Yes	2	Primera División; Segunda División
	Liga Nacional de Fútbol Aficionado	No		All the rest
<b>Switzerland</b>	Swiss Football League	Yes	2	Super League, Challenge League
	Erste Liga	No	2	1. Liga Promotion; 1. Liga Classic
	Amateur Liga	No	1	2.Liga Interregional
<b>Ukraine</b>	Ukrainian Premier League	Yes	1	Ukrainian Premier League
	Prof. Football League of Ukraine	Yes	2	Ukrainian 1 <sup>st</sup> League; Ukrainian 2 <sup>nd</sup> League
<b>Cameroon</b>	Ligue de Football Prof. du Cameroun	Yes	2	Elite One; Elite Two
<b>Cape Verde</b>	Campeonato Nacional	Yes	1	Campeonato Nacional
<b>Ivory Coast</b>	Ligue Prof.	Yes	2	Ligue I; Ligue II
	Ligue Am.	No	2	Division 3; Championnat Régional
<b>Kenya</b>	Kenyan Premier League	Yes	1	Kenyan Premier League
	FKF Division One	No	1	Division 1
<b>Senegal</b>	Ligue Sénégalaise de Football Prof.	Yes	2	Ligue 1; Ligue 2
	Ligue du Football Am.	No	2	Nationale 1; Nationale 2
<b>South Africa</b>	National Soccer League	Yes	2	Premier Division; 1 <sup>st</sup> Division
	SAFA Second Division	No	1	SAFA 2 <sup>nd</sup> Division
	SAFA Regional League	No	2	SAFA Regional League

Association	Structure	Pro.	Div.	Name of championships
<b>Tunisia</b>	Ligue National du Football Prof.	Yes	2	Ligue I; Ligue II
	Ligue National du Football Am.	No	3	Ligue III
<b>Zambia</b>	Premier League	Yes	1	Premier League
	Division One	No	1	Division One South/North
<b>Australia</b>	A-League	Yes	1	A-League
<b>India</b>	I-League	Yes	2	I-League; 2 <sup>nd</sup> Division
<b>Indonesia</b>	Indonesia Super League	Yes	2	Super League; Premier Division
	Liga Indonesia	No		All the rest
<b>Japan</b>	J. League	Yes	2	J. League Division 1; J. League Division 2
	Japan Football League	No	1	Japan Football League
<b>Qatar</b>	Qatar Stars League	Yes	1	Qatar Stars League
	Second Division League	Yes	1	2 <sup>nd</sup> Division League
<b>Singapore</b>	S. League	Yes	1	S. League
	National Football League	No		All the rest
<b>Honduras</b>	Liga Nacional de Fútbol Prof.	Yes	1	1 <sup>ra</sup> division
	Liga Nacional de Ascenso	Yes	1	Liga Nacional de Ascenso
<b>Jamaica</b>	Prof. Football Association of Jamaica	Semi	1	National Premier League
<b>Mexico</b>	Liga MX	Yes	1	Liga MX
	Ascenso MX	Yes	1	Ascenso MX
	Segunda División	Yes	2	Liga Premier; Liga de Nuevos Talentos
	Tercera División	Yes	1	3 <sup>ra</sup> División
<b>USA</b>	Major League Soccer	Yes	1	Major League Soccer
	North American Soccer League	Yes	1	North American Soccer League
	United Soccer Leagues	Yes	1	USL Pro
	US Adult Soccer Association	No		More than 100
<b>Brazil</b>	Campeonato Brasileiro	Yes	4	Série A; Série B; Série C; Série D
<b>Chile</b>	Asociación Nacional de Fútbol Prof.	Yes	3	Campeonato Nacional; 1 <sup>a</sup> B; 2 <sup>a</sup> División
	Asociación Nacional de Fútbol Am.	No		All the rest
<b>Venezuela</b>	Federación Venezolana de Fútbol	Both	4	1 <sup>a</sup> División; 2 <sup>da</sup> Div. A; 2 <sup>da</sup> Div. B; 3 <sup>ra</sup> Div.
<b>New Zealand</b>	National League	No	1	Premiership
<b>Papua New Guinea</b>	National Soccer League	Semi	1	National Soccer League
	Club Championship	No	1	Club Championship

## 1. League structural models

In this study, the concept of structural model refers to the legal form of the league, the level of association involvement from a management perspective and the nature of the financial relationships between the league and the association. From this perspective, two models with different variants may be distinguished as illustrated in the diagram below (fig. 2).

Figure n°2: League structural models



### 1.1. Legal form

The legal form of a league consists of its legal designation. Each state having its own legal system, various legal forms can be found. However, with respect to football leagues, these legal forms are often similar. Generally speaking, two categories may be distinguished: the association model and the separate entity model (tab. 3).

In the association model, leagues have the same legal form as the national federation to which they belong. In legal terms, an association is the grouping of persons or other entities (for example football clubs) with a common purpose. With regard to football leagues or associations, associations regularly

require membership, written rules and statutes, and the yearly organisation of a general assembly to which all entitled members may participate and vote<sup>1</sup>.

Any association can also be affiliated to another association. In such a case, the affiliated association must follow the rules of the parent association. Furthermore, in football, most organisations are non-profit associations. This does not mean that they have no economic activity, but rather that they must reinvest their profits in the association as they cannot pay dividends to members.

As a concrete example, the Swiss Football League (SFL) is an association grouping twenty Swiss top tier football clubs (ten Super League clubs and ten Challenge League clubs). These clubs are members of the SFL and therefore must follow the rules of the SFL. At the highest level, the SFL is affiliated to the ASF/SFV (Swiss association) and must in turn follow the rules of the ASF/SFV. The SFL is then a fully-fledged association but still has to observe the rules and the decisions of the ASF/SFV as mentioned in SFL statutes.

The second category, the separate entity model, refers to leagues for which the legal form is that of a company with an independent ownership structure. The decision making power belongs to the shareholders. Consequently, in the separate entity model, the association is usually less involved in the running of the league. Most of the time, clubs are the main shareholders of the league. However, the association can also be one of them, if not the only one. The association can thus maintain strong influence in decision-making.

Beyond the ownership structure, leagues and associations in the separate entity model still maintain close relationships with regard to some specific competences usually managed by the associations such as the appointment of referees, disciplinary processes and the rules of the game.

The leagues in the separate entity model can have different legal forms depending on their business activities, but also according to the legal system of the country in which they are located. Yet, most of the leagues organised as a business owned by shareholders are limited liability companies. These companies usually have nominative shareholders and only specific entities (for example clubs competing in the league) can own shares.

1 Most national associations have the legal form of an association. However, in some cases (like the FA – English association – and the FFA – Australian association), the national association has the legal form of limited liability company.

Table n°3: Legal form of leagues surveyed

Association model (54)	<b>France (2)</b>	Ligue de Football Professionnel, Ligue du Football Amateur
	<b>Germany (2)</b>	Ligaverband, 3. Liga
	<b>Italy (4)</b>	Lega Nazionale Professionisti Serie A, Lega Nazionale Professionisti Serie B, Lega Pro, Lega Nazionale Dilettanti
	<b>Norway (2)</b>	Norsk Toppfotball, Divisjonforeningen
	<b>Poland (1)</b>	Polish Football Association
	<b>Spain (2)</b>	Liga Nacional de Fútbol Profesional, Liga Nacional de Fútbol Aficionado
	<b>Switzerland (3)</b>	Swiss Football League, Erste Liga, Amateur Liga
	<b>Ukraine (2)</b>	Ukrainian Premier League, Professional Football League of Ukraine
	<b>Cameroon (1)</b>	Ligue de Football Professionnel du Cameroun
	<b>Cape Verde (1)</b>	Campeonato Nacional
	<b>Ivory Coast (2)</b>	Ligue Professionnelle, Ligue Amateur
	<b>Kenya (1)</b>	FKF Division One
	<b>Senegal (2)</b>	Ligue Sénégalaise de Football Professionnel, Ligue du Football Amateur
	<b>South Africa (2)</b>	SAFA Second Division, SAFA Regional League
	<b>Tunisia (2)</b>	Ligue Nationale du Football Professionnel, Ligue Nationale du Football Amateur
	<b>Zambia (2)</b>	Premier League, Division One
	<b>Australia (1)</b>	A-League
	<b>India (1)</b>	I-League
	<b>Indonesia (1)</b>	Liga Indonesia
	<b>Japan (2)</b>	J. League, Japan Football League
	<b>Qatar (2)</b>	Qatar Stars League, Second Division League
	<b>Singapore (2)</b>	S. League, National Football League
	<b>Honduras (2)</b>	Liga Nacional de Fútbol Profesional, Liga Nacional de Ascenso
	<b>Mexico (4)</b>	Liga MX, Ascenso MX, Segunda División, Tercera División
	<b>USA (1)</b>	United States Adult Soccer Association
	<b>Brazil (1)</b>	Campeonato Brasileiro
<b>Chile (2)</b>	Asociación Nacional de Fútbol Profesional, Asociación Nacional de Fútbol Amateur	
<b>Venezuela (1)</b>	Federación Venezolana de Fútbol	
<b>New Zealand (1)</b>	National League	
<b>Papua New Guinea (2)</b>	National Soccer League, Club Championship	
Separate entity model (11)	<b>England (3)</b>	Premier League, The Football League, Football Conference
	<b>Poland (1)</b>	Ekstraklasa
	<b>Kenya (1)</b>	Kenyan Premier League
	<b>South Africa (1)</b>	National Soccer League
	<b>Indonesia (1)</b>	Indonesia Super League
	<b>Jamaica (1)</b>	Professional Football Association of Jamaica
	<b>USA (3)</b>	Major League Soccer, North American Soccer League, United Soccer Leagues

### *1.2. Association model: level of national association involvement and financial relationships with the national association*

The second key criterion to describe the structural model of leagues is the level of association involvement from a management perspective. In the association model, two major distinctions can be made (tab. 4):

#### *i. Association model with national association management*

An association model with national association management means that the league is entirely managed by the national football association. The league does not have its own statutes, it is not governed by a specific board or executive committee and usually does not have a specific administration. In this case, the league is not a distinct legal entity and generally does not have specific statutes. The management of the league is handled by a standing committee (competition committee, league committee, professional football committee, etc.) or an office within the national association structure and without a separated administrative delegation.

For example, this is the case in Zambia, where the Premier League and Organizing Committee of the FAZ (Zambian association) is in charge of the organisation of the Premier League, the top tier league in Zambia as mentioned in FAZ statutes.

In the Ivory Coast, an office (Bureau de la Ligue Professionnelle) is responsible for organising the professional competitions within the FIF (Ivorian association). The members of the Bureau de la Ligue Professionnelle are chosen by FIF executive committee. Being an integral part of the FIF, this Bureau does not have any legal personality and does not have its own statutes. However, contrary to other leagues in the association model with national association management, it has its own administration.

This research focuses primarily on men's top tier football because all women's top tier football competitions in the countries surveyed are association model leagues with national association management. However, in the USA, management of women's football is unique. Top tier women's football league – the National Women's Soccer League (NWSL) – is administered by the USSF (American association), but financed by three associations: Mexico, USA and Canada. On the other hand, women's football lower leagues in the USA (W-League, Women's Premier Soccer League, USASA – United States Adult Soccer Association – women's football leagues) are separate entity model leagues.



*ii. Association model with self-management*

An association model with self-management means that the national association delegates the management of the league to an affiliated association. This association has its own governing bodies (board/executive committee), statutes and administration. The association model with self-management can be further separated into two sub-categories according to the level of financial independence vis-à-vis the national association to which they belong:

(a) A league classified in the association model with self-management is financially dependent if the national association delegates the administration and the management of the league to an affiliated association, but still predominantly funds the league in order to help organise competitions or even its own self-managed administration. This situation can be explained by the fact that, in some countries, league revenues are not sufficient for the league to run the competitions. In these cases, the league depends on the subsidies provided by the national association.

Cameroon's Ligue de Football Professionnel is, for example, self-managed and has its own statutes and regulations. However, the league is financially dependent on the subsidies granted by the FECAFOOT (Cameroonian association). Consequently, the financial autonomy guaranteed in the league's statutes rather means that the association representing the league decides on the league budget. The league has then financial autonomy as mentioned in its statutes, but not financial independence.

(b) A league under the association model with self-management is financially independent when the league not only has its own statutes, regulations, administration, but is also able to generate substantial incomes which allows the organisation to stand on its own financially. Here the league is still affiliated to the national association – and is thus fully subject to the statutes, rules and decisions of the national association – but is not dependent on the national association subsidies in order to finance its operations and organise its competitions. The league obtains its revenues independently of the national association, particularly from sponsoring and broadcasting rights.

In France, for example, the FFF (French association) has delegated the management of all the aspects of the professional divisions (Ligue 1 and Ligue 2) to the LFP (Ligue de Football Professionnel). However, as an affiliated entity, the LFP remains under the supervision of the FFF as mentioned in both LFP and FFF statutes.

Table n°4: Association model – leagues categorisation

<b>National association management (28)</b>	<b>France (1)</b>	Ligue du Football Amateur	
	<b>Germany (1)</b>	3. Liga	
	<b>Norway (2)</b>	Norsk Toppfotball, Divisjonforeningen	
	<b>Poland (1)</b>	Polish Football Association	
	<b>Spain (1)</b>	Liga Nacional de Fútbol Aficionado	
	<b>Cape Verde (1)</b>	Campeonato Nacional	
	<b>Ivory Coast (2)</b>	Ligue Professionnelle, Ligue Amateur	
	<b>Kenya (1)</b>	FKF Division One	
	<b>Senegal (1)</b>	Ligue de Football Amateur	
	<b>South Africa</b>	SAFA Second Division, SAFA Regional League	
	<b>Tunisia (2)</b>	Ligue National du Football Professionnel, Ligue National du Football Amateur	
	<b>Zambia (2)</b>	Premier League, Division One	
	<b>Australia (1)</b>	A-League	
	<b>India (1)</b>	I-League	
	<b>Indonesia (1)</b>	Liga Indonesia	
	<b>Qatar (1)</b>	Second Division League	
	<b>Singapore (2)</b>	S. League, National Football League	
	<b>Brazil (1)</b>	Campeonato Brasileiro	
	<b>Venezuela (1)</b>	Federación Venezolana de Fútbol	
	<b>New Zealand (1)</b>	National League	
<b>Papua New Guinea (2)</b>	National Soccer League, Club Championship		
<b>Self-management (26)</b>	<i>Financially dependent (4)</i>	<b>Cameroon (1)</b>	Ligue de Football Professionnel du Cameroun
		<b>Senegal (1)</b>	Ligue Sénégalaise de Football Professionnel
		<b>Mexico (2)</b>	Segunda División, Tercera División
	<i>Financially independent (22)</i>	<b>France (1)</b>	Ligue de Football Professionnel
		<b>Germany (1)</b>	Deutsche Fussball Liga
		<b>Italy (4)</b>	Lega Nazionale Professionisti Serie A, Lega Nazionale Professionisti Serie B, Lega Pro, Lega Nazionale Dilettanti
		<b>Spain (1)</b>	Liga Nacional de Fútbol Profesional
		<b>Switzerland (3)</b>	Swiss Football League, Erste Liga, Amateur Liga
		<b>Ukraine (2)</b>	Ukrainian Premier League, Professional Football League of Ukraine
		<b>Japan (2)</b>	J. League, Japan Football League
		<b>Qatar (1)</b>	Qatar Stars League
		<b>Honduras (2)</b>	Liga Nacional de Fútbol Profesional, Liga Nacional de Ascenso
		<b>Mexico (2)</b>	Liga MX, Ascenso MX
		<b>USA (1)</b>	United States Adult Soccer Association
		<b>Chile (2)</b>	Asociación Nacional de Fútbol Profesional, Asociación Nacional de Fútbol Amateur

### *1.3. Separate entity model: level of national association involvement and financial relationships with the national association*

In the separate entity model, two major distinctions concerning national association involvement in league management can be highlighted (tab. 5):

#### *i. Separate entity model with national association shareholding interest*

As previously explained, in the separate entity model, the company managing the league(s) can be partly owned by the national association. This is the case of the separate entity with national association shareholding interest category. According to the percentage of shares held, the national association can have more or less decision making power on league activities. Two scenarios are possible:

(a) Majority stake: the national association owns the majority of league shares. In this situation, the national association has a strong decision making power upon the league activities.

In Jamaica for example, the Professional Football Association of Jamaica (PFAJ, Jamaican top tier league) is a joint venture company owned by the JFF (Jamaican association) and the Premier League Clubs Association (PLCA). The JFF holds 51% of the shares while the PLCA holds the remaining 49%<sup>2</sup>.

(b) Minority stake: the national association owns a minority of league shares. From this perspective, the national association does not have a strong decisional power in league activities. However, through these shares, the league can obtain for example the right to be informed and consulted as well as a decisional power over specific issues or even a veto power.

In England for example, the Premier League is a private company limited by shares. The FA owns only 1% of the shares of the Premier League, while the other shares are distributed among the twenty Premier League clubs. This 1% share, known as the 'Special Share', is only issued to the FA. Through this 'Special Share', the FA 'has the ability to exercise a vote on certain specific issues, but has no role in the day-to-day running of the Premier League'<sup>3</sup>. Moreover, this share provides the FA – as a shareholder – the right to be informed and consulted. As mentioned in the *Premier League Handbook*, the

2 Interview with Raymond Grant, JFF General Secretary, 13<sup>th</sup> December 2013

3 <http://www.premierleague.com/content/premierleague/en-gb/about/formal-relations.html> (last consultation: 9<sup>th</sup> of August 2013)

FA and the Premier League work together on some matters such as the rules of the game, refereeing, youth development, etc<sup>4</sup>.

Similar situations exist in Indonesia and Poland. In Indonesia, Super League clubs own 99% of the shares of PT Liga Indonesia, the league operator company, while the PSSI (Indonesian association) owns the remaining 1%<sup>5</sup>. In Poland, each Ekstraklasa club owns 5.8% of the Ekstraklasa joint-stock company (there are sixteen Ekstraklasa clubs – the clubs own then 92.8% of the shares), while the PZPN (Polish association) owns the remaining 7.2%<sup>6</sup>.

*ii. Separate entity model without national association shareholding interest*

The second configuration of the separate entity model is that in which the national association holds no shareholding interest of the company running the league. In this case the national association usually has no power at all over the management of the league. However, some agreements can be drawn up between the league managing company and the national association covering disciplinary processes, rules of the game or financial issues (revenue distribution – TV rights) as further developed.

For example, the FA does not own any shares in the Football League and in the Football Conference (English second and third tier leagues). However, as the FA governs football at the national level in England, the rules and regulations of these leagues must be approved by the FA<sup>7</sup>.

Table n°5: Separate entity model – leagues categorisation

<b>National association with shareholding interest (5)</b>	<i>Majority stake (1)</i>	<b>Jamaica (1)</b>	Professional Football Association of Jamaica
	<i>Minority stake (4)</i>	<b>England (1)</b>	Premier League
		<b>Poland (1)</b>	Ekstraklasa
		<b>Kenya (1)</b>	Kenyan Premier League
		<b>Indonesia (1)</b>	Indonesia Super League
<b>National association without shareholding interest (6)</b>		<b>England (2)</b>	The Football League, Football Conference
		<b>South Africa (1)</b>	National Soccer League
		<b>USA (3)</b>	Major League Soccer, North American Soccer League, United Soccer League

4 <http://www.premierleague.com/content/dam/premierleague/site-content/News/publications/handbooks/premier-league-handbook-2012-2013.pdf> (last consultation: 18<sup>th</sup> of June 2014)

5 Interview with Joko Driyono, PSSI General Secretary, 10<sup>th</sup> October 2013

6 E-mail communication with Łukasz Wachowski, PZPN Domestic Competition Department Director, 22<sup>nd</sup> October 2013

7 Interview with Jonathan Hall, The FA Director of Football Services, 16<sup>th</sup> October 2013

#### 1.4. Observations

Our analysis shows that the vast majority of leagues maintain strong connections with their respective national associations. The model within which the most surveyed leagues are represented is clearly the association model. No fewer than fifty-four leagues belong to this model, while only eleven leagues fall under the separate entity model. Within the association model, a lot of leagues are entirely managed by the relevant national association (twenty-eight out of fifty-four). This finding suggests that national associations still have very strong power over the leagues in many countries.

The leagues belonging to the association model with self-management are also particularly numerous: twenty-six, of which twenty-two are financially independent. Our analysis clearly shows that self-management goes hand in hand with the ability to generate sufficient income to finance the administrative structure needed to properly run competitions.

Within this general framework, there is the question of the role of the state. In countries where there is a high level of state intervention, it may result in a league that is not fully separate from the national association regardless of its financial independence. For example, ‘in terms of sport, France is the most interventionist [of] Western European states’ (Amara & al. 2005: 200). National laws and regulations define, from the first law concerning sport in 1901, many aspects of the football management in the country such as ‘safety in stadia, the financial control of professional clubs, and the fight against doping and spectator violence’ (*idem*: 202). Even the professional football governing structure – LFP – is under state authority since the composition and duties of the LFP’s statutory bodies must be approved by the French sport minister (article 2, Convention entre la FFF et la LFP).

The examination of the elements presented above allows us to highlight a historical distribution of the different models. In countries where football is already a well-established sport – mostly European countries and some Latin American ones (Chile, Mexico, Honduras) – the top tier leagues tend to be governed by an entity which is, at least partly, outside the national association jurisdiction (association with self-management and financial independence or separate entity models).

Conversely, in countries where the practice of football is in expansion – Asian and Oceanic countries for example – the leagues are usually more strongly attached to the national association (association with national association management or with self-management but no financial independence).

It can also be noted that the lower tier of well-established football countries tend also to be organised according to these two latter models (Germany's 3. Liga, Spain's LNFA, France's LFA – Ligue de football amateur, etc.).

### *1.5. Specific cases of league governance and financing*

As underlined in the previous subsection, in most of the traditional football countries top tier leagues and national associations have separate management and administration bodies. Conversely, leagues in expanding football countries and lower tier leagues of traditional football countries are generally managed by their respective national associations. Of course, there are a few exceptions. Most of the time, this can be explained by the historical context in the country. This subsection details specific cases of league governance and financing in countries such as the United States, New Zealand and Norway among others.

In the USA, where football has had recent success, Major League Soccer followed the model of the major American sports (American football, baseball, basketball and ice hockey) by using a closed-league system. Within the context of the organisation of the World Cup in 1994 one of the hosting conditions placed on the USSF was the creation of a national professional league which ultimately gave birth to MLS (American top tier league) in 1996 (Green 2009). The league was formed as a limited liability company. Furthermore, MLS is qualified, in legal terms, as a 'hybrid' single-entity company, to the extent that 'MLS and its operator/investors comprise a hybrid arrangement, somewhere between a single company [...] and a cooperative arrangement between existing competitors'<sup>8</sup>. Since it has some features of a single-entity company, MLS and the teams competing in it constitute a unique entity:

In a single entity model, there are no individual team owners. Investors may be assigned a particular team, but ultimate authority for player movement, marketing strategies, television contracts, and sponsoring acquisition and retention lies with the league office (Southall & Nagel 2007: 371).

8 *Fraser v. Major League Soccer*: <http://caselaw.findlaw.com/us-1st-circuit/1441684.html> (last consultation: 18<sup>th</sup> of June 2014)

In this context,

the league is owned by two types of independent investors: investor-operators and passive investors. The investors-operators are those investors who have signed operating agreements giving them the right to take control of a specific MLS team. Passive investors, meanwhile, contribute capital to the league, but do not have operating rights to any teams (Green 2009: 82).

In practice, the league gathers and then redistributes benefits and losses across all of the teams.

Nowadays, this system has evolved and, while some revenues and costs are still centralised – such as national broadcasting rights, players' contracts and salaries or league intellectual property – others are under the investors-operators' responsibility – for example the portion of designated players' salaries that are above the cap, regional broadcasting rights, hospitality or stadium management<sup>9</sup>. While, until 2004, only three investors-operators owned all the MLS teams, the league now encourages each franchise to have its own owner (Primault & al. 2012: 27) and as of the 2014 season only one club is controlled by the league (Chivas USA).

A second interesting use of the closed-league model is in New Zealand where the NZF (New Zealand association) manages its own league (National League). The teams participating are franchises. They must apply for a licence, pay an 'entrance/participation fee' and satisfy criteria established by the NZF. As in MLS, there is no promotion, nor relegation. This league is the only one governed by the NZF and it is played in the summer. In winter, it is the regional associations that manage the leagues. They have their own regulations but, as they are affiliated to NZF, they must adhere to the basic NZF rules<sup>10</sup>.

In Switzerland, all leagues are financially autonomous from the national association. While the Swiss top tier league (SFL), enjoys commercial income from many sources (TV rights, sponsoring, etc.) the two lower leagues (Erste Liga and Amateur Liga) are mainly financed by club registration fees. However, the Swiss national association helps financing the leagues by giving them some of the revenues generated through national team activities. Furthermore, the national association provides the leagues with some free services (referees' and high level coaches' training for example)<sup>11</sup>.

9 A designated player is a player having a higher salary than the salary cap. MLS teams can hire up to three designated players.

10 Interview with Frank Van Hattum, NZF President, 7<sup>th</sup> October 2013

11 Interview with Alex Miescher, ASF/SFV Secretary General, 26<sup>th</sup> September 2013

Similar to Switzerland, all Italian leagues are financially autonomous. However, the FIGC (Italian association) provides grants to some of the affiliated leagues. For example, Lega Serie B and Lega Pro (second and third top tier leagues) receive subsidies in order to support their youth development programmes, while the LND (Italian amateur league) obtains financial help for the management of the players' registration system on a regional basis through the Regional Committees<sup>12</sup>.

Norway has a rather unique governance system among these specific cases surveyed. The league follows the association model with national association management. However, clubs taking part in the two first divisions (Norsk Toppfotball) are represented by an interest lobby, called Norsk Toppfotball as well. This organisation is recognised by the NFF (Norwegian association), but is not a member of the latter. Norsk Toppfotball acts as an informal intermediate between the clubs and the national association. It regulates the day to day cooperation between them, shares information and split the revenue from media rights (nowadays, the clubs receive 68% of the TV rights and the national association 32%). The board of Norsk Toppfotball is composed of three representatives of the Norwegian MA and three representatives of the clubs. The chairman at Norsk Toppfotball is shared: for two years, the position of chairman is a representative from the national association and the following two years it is a representative from the clubs<sup>13</sup>.

Other examples show that tailor-made solutions exist in many countries to govern the relationships between national associations and top tier leagues. In Qatar, for example, the Qatar Stars League and the national association are separate entities, but have in fact the same managing team. This is partially related to the point system set up by the AFC (Asian Football Confederation) that favours clubs from national associations with the separate entity model to access continental competitions.

In Ukraine, while the Ukrainian Premier League is an association under the jurisdiction of the Ukrainian association, a separate company was created to run the commercial activities of the league, which makes the national law preventing sports associations from making a profit inapplicable.

In Spain, the LNFP association also created a company, SEFPSA (Sociedad Española de Fútbol Profesional, S.A.), through which they manage the financial, marketing and business activities of the league – apart from the TV

12 Interview with Niccoló Donna, FIGC Development Department, 24<sup>th</sup> September 2013

13 Interview with Nils Fisketjønn, Competitions Director of the NFF (Norwegian association), 24<sup>th</sup> September 2013



rights, which are negotiated directly by the clubs. SEFPSA is entirely owned by the LNFP<sup>14</sup>.

In Germany, Ligaverband (German top tier league) is an association composed of the thirty-six clubs of the two top tier divisions (Bundesliga and 2. Bundesliga). Ligaverband owns a subsidiary called Deutsche Fussball Liga (DFL). The DFL is a GmbH (*Gesellschaft mit beschränkter Haftung*), a kind of limited liability company that can be found in Germany, Austria, Switzerland and Liechtenstein. The DFL is responsible for the 'strategic actions of the German League' (EPFL 2011: 13) and has created its own subsidiaries: 'DFL Sports Entreprises (responsible for the commercial side of the competition) and Sportcast (responsible for the production and distribution of the signal of the Bundesliga matches, and other media developments)' (*ibid.*).

All these examples show that beyond the general framework illustrated in the previous subsections, the structural models of leagues vary and regularly utilise innovative solutions based on the local context.

## 2. Documents governing the relationships between leagues and national associations

This section focuses on the documents governing the relationships between leagues and national associations. Within association models with national association management, there is no need for any document to define the relationships between the league and the national association because the league, being entirely managed by the national association, is governed by the national association statutes and regulations. Conversely, when the governing body of a league is not part of the national association, both organisations have to provide the frameworks for the relationship generally outlined in one or several documents<sup>15</sup>.

In most cases, the constitution/statutes and regulations of both organisations define these relationships. This is, for example, the case in Switzerland, Mexico and Honduras. However, in addition to the documents cited before,

14 Interview with Robert Pongracz, Head Executive Office of the LNFP President, 24<sup>th</sup> October 2013

15 For a complete overview of the leagues legal forms and documents governing the relationships between leagues and national associations, see appendices from page 105.

there are some specific agreements or a convention that govern these relationships. This is often the case when the league's governing body is a separate entity or an association with self-management and financial independence. For example, the DFB-Liga Grundlagenvertrag is the document governing the relationships between the Ligaverband (German top tier league) and the DFB (German association).

Beyond a specific agreement between the national association and the league, in some countries, a national sports law can also govern, for any sport, the relationship between the league and the national association.

The following two cases of league governing structures using the association model with self-management and financial independence illustrate this issue: France's LFP and Spain's LNFP. These are good examples in order to show the variety of documents that can be drafted to govern the relationships between the league and the national association.

First of all, in both countries, there are national sport laws (France's Code du Sport and Spain's Ley del Deporte) which define the establishment of professional leagues and the basic relationships between a league and the national association. Then, like in most situations, the league and national association statutes and regulations describe the basic relationships between the two specific entities. Finally, agreements are drawn up in order to outline extraordinary resolutions or labour divisions – Convention entre la Fédération Française de Football et la Ligue de Football Professionnel (France), Convenio de Coordinación RFEF-LFP (Spain) – or even financial issues – Protocole d'accord financier entre la Fédération Française de Football et la Ligue de Football Professionnel (France).

In Italy, the relationships between the leagues and the FIGC are regulated both by the Guidelines issued by the Italian Olympic Committee (CONI) as well as a national legislation. These Guidelines must be adhered to in the statutes and regulations of the leagues. As a matter of fact, league statutes and regulations must be approved by the Executive Committee of the FIGC. It is this body which judges if the league rules comply with the guidelines laid down by the Italian Olympic Committee and by the Federation itself in its statutes. Furthermore, a specific national law (the Melandri Law) governs the distribution of TV-rights generated by the Lega Serie A (Italian top tier league). This law defines a solidarity system according to which 10% of the total amount must be distributed to the lower leagues (Lega Serie B, Lega Pro and LND) <sup>16</sup>.

16 Interview with Nicoló Donna, FIGC Development Department, 24<sup>th</sup> September 2013

Southeast Asia provides an example of how the management of sporting and commercial issues can be divided. The sporting aspects in the regulations of the Indonesia Super League (ISL) must be approved by PSSI. However, as PT Liga Indonesia (the company managing ISL competitions) is an independent structure, the PSSI has no say in the management of its commercial revenues<sup>17</sup>.

The analysis in this first chapter allowed us to determine the structural and legal aspects governing the relationships across associations and leagues. The following chapters are more focused on how the relationships between leagues and national associations play out in practice. First of all, the next chapter presents the involvement of the league in the national association's decision making processes. The remaining chapters will tackle the issues of division of labour between associations and leagues, as well as league internal governance.

17 Interview with Joko Driyono, PSSI General Secretary, 10<sup>th</sup> October 2013

## II. The league in the national association structure

This chapter analyses the manner in which leagues are represented in national associations. The study of league membership, representation and voting power in the national association structure is of particular importance to further understand the relationships between these institutions. The chapter also deals with the representation of other football stakeholders such as regional associations and interest groups (referees, coaches, players, etc.).

The chapter focuses on how the league is represented in the national association general assembly, executive committee and standing committees. It is divided into four sections: the league membership in the national association, the power balance between stakeholders in the national association general assembly as well as on the national association executive committee, and finally the composition of major national association standing committees.

From this chapter on, only top tier leagues taking place in the selected national associations' jurisdiction have been examined (tab. 6).

Table n°6: Selected leagues for further analysis

<b>Confederation</b>	<b>National Association</b>	<b>Structure</b>
UEFA	England	<b>Premier League</b>
	France	<b>Ligue de Football Professionnel</b>
	Germany	<b>Ligaverband</b>
	Italy	<b>Lega Nazionale Professionisti Serie A</b>
	Norway	<b>Norsk Toppfotball</b>
	Poland	<b>Ekstraklasa</b>
	Spain	<b>Liga Nacional de Fútbol Profesional</b>
	Switzerland	<b>Swiss Football League</b>
	Ukraine	<b>Ukrainian Premier League</b>
CAF	Cameroon	<b>Ligue de Football Professionnel du Cameroun</b>
	Cape Verde	<b>Campeonato Nacional</b>
	Ivory Coast	<b>Ligue Professionnelle</b>
	Kenya	<b>Kenyan Premier League</b>
	Senegal	<b>Ligue Sénégalaise de Football Professionnel</b>
	South Africa	<b>National Soccer League</b>
	Tunisia	<b>Ligue National du Football Professionnel</b>
	Zambia	<b>Premier League</b>
AFC	Australia	<b>A-League</b>
	India	<b>I-League</b>
	Indonesia	<b>Indonesia Super League</b>
	Japan	<b>J. League</b>
	Qatar	<b>Qatar Stars League</b>
	Singapore	<b>S. League</b>
CONCACAF	Honduras	<b>Liga Nacional de Fútbol Profesional</b>
	Jamaica	<b>Professional Football Association of Jamaica</b>
	Mexico	<b>Liga MX</b>
	USA	<b>Major League Soccer</b>
CONMEBOL	Brazil	<b>Campeonato Brasileiro</b>
	Chile	<b>Asociación Nacional de Fútbol Profesional</b>
	Venezuela	<b>Primera División</b>
OFC	New Zealand	<b>National League</b>
	Papua New Guinea	<b>National Soccer League</b>

## 1. League membership in the national association and representation in the general assembly

As discussed in the previous chapter, almost all national associations have the legal form of an association and require membership. Being a member of a national association allows participation in competitions organised by the latter. It also provides benefits to the services provided by the national association (refereeing, youth development, disciplinary processes, etc.). In return, a member has to adhere to the statutes and regulations of the national association.

In this section, the statutes of the national associations surveyed are examined in order to determine if the league governing structures are a member of the national association.

After investigation, four major cases have been identified (tab. 7):

- The league is a direct member of the national association. For example, in Germany, the Ligaverband – the association constituted by the clubs of the top two German divisions – is a direct member of the DFB.
- The league is represented by the clubs, which are members of the national association (for example, in Kenya, only the Premier League clubs are members of the national association, not the league itself).
- In some countries (Italy, Cameroon, Singapore, Japan, Qatar, Honduras, Venezuela), both the league and the clubs are members of the national association.
- In other cases, neither the league nor the clubs are members of the national association. In these cases (Cape Verde, India, Jamaica, New Zealand, Papua New Guinea), the regional associations form the membership of the national association (for example, the members of the Jamaican association are the Parish Associations, Jamaica being divided into administrative regions called ‘Parishes’).

Generally speaking, leagues categorised in the previous chapter as an association with self-management or separate entity tend to be either direct, indirect (through their clubs) or both direct and indirect members of the association. On the other hand, for leagues in the association model with national association management, regional associations tend to be the only members of the national association.

Table n°7: Type of league membership in the national association

Structure	National association	National association's membership			
		Direct	Indirect (clubs)	Double (direct + clubs)	None (regional associations)
Ekstraklasa	Poland		X		
Lega Nazionale Professionisti Serie A	Italy			X	
Liga Nacional de Fútbol Profesional	Spain		X		
Ligaverband	Germany	X			
Ligue de Football Professionnel	France		X		
Norsk Toppfotball	Norway		X		
Premier League	England		X		
Swiss Football League	Switzerland		X		
Ukrainian Premier League	Ukraine	X			
Campeonato Nacional	Cape Verde				X
Kenyan Premier League	Kenya		X		
Ligue de Football Professionnel du Cameroun	Cameroon			X	
Ligue National du Football Professionnel	Tunisia		X		
Ligue Professionnelle	Ivory Coast		X		
Ligue Sénégalaise de Football Professionnel	Senegal		X		
National Soccer League	South Africa	X			
Premier League	Zambia		X		
A-League	Australia				X
I-League	India				X
Indonesia Super League	Indonesia		X		
J. League	Japan			X	
Qatar Stars League	Qatar			X	
S. League	Singapore			X	
Liga MX	Mexico	X			
Liga Nacional de Fútbol Profesional	Honduras			X	
Major League Soccer	USA	X			
Professional Football Association of Jamaica	Jamaica				X
Asociación Nacional de Fútbol Profesional	Chile	X			
Campeonato Brasileiro	Brazil		X		
Primera División	Venezuela			X	
National League	New Zealand				X
National Soccer League	Papua New Guinea				X

Statutorily speaking, there is a link between the form of league membership and the form of league representation in the national association general assembly. For example, when a league is a direct member of the national association, it is directly represented – in this case by members of the league’s governing bodies – in the national association general assembly. However, the form of the actual representation differs from the prescribed statutory form of the membership in the national association general assembly in nine cases (Italy, England, Switzerland, Cameroon, Singapore, Japan, Australia, Honduras, and Venezuela).

Concerning the representation of the leagues in the national association general assembly, the most common situation is that of indirect membership. In fourteen cases out of thirty-two, the league is represented by the clubs competing in it. The indirect membership of the league through clubs in the national association General Assembly occurs in all league structural models. For example, clubs of the Campeonato Brasileiro (Brazilian top tier league, categorised as an association model with national association management in the previous chapter), Ligue de Football Professionnelle (France, association model with self-management) and Ekstraklasa (Poland, separate entity model) are all part of the general assembly of their respective national associations.

The second most common situation – in nine cases – concerns the direct representation of the league in the national association general assembly. In this category there are no leagues with national association management which seems logical since the league is directly managed by the national association through a specific national association governing body (league committee, league office, etc.).

In the third situation (six leagues), there are no league (direct or indirect) representatives at the national association general assembly. Perhaps unsurprisingly, four of these leagues (Cape Verde, India, New Zealand, Papua New Guinea) belong to the association model with national association management. The two exceptions here are the J. League – Japanese top tier league, an association model league with self-management – and the PFAJ – a separate entity model league – neither of which is represented in their respective national association general assembly.

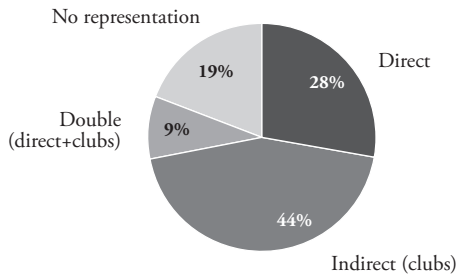
The last situation – the double (both direct and indirect) representation – concerns only three national associations. In the DFB, the QFA (Qatari association) and the FAS (Singaporean association), the league has both indirect representatives (through the clubs) and direct representatives at the general assembly. In Germany, for example, the Ligaverband is represented by the



clubs. However, the Ligaverband and the DFL (a Ligaverband subsidiary) are also directly represented. Indeed, they both have representatives in the DFB President's Bureau and in the DFB Executive Committee, whose members are ex officio members of the DFB General Assembly<sup>18</sup>.

The graph below (fig. 3) shows the representation of the leagues in national association general assemblies.

Figure n°3: Type of representation of leagues in national association general assemblies



It is interesting to note that professional leagues are represented in the vast majority of association general assemblies (81%). However, direct representation is still quite limited (37% of all cases). This finding reflects the fact that legally and/or economically autonomous leagues only exist in a minority of associations surveyed.

## 2. Power balance between stakeholders in the national association general assembly

Representation in an association's general assembly is important but it is not the whole story. This section analyses in more detail the power balance between the different stakeholders, with specific emphasis direct and indirect (via clubs) league representation.

An association is usually headed by two main governing bodies: the general assembly (or council, congress, etc.) and the executive committee (or board of directors).

18 E-mail communication with Jürgen Paepke, DFB Legal Director, 24<sup>th</sup> January 2014

The general assembly is the supreme and legislative authority of a national association. It is the meeting of the representatives of all members of the association. For example, duties of FAS Council, as presented in FAS statutes, include: 'to make, adopt or amend the FAS Constitution', 'to approve financial statements', 'to approve annual budget', 'to admit, suspend, expel or revoke a Member', and so on. In addition, general assemblies usually elect the members of the executive committee. The general assembly takes place once a year, but extraordinary assemblies can be organised upon special request.

As a national association governs, at least in theory, all football activities of a country, its general assembly usually gathers a large number of members since the bodies represented are numerous (leagues, clubs, regional associations, interest groups, etc.) (tab. 8). Furthermore, each body may have a large number of representatives in the national association's general assembly. For example, the PZPN General Assembly has 118 members: sixty representatives from the regional associations, thirty-two representatives from the Ekstraklasa (Polish top tier league) clubs (two representatives for each of the sixteen clubs), eighteen representatives from the I Liga (second tier league) clubs, four coach representatives, two from women's football and two from futsal. However, some general assemblies have a smaller number of members. The FFA General Assembly has for example only ten members: nine representatives from the regional associations and one representative from the A-League (Australian top tier league) clubs.

Table n°8: Number of members at national association general assemblies

<b>National association</b>	<b>Number of members at the general assembly</b>
England (FA)	100-110
France (FFF)	254
Germany (DFB)	259
Italy (FIGC)	288
Norway (NFF)	350
Poland (PZPN)	118
Spain (RFEF)	180
Switzerland (ASF/SFV)	101
Ukraine (FFU)	147
Cameroon (FECAFOOT)	111
Cape Verde (FCF)	N/A
Ivory Coast (FIF)	162
Kenya (FKF)	78
Senegal (FSF)	N/A
South Africa (SAFA)	189
Tunisia (FTF)	N/A
Zambia (FAZ)	N/A
Australia (FFA)	10
India (AIFF)	N/A
Indonesia (PSSI)	108
Japan (JFA)	48
Qatar (QFA)	N/A
Singapore (FAS)	23
Honduras (FENAFUTH)	26
Jamaica (JFF)	N/A
Mexico (FMF)	15
USA (USSF)	N/A
Brazil (CBF)	47
Chile (FFC)	21
Venezuela (FVF)	80
New Zealand (NZF)	7
Papua New Guinea (PNGFA)	N/A

In this section, we study four indicators in order to analyse the involvement of leagues and other stakeholders in national association general assemblies:

(a) Number of direct (league) and indirect (clubs) representatives, if any, in the national association general assembly compared to the whole number of members.

(b) Percentage of votes granted to direct and indirect representatives of the leagues.

(c) Representation of other stakeholders attending the national association general assembly. We have identified five major categories of stakeholders:

- Regional association representatives.
  - Lower professional league representatives.
  - Amateur football representatives: this category is made up of representatives of amateur leagues, amateur league clubs or amateur football governing structures.
  - Other national association governing body members: in some cases, members of other national association governing bodies (standing committees, secretarial office, etc.) attend the general assembly. Most of the time, they do not have the right to vote. National association life members are also included in this category.
  - Interest groups: representatives of specific interests related to football (players, referees, coaches, women football, futsal, etc.).
- (d) Modes of election of league representatives.

The results obtained are presented in the subsections below<sup>19</sup>.

### *2.1. League representation and voting power in the national association general assembly*

Most of the time, there is a correlation between league representation (number of league representatives compared to the total number of national association general assembly members) and league voting power (percentage of votes granted to the representatives of the leagues). In general, each member of the general assembly has one vote. This is, for example, the case in ASF/SFV General Assembly. Each representative has one vote (Swiss Football League: twenty-eight representatives; Erste Liga: twenty-six representatives; Amateur Liga: forty-seven representatives).

19 For a complete overview of the league representation and voting power in the national association general assembly, see appendices from page 109.

However, league representation and voting power are variable according to country (tab. 9). Consequently, no specific categorisation can be defined. Some specific cases may nonetheless be highlighted:

(a) First, as explained previously, it is worth noting that some leagues (four leagues with national association management, as well as Japan's J. League and Jamaica's PFAJ) do not have any representatives and voting power in the national association general assembly because they are not represented at all.

(b) Ivory Coast's Ligue Professionnelle is also an interesting example as it illustrates how representation and voting power may differ: out of a possible 162 the league has seventy-six representatives at the national association General Assembly (two representatives for each of the fourteen first division clubs and twenty-four second division clubs). While the league representation is less than a half of the whole number of representatives, the league has a voting power of 68%. Indeed, each first division club holds three votes while second division clubs have two votes. Conversely, only one vote is granted to other General Assembly members (the thirty-eight third division clubs and five interest groups with two representatives each). Similar situations exist in South Africa, Senegal and Qatar.

(c) The difference between representation and voting power may also be due to the fact that some members of the general assembly are allowed to attend it without the right to vote. This is the case at FAS, FENAFUTH (Honduran association), FFC (Chilean association) and FVF (Venezuelan association) General Assemblies. In all these cases, representatives from the national association governing bodies (members of the executive committee or the general secretary for example) attend without a voting right. At the FAS General Assembly, neither FAS General Secretary nor S. League (Singaporean top tier league) CEO (Chief Executive Officer) has the right to vote.

(d) Indonesian football governance is currently in a transitional phase<sup>20</sup>. The representation of the league in PSSI Congress is of particular interest. Actually, two leagues are currently running in Indonesia: Indonesia Super League and Indonesia Premier League (IPL). According to PSSI statutes, eighteen top tier clubs and sixteen second tier clubs must be represented in the Congress. In the current situation the representation of these clubs was divided between the two leagues. From the top tier divisions, fourteen ISL

20 *Indonesian Football: Reform*. ([http://pssi.or.id/dev/izCFiles/uploads/File/20130126 Football Reform INA - Timeline ENG Version.pdf](http://pssi.or.id/dev/izCFiles/uploads/File/20130126_Football_Reform_INA_-_Timeline_ENG_Version.pdf), last consultation: 11<sup>th</sup> of September 2013, no longer active)

Table n°9: League voting power in national association general assemblies

<b>Structure</b>	<b>National association</b>	<b>League voting power</b>
<b>Ekstraklasa</b>	Poland	27%
<b>Lega Nazionale Professionisti Serie A</b>	Italy	12%
<b>Liga Nacional de Fútbol Profesional</b>	Spain	17%
<b>Ligaverband</b>	Germany	35%
<b>Ligue de Football Professionnel</b>	France	37%
<b>Norsk Toppfotball</b>	Norway	18%
<b>Premier League</b>	England	8-9%
<b>Swiss Football League</b>	Switzerland	28%
<b>Ukrainian Premier League</b>	Ukraine	2%
<b>Campeonato Nacional</b>	Cape Verde	0%
<b>Kenyan Premier League</b>	Kenya	20%
<b>Ligue de Football Professionnel du Cameroun</b>	Cameroon	4%
<b>Ligue National du Football Professionnel</b>	Tunisia	N/A
<b>Ligue Professionnelle</b>	Ivory Coast	68%
<b>Ligue Sénégalaise de Football Professionnel</b>	Senegal	N/A
<b>National Soccer League</b>	South Africa	5%
<b>Premier League</b>	Zambia	N/A
<b>A-League</b>	Australia	10%
<b>I-League</b>	India	0%
<b>Indonesia Super League</b>	Indonesia	37%
<b>J. League</b>	Japan	0%
<b>Qatar Stars League</b>	Qatar	N/A
<b>S. League</b>	Singapore	10%
<b>Liga MX</b>	Mexico	55%
<b>Liga Nacional de Fútbol Profesional</b>	Honduras	31%
<b>Major League Soccer</b>	USA	N/A
<b>Professional Football Association of Jamaica</b>	Jamaica	0%
<b>Asociación Nacional de Fútbol Profesional</b>	Chile	47%
<b>Campeonato Brasileiro</b>	Brazil	42%
<b>Primera División</b>	Venezuela	26%
<b>National League</b>	New Zealand	0%
<b>National Soccer League</b>	Papua New Guinea	0%

clubs and four IPL clubs are represented. As for the second tier divisions, ten ISL clubs and six IPL club representatives take part in the PSSI Congress<sup>21</sup>.

(e) Finally, it is important to highlight that only two leagues have a majority voting power in the national association general assembly: Ivory Coast's Ligue Professionnelle (68%) and Mexico's Liga MX (55%). Across all leagues surveyed, the average percentage of league votes in national association general assemblies reaches 20%.

## *2.2. Other stakeholders in the national association general assembly*

The representation of stakeholders other than the top tier leagues or clubs in national association general assemblies also greatly varies according to country (tab. 10). For example, while only the regional associations are part of the FCF (Cape Verdean association) General Assembly, the SAFA (South African association) includes three main types of stakeholders: the National Soccer League (NSL, South African top tier league), fifty-three regional associations and twelve interest groups (football doctors' association, coaches' associations, school football, university football, army football, veteran football, corporative football, deaf football, intellectually impaired football, futsal, supporters' association, players' associations).

With regard to the 'other' stakeholders category as presented previously (regional associations, lower professional leagues, amateur football, national association governing bodies and interest groups), we can note that only the FA Council and the USSF National Council gather all five categories. On the other hand, six national association general assemblies are made up of a single category of stakeholders: FCF, AIFF (India), JFA (Japan), JFF, NZF and PNGFA (Papua New Guinea). In all these cases, the regional associations are the only stakeholders in the national association general assembly. All the top tier leagues taking place in the aforementioned countries are association model leagues with national association management, with the exception of Japan's J. League. CBF (Brazilian association) and FFA are specific cases because their general assemblies are only composed of regional association and first division club representatives (in Australia, there is one representative for all ten A-League clubs).

21 Interview with Joko Driyono, PSSI General Secretary, 10<sup>th</sup> October 2013

Table n°10: Stakeholders' representation in national association general assembly

National association	Regional association	Lower professional leagues	Amateur football	National association's governing bodies representatives	Interest groups
England	X	X	X	X	X
France			X		
Germany	X			X	
Italy		X	X		X
Norway			X		
Poland	X	X			X
Spain	X		X	X	X
Switzerland			X		
Ukraine	X	X	X		X
Cameroon			X		X
Cape Verde	X				
Ivory Coast			X		X
Kenya	X		X		X
Senegal			X		X
South Africa	X				X
Tunisia			X		X
Zambia	X		X	X	X
Australia	X				
India	X				
Indonesia	X		X		X
Japan	X				
Qatar			X		
Singapore				X	X
Honduras	X		X	X	
Jamaica	X				
Mexico		X	X		
USA	X	X	X	X	X
Brazil	X				
Chile			X	X	
Venezuela	X			X	X
New Zealand	X				
Papua New Guinea	X				



Two other cases deserve to be highlighted insofar as their national association general assembly is formed by only one stakeholder category besides top tier leagues. FFF and ASF/SFV General Assemblies include only the top tier league representatives and representatives from amateur football (respectively LFP clubs and delegates of the SFL).

If we consider the overall situation, regional associations and the amateur football categories are the most represented in national association general assemblies. Only six national association general assemblies include representatives of lower professional leagues: Lega Serie B and Lega Pro in the FIGC, The Football League and Football Conference in the FA, I Liga in the PZPN, Professional Football League of Ukraine in the FFU (Ukrainian association) and Ascenso MX, Segunda División and Tercera División in the FMF (Mexican association), NASL (North American Soccer League) and USL (United Soccer League) in the USSF<sup>22</sup>.

This situation can be explained by the fact that it is particularly unusual to encounter several professional leagues within the same country: professional divisions most often belong to the same league (such as Ligue 1 and Ligue 2 belonging to the LFP in France for example). In the six aforementioned cases the top tier league falls under either an association model league with self-management (Italy, Ukraine, Mexico) or a separate entity league (England, Poland, USA).

Some other correlations between the representation of stakeholders in national association general assemblies and the league structural models can also be highlighted:

- Regional associations are more represented in general assemblies of national associations with association model leagues with national association management (eight cases out of twelve) than in national associations with other structural models (twelve cases out of twenty). This suggests that the development of professional football tends to go hand in hand with a decline in the power of regional associations at national association level.
- On the other hand, amateur football and interest groups categories are generally more represented in general assemblies of national associations with association model leagues with self-management and separate entity leagues (respectively fifteen and twelve cases out of twenty) than in general assemblies of national associations with association model leagues

22 In the USA, the women's professional football league, the NWSL, is also represented in the USSF general assembly.

with national association management (four cases out of twelve for both categories).

More than the league structural model, the representation of other stakeholders is usually related to the representation of the top tier league in the national association general assembly (tab. 11):

- When the league is not represented in the general assembly (six cases: Cape Verde, India, Japan, Jamaica, New Zealand and Papua New Guinea) regional associations are the only stakeholders.
- Conversely, in general assemblies in which the league is represented, the distribution of stakeholders is more diverse than in the cases without league representation. Amateur football representatives are the most frequent stakeholders, while regional associations and interest groups are present in over the half of the cases.

Table n°11: Stakeholders representation per category in national association general assemblies with league representation<sup>23</sup>

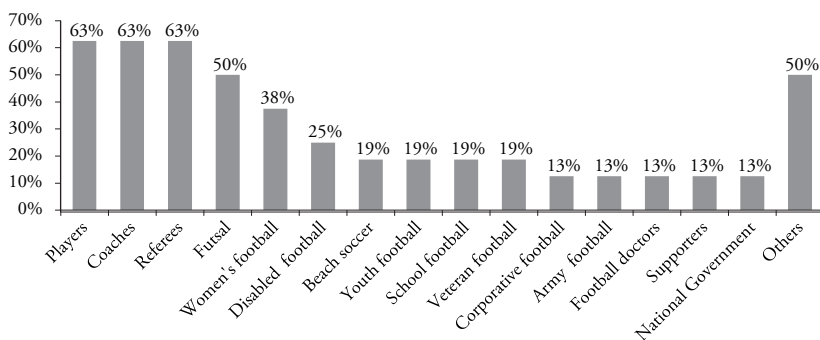
<b>Stakeholders representatives</b>	<b>All general assemblies (32)</b>	<b>General assemblies without league representation (6)</b>	<b>General assemblies with league representation (26)</b>
Regional associations	63%	100%	54%
Lower professional leagues	19%	-	23%
Amateur football	59%	-	73%
National associations governing bodies	28%	-	35%
Interest groups	50%	-	62%

The graph below (fig. 4) analyses the representation of interest groups in national association general assemblies. Only the sixteen general assemblies which include interest groups are mentioned here. The most represented interest groups are players, coaches and referees, who are members of ten national association general assemblies each. At the opposite end of the table (‘others’ category), eight national association general assemblies (England, Ukraine, Ivory Coast, South Africa, Senegal, Singapore, USA and Venezuela) either include interest groups only represented in one national general assembly or non-specified interest groups (‘others members’ in Senegalese and

23 Twenty-six national associations concerned: national association general assemblies with no league representation (Cape Verde, India, Japan, Jamaica, New Zealand and Papua New Guinea – regional associations being the only stakeholders) are not considered here.

Singaporean association statutes) (tab. 12). For example, in England, the national association General Assembly includes race equality representatives. In Ukraine, street football league and public association ‘Play for Ukraine together’ are represented in the national association General Assembly. In South Africa, there are deaf football and university football representatives and in the Ivory Coast, former players’ ones. Interestingly, agents are never represented.

Figure n°4: Frequency of interest groups representation in national association general assemblies



The general assembly with the highest number of interest group delegations is that of FFU, with nineteen different interest groups represented. SAFA General Assembly includes twelve interest groups, FECAFOOT has ten and seven at the FA. In the other general assemblies, the number of interest groups (if any) fluctuates between three and five.

Table n°12: Interest groups representation in national association general assemblies

Interest groups	National association															
	England	Italy	Poland	Spain	Ukraine	Cameroon	Ivory Coast	Kenya	Senegal	South Africa	Tunisia	Zambia	Indonesia	Singapore	USA	Venezuela
Players	X	X		X		X		X		X		X	X		X	X
Referees	X	X		X	X	X	X	X				X	X			X
Coaches		X	X	X		X	X	X		X		X	X			X
Futsal			X	X	X	X				X	X		X		X	
Women's football			X			X	X	X			X				X	
Disabled football	X				X					X					X	
Beach soccer					X	X					X					
Youth football					X	X									X	
School football					X					X		X				
Over 35 years old football					X	X				X						
Football doctors							X			X						
Army football	X									X						
Corporate football						X				X						
Supporters	X									X						
National government					X	X										
Interest groups appearing in one general assembly only	X				X		X		X	X					X	X
Not specified interest groups									X					X		

### 2.3. Election of league representatives to the national association general assembly

The election of league representatives taking part in the national association general assembly is usually linked to whether league is represented directly or indirectly:

1) When the league is directly represented, the representatives are elected from the league.

2) When the representation of the league is indirect, each club president (or someone designated by them) represents his own club – and thus, indirectly, the league – in the general assembly.

3) When the league is both directly and indirectly represented, both direct representatives of the league and representatives of the clubs attend the general assembly.

4) The league is not represented.

The following table (tab. 13) presents the mode of election of the league to the national association general assembly. The numbers in the third column correspond to the four point typology described above. However, two specific cases are worth noting:

- The Spanish LNFP is a specific case because not all the clubs competing in it are represented in the RFEF (Spanish association) General Assembly: only seventeen clubs of the twenty from the Primera División clubs have representatives and thirteen of the twenty-two clubs from the Segunda División attend the national association general assembly.
- At the FFA General Assembly, there is one person who represents the ten A-League clubs. This representative must be elected by at least 75% of the clubs<sup>24</sup>.

Our analysis highlights that top tier leagues usually have little voting power at the associations' general assemblies. Actually, few of them have a voting power higher than 30% (eight leagues out of twenty-seven with available information). This is due to the important place given to grassroots and amateur football representatives (throughout amateur football representatives, but also representatives from regional associations and interest groups) in the assemblies.

24 Interview with Jo Setright, FFA Head of Legal, Business Affairs and Integrity, 4<sup>th</sup> November 2013

Table n°13: Election of league representatives to national association general assemblies

League	National association	Mode of election
<b>Ekstraklasa</b>	Poland	1
<b>Lega Nazionale Professionisti Serie A</b>	Italy	2
<b>Liga Nacional de Fútbol Profesional</b>	Spain	1
<b>Ligaverband</b>	Germany	3
<b>Ligue de Football Professionnel</b>	France	2
<b>Norsk Toppfotball</b>	Norway	2
<b>Premier League</b>	England	1
<b>Swiss Football League</b>	Switzerland	1
<b>Ukrainian Premier League</b>	Ukraine	1
<b>Campeonato Nacional</b>	Cape Verde	4
<b>Kenyan Premier League</b>	Kenya	2
<b>Ligue de Football Professionnel du Cameroun</b>	Cameroon	1
<b>Ligue National du Football Professionnel</b>	Tunisia	2
<b>Ligue Professionnelle</b>	Ivory Coast	2
<b>Ligue Sénégalaise de Football Professionnel</b>	Senegal	2
<b>National Soccer League</b>	South Africa	1
<b>Premier League</b>	Zambia	2
<b>A-League</b>	Australia	2
<b>I-League</b>	India	4
<b>Indonesia Super League</b>	Indonesia	2
<b>J. League</b>	Japan	4
<b>Qatar Stars League</b>	Qatar	N/A
<b>S. League</b>	Singapore	3
<b>Liga MX</b>	Mexico	1
<b>Liga Nacional de Fútbol Profesional</b>	Honduras	N/A
<b>Major League Soccer</b>	USA	N/A
<b>Professional Football Association of Jamaica</b>	Jamaica	4
<b>Asociación Nacional de Fútbol Profesional</b>	Chile	1
<b>Campeonato Brasileiro</b>	Brazil	1
<b>Primera División</b>	Venezuela	1
<b>National League</b>	New Zealand	4
<b>National Soccer League</b>	Papua New Guinea	4

### 3. Power balance between stakeholders in the national association executive committee

This section reproduces the same analysis as in the previous one but now applied now to executive committee membership. This allows us to produce a broader picture of the situation regarding the power balance between stakeholders in the association structure.

While the general assembly can sometimes bring together more than a hundred people (180 for RFEF General Assembly for example), the members of the Executive Committee are usually far less numerous (seventeen members for FIF Executive Committee for example) (tab. 14). However, there are some exceptions to this general rule. For example, both NZF Congress and Board consist of seven members. NZF Congress members are the representatives of the seven regional associations. Board members are elected either by the regional associations (three members) or by an ‘independent commission’ (four members) including NZF President, regional association representatives and local sport government representatives<sup>25</sup>.

Table n°14: Number of members at national association general assemblies and executive committees<sup>26</sup>

National association	Number of members at the general assembly	Number of members at the executive committee
England (FA)	100-110	16
France (FFF)	254	21
Germany (DFB)	259	12
Italy (FIGC)	288	56
Norway (NFF)	350	12
Poland (PZPN)	118	11
Spain (RFEF)	180	18

25 Interview with Frank Van Hattum, NZF President, 7<sup>th</sup> October 2013

26 In Spain, the RFEF has two executive bodies: the Comisión Delegada and the Junta Directiva. The Comisión Delegada is an ordinary executive committee. Its role includes budget approval, modifications of the regulations, etc. The Junta Directiva has sixty members, all chosen by the president. Its role is to assist the president in his/her governing activities. In this study, only the Comisión Delegada, as an ordinary executive committee, will be taken into account (interview with Robert Pongracz, Head Executive Office of the LNFP President, 24<sup>th</sup> October 2013).

<b>National association</b>	<b>Number of members at the general assembly</b>	<b>Number of members at the executive committee</b>
Switzerland (ASF/SFV)	101	15
Ukraine (FFU)	147	8
Cameroon (FECAFOOT)	111	17
Cape Verde (FCF)	N/A	18
Ivory Coast (FIF)	162	7
Kenya (FKF)	78	40
Senegal (FSF)	N/A	11
South Africa (SAFA)	189	23
Tunisia (FTF)	N/A	27
Zambia (FAZ)	N/A	12
Australia (FFA)	10	17
India (AIFF)	N/A	15
Indonesia (PSSI)	108	6
Japan (JFA)	48	27
Qatar (QFA)	N/A	5-9
Singapore (FAS)	23	5-9
Honduras (FENAFUTH)	26	5
Jamaica (JFF)	N/A	N/A
Mexico (FMF)	15	N/A
USA (USSF)	N/A	34
Brazil (CBF)	47	6
Chile (FFC)	21	7
Venezuela (FVF)	80	11
New Zealand (NZF)	7	7
Papua New Guinea (PNGFA)	N/A	7



*3.1. League representation in the national association executive committee*

League representation in the national association executive committees (fig. 5) follows a different general trend to that in general assemblies discussed above. Rather than representation that is indirect (via clubs for example), leagues are generally directly represented on executive committees. Concerning leagues that have direct representation in national association executive committees, three different cases can be identified:

- The league president is an *ex officio* member and the only representative of the league: Ligue de Football Professionnelle (France), Norsk Toppfotball (Norway), Ligue Nationale du Football Professionnel (Tunisia) and Ligue de Football Professionnel du Cameroun (Cameroon).
- The league president is an *ex officio* member, but other league representatives are also part of the national association executive committee (in parentheses, the number of league representatives other than the league president): Lega Nazionale Professionisti Serie A (2) (Italy), Ligaverband (15) (Germany), Premier League (1) (England), Swiss Football League (2) (Switzerland), National Soccer League (3) (South Africa), J. League (2) (Japan) and Qatar Stars League (1) (Qatar).
- League representatives are part of the national association Executive Committee: Liga Nacional de Fútbol Profesional (2) (Spain), Ekstraklasa (1) (Poland), Premier League (1) (Ukraine), Premier League (1) (Kenya), Liga MX (1) (Mexico), Professional Football Association of Jamaica (4) (Jamaica) and Asociación Nacional de Fútbol Profesional (4) (Chile).

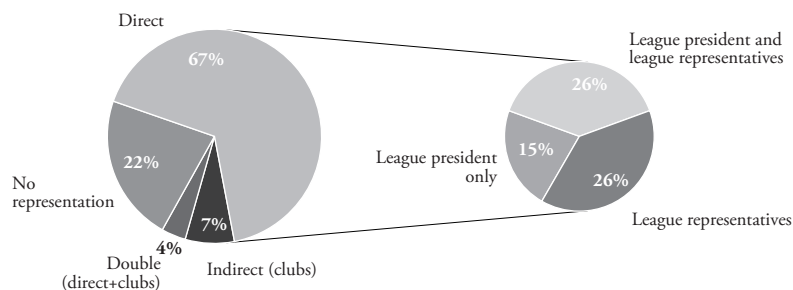
Exceptions to this direct representation has been observed in only three countries. Two of these cases consist of club representatives. In the Ivory Coast, at least five Ligue Professionnelle club representatives must be members of the Executive Committee. In Senegal, top tier league representation is both direct and indirect. Clubs of Ligue Sénégalaise de Football Professionnel (Senegalese top tier league) have five representatives besides the league President, who is an *ex officio* member of the national association Executive Committee. USA's Major League Soccer is represented by members of the Professional Council, the USSF governing body of professional football.

In the remaining cases, the league is either not represented (five cases: India, Indonesia, Singapore, Australia<sup>27</sup>, New Zealand) or the information

<sup>27</sup> In Australia, the top tier league is not represented. However, it holds 10% of the votes in the election of the national association executive committee members.

concerning its membership is not stipulated in the national association statutes (five cases: Cape Verde, Zambia, Honduras, Brazil, Venezuela, Papua New Guinea).

Figure n°5: Type of league representation in national association executive committees<sup>28</sup>



### *3.2. League representation and voting power in the national association executive committee*

National association executive committees generally include fewer people than general assemblies. Consequently, in many cases the number of league representatives does not exceed two. The highest number of league representatives observed in an national association executive committee is six in Senegal (out of twenty-three members).

As in the case of general assemblies, league representation and voting power are usually proportional, since one vote is granted to each member. There are only five cases in which the number of representatives differs significantly from voting power:

- In the five-member FMF Executive Committee, Liga MX has one representative, but this representative has five votes out of ten, equating to 50% of all votes.
- In DFB Executive Committee, Ligaverband representatives have two votes each, while other Executive Committee members can have between one and three votes.

28 Twenty-six national associations concerned: information about league representation in national association Executive Committee was not available for Cape Verde, Zambia, Honduras, Brazil, Venezuela and Papua New Guinea.

- In the FTF Executive Committee, league voting power (7%, one vote out of a possible fourteen) is proportionally higher than league representation (one representative out of seventeen). This is because the national association General Secretary, Referee Commission President and National Technical Director attend the Executive Committee without having the right to vote.
- The same situation exists in Spain. League voting power (15%, two votes out of thirteen) is higher than league representation (two representatives out of sixteen) because RFEF General Secretary, General Administrator and Juridical Department Director attend the Comisión Delegada without voting<sup>29</sup>.
- The situation is also similar in the ASF/SFV. Here league voting power (29%, two votes out of seven) is proportionally slightly higher than league representation (three representatives out of eleven). The national association General Secretary, Communication Director, Technical Director and the Head of A and U21 national teams, who is a representative of the league, are all part of the Executive Committee without voting rights.

In national association executive committees, only two leagues have a voting power equivalent to or higher than 50%: Mexico's Liga MX (50%) and Chile's Asociación Nacional de Fútbol Profesional (57%). This percentage never exceeds 30% in the other national associations surveyed. In Senegal, for example, the league holds 26% of votes with six representatives out of twenty-three members with voting rights. Conversely, in Cameroon, the representation of the twenty-four regional associations in the Executive Committee does not allow the league representative to have a strong decisional power (4%, one representative out of twenty-seven members). Moreover, some leagues do not have any representation and voting power in the national association executive committee at all (India, New Zealand, etc.) (tab. 15). Across all leagues, the average percentage of league votes in national association executive committee reaches 15%<sup>30</sup>.

29 Interview with Robert Pongracz, Head Executive Office of the LNFP President, 24<sup>th</sup> October 2013

30 For a complete overview of the league representation and voting power in the national association executive committee, see appendices from page 111.

Table n°15: League voting power in national association executive committees

<b>Structure</b>	<b>National association</b>	<b>League voting power</b>
Ekstraklasa	Poland	17%
Lega Nazionale Professionisti Serie A	Italy	14%
Liga Nacional de Fútbol Profesional	Spain	15%
Ligaverband	Germany	N/A
Ligue de Football Professionnel	France	8%
Norsk Toppfotball	Norway	12%
Premier League	England	17%
Swiss Football League	Switzerland	29%
Ukrainian Premier League	Ukraine	7%
Campeonato Nacional	Cape Verde	N/A
Kenyan Premier League	Kenya	8%
Ligue de Football Professionnel du Cameroun	Cameroon	4%
Ligue National du Football Professionnel	Tunisia	7%
Ligue Professionnelle	Ivory Coast	28%
Ligue Sénégalaise de Football Professionnel	Senegal	26%
National Soccer League	South Africa	10%
Premier League	Zambia	N/A
A-League	Australia	0%
I-League	India	0%
Indonesia Super League	Indonesia	0%
J. League	Japan	11%
Qatar Stars League	Qatar	22%
S. League	Singapore	0%
Liga MX	Mexico	50%
Liga Nacional de Fútbol Profesional	Honduras	N/A
Major League Soccer	USA	N/A
Professional Football Association of Jamaica	Jamaica	12%
Asociación Nacional de Fútbol Profesional	Chile	57%
Campeonato Brasileiro	Brazil	N/A
Primera División	Venezuela	N/A
National League	New Zealand	0%
National Soccer League	Papua New Guinea	N/A

### *3.3 Other stakeholders in the national association executive committee*

It is rather difficult to give a clear overview of stakeholders' representation in national association executive committees because in many cases committee composition depends on elections taking place at national association general assemblies. Four examples illustrate the variety of scenarios: 1) non-specified stakeholder representation, 2) mixed stakeholders, 3) part of elected president's campaign, 4) not elected by the general assembly.

Most of the time, it is not specified in the national association statutes if the persons elected have to belong to a specific organisation or if they must hold a specific position. As such, it is difficult to know if these elected individuals represent a league, regional association or interest group.

For example, PSSI Executive Committee members are elected by the PSSI Congress. This Congress elects the president, two vice-presidents and twelve other members. However, it is not specified in PSSI statutes which organisation these persons must represent.

However, in many cases, the composition of the national association executive committee is defined according to a mixed model. The president is elected by the general assembly, without mention to potential affiliations to an interest organisation. The election of the other executive committee members is conducted via separate elections by the general assembly which chooses individuals representing predefined football governing structures. General assembly members vote for individuals who must belong to a clearly-defined entity. Sometimes, the constitution of the executive committee is completed with *ex officio* members.

For instance, FSF (Senegalese association) Executive Committee is composed of twenty-three members. Among these members, the president is elected by the General Assembly. The six Vice-Presidents are *ex officio* members (President of the Ligue Sénégalaise de Football Professionnel, amateur football President, etc.). The last sixteen members are also elected by the general assembly, but they must belong to specific interest organisations (three members are representatives of the first division clubs, four members represents the regional leagues, one represents women's football, etc.).

In the third scenario, the composition of the executive committee can also depend on the presidential election. In some cases, the presidential candidate has to propose an electoral roll to the general assembly and, if he is chosen, the persons cited on this roll will become members of the executive committee. The composition of the list may be also partially predefined.

In the Ivory Coast, for example, the national association statutes stipulate that some specific representatives must be included in the presidential candidate's electoral roll. The President must propose an electoral roll containing seventeen members to be elected alongside him. This roll must include at least three Ligue 1 representatives, two Ligue 2 representatives, two Division 3 representatives and a representative of one of the interest groups attending the national association General Assembly.

In France, the composition of the national association Executive Committee is defined according to a mixed model combining the presidential candidate's electoral roll and ex officio members. The elected President has to propose a roll comprising future members of the Executive Committee, though the rules do not specify if these persons must belong to specific interest organisations. Furthermore, some ex officio members are automatically added to the committee. Concretely, FFF Executive Committee is composed of twelve members. Among these members, the President and nine other members are elected by the General Assembly. The two remaining members are LFP and LFA Presidents. The latter are not elected by the General Assembly, but are ex officio members.

Finally, the last case concerns national association executive committees for which members are not elected by the general assembly. The composition of the committee is here defined in the national association statutes and each member must belong to a specific football entity. An internal election decides who the representative of each entity would be. In FMF Executive Committee, for example, the five members are the four representatives of the four Mexican professional leagues (Liga MX, Ascenso MX, Segunda División and Tercera División) and the representative for amateur football. Leagues and amateur football governing structures appoint representatives themselves in the Executive Committee.

When the composition of the executive committee is known, the most common stakeholder – besides the top tier league representative – is the amateur football representative. Regional associations also are sometimes represented, mostly when neither professional nor amateur football are part of the executive committee.

Concerning interest groups, they are rarely represented on the executive committee. Actually, only nine national association executive committees (Spain, Italy, England, Cameroon, Senegal, Ivory Coast, India, Japan and USA) include interest group representatives. The detailed view of their representation cannot be discussed here because the statutes of some national

associations stipulate that an interest group must be represented, without actually stating which one. The choice of the represented interest group usually depends on a vote by the general assembly. It may be noted that, while the most common interest groups found in general assemblies (players, referees, coaches, etc.) can also be found in executive committees, other less common groups (corporative football, school football, supporters, etc.) have no representation on executive committees.

In the Italian association, for example, players, coaches and referees are represented in both the General Assembly and the Executive Committee. On the other hand, in the Ivory Coast, the FIF statutes stipulate that at least one of the five interest groups (referees, coaches, women football, football doctors and former players) represented in the General Assembly must be also part of the Executive Committee.

However, in a few cases, some interest groups are represented directly on the executive committee but nowhere else. For example, in Senegalese association Executive Committee, the national team players are represented. Similarly, in Indian association Executive Committee, one of the two following interest groups must be represented: 'Services Sports Control Board' and 'Railway Sports Promotion Board'.

It is also interesting to study the modes of election of league representatives to an association's executive committee. Modes of election are also a good indication of how power is actually managed in organisations.

### *3.4. Election of league representatives to the national association executive committee*

League representatives who sit on national association executive committees are appointed according to different procedures, which are described below:

1) Elections by the general assembly without predefined distribution. This means that the executive committee members who are elected by the national association general assembly do not have to belong to any specific affiliated structure or hold a specific function. For instance, PSSI statutes stipulate that the congress elects the executive committee members, but does not specify their affiliation or function.

2) Elections by the general assembly with predefined distribution. In this case, the national association general assembly elects the league representative(s) to the executive committee. In Senegal, for example, FSF

General Assembly must elect five Ligue Sénégalaise de Football Professionnel club representatives to the Executive Committee.

3) Ex officio members. Here the league representative(s) to the committee is a predefined member of the league governing structure – usually the league president. The President of the Ligue de Football Professionnel du Cameroun is the only league representative on FECAFOOT Executive Committee.

4) Internal elections. In this last scenario, the league's representation on the committee is predefined and the league representative(s) is (are) chosen among members of the league governing structure. For example, Kenyan Premier League (KPL) representative on FKF (Kenyan association) Executive Committee is chosen by, and among, the league members.

In some cases, it is possible that several procedures are used simultaneously in order to determine league representatives in the executive committee.

The table (tab. 16) below shows the league election procedure(s) for top tier league representative(s) who sit on national association executive committees. The numbers in the third column correspond to the four point typology described above. The procedures are presented here as they are described in the national association statutes. However, it is possible that an informal agreement is made between the national association members in order to define the distribution of the executive committee members, particularly when it comes to elections by the general assembly.

In Norway, for example, the statutes stipulate that the members must be elected by the General Assembly. However, there is an informal predefined distribution with seats granted to Norsk Toppfotball (interest organisation representing top tier football clubs) Chairman, a referee representative, representatives of the major regional areas, etc.<sup>31</sup>

31 Interview with Nils Fiskejønn, Director of Competitions at the NFF (Norwegian association), 24<sup>th</sup> September 2013



Table n°16: Election method(s) of national association executive committee members

<b>National association</b>	<b>Election method(s)</b>
England (FA)	4
France (FFF)	3
Germany (DFB)	2 and 3
Italy (FIGC)	4
Norway (NFF)	2
Poland (PZPN)	2
Spain (RFEF)	4
Switzerland (ASF/SFV)	2 and 3
Ukraine (FFU)	1
Cameroon (FECAFOOT)	3
Cape Verde (FCF)	N/A
Ivory Coast (FIF)	2
Kenya (FKF)	4
Senegal (FSF)	2 and 3
South Africa (SAFA)	3 and 4
Tunisia (FTF)	3
Zambia (FAZ)	N/A
Australia (FFA)	No league representative
India (AIFF)	No league representative
Indonesia (PSSI)	No league representative
Japan (JFA)	N/A
Qatar (QFA)	1
Singapore (FAS)	No league representative
Honduras (FENAFUTH)	N/A
Jamaica (JFF)	N/A
Mexico (FMF)	4
USA (USSF)	N/A
Brazil (CBF)	N/A
Chile (FFC)	3 and 4
Venezuela (FVF)	N/A
New Zealand (NZF)	No league representative
Papua New Guinea (PNGFA)	N/A

#### 4. Standing committees function, presence and members

Beyond general assemblies and executive committees, standing committees also play a crucial role in the governance of associations. Standing committees are committees formed in order to fulfil specific tasks. The number and the duties of standing committees in an national association structure may vary highly. For example, FAZ includes fourteen standing committees within its governing structure (tab. 17):

Table n°17: Standing committees – FAZ example

<b>FAZ standing committees</b>	
Premier League and Organizing Committee	Players Status and Transfers Committee
Finance and Investment Committee	Medical Committee
Technical Committee	Publicity, Promotions and Fair Play Committee
Referees Committee	Youth Football Committee
Associations Committee	Women's Football Committee
Legal Committee	Futsal Committee
Audit Committee	Marketing and Television Advisory Committee

For this research, we have chosen to study three specific standing committees: the referees’ committee, players’ status committee and disciplinary committee. We opted for these three standing committees because they are among the most important and commonly found in national association organisations.

The referees’ committee is usually responsible for all issues concerning refereeing and referees. Illustrating some of the duties is a list taken from SAFA National Referees Committee, as mentioned in SAFA Constitution:

- 46. The National Referees Committee shall consist of a chairperson, a deputy chairperson and no more than ten (10) members and shall:
  - 46.1 supervise and monitor the implementation of the Laws of the Game;
  - 46.2 make decisions and interpretations regarding the Application of the Laws of the Game;
  - 46.3 propose to the National Executive Committee any amendments to the Laws of the Game for submission to the FIFA Executive Committee;
  - 46.5 compile a list of referees qualified to supervise international matches for submission to FIFA and CAF;

- 46.6 appoint the referees for all matches under the jurisdiction of SAFA and its affiliates;
- 46.7 establish uniformity in methods of refereeing and implementation of the Laws for nationwide use;
- 46.8 establish uniform criteria for the inspection of referees for use by all SAFA members;
- 46.9 organize courses for referees and referee instructors;
- 46.10 draw up a list of instructors and lecturers capable of conducting courses for referees;
- 46.11 prepare and produce useful didactic material on refereeing;

We have found a referee committee in almost all statutes of the selected national associations. However, four national associations have specific organisation concerning referees. The FIGC is a specific case because it does not have any referee committee in its organisation. However, Italian referees have their own association – AIA, Associazione Italiana Arbitri – which is affiliated to the FIGC. The AIA is then responsible, under the supervision of the FIGC, for all issues concerning refereeing and referees. The situation is similar in England and in the USA with, respectively, the Professional Game Match Officials Limited and the Professional Referee Organization. In Australia, issues concerning referees and refereeing are managed by a ‘referee leadership group’. It is a consultative and strategic group comprised of referees and directed by the FFA<sup>32</sup>.

Generally, the national association executive committee (or in a few cases the general assembly) designates the members of the committee. Sometimes, it is specified in the national association statutes that a member of the executive committee must be the chairperson of the committee. In these cases, it is not possible to know if league representatives are members of the committee. Yet, some national associations have specific election methods. In Spain, for example, the RFEF has a specific referee committee for issues concerning the professional league (LNFP). This committee includes three members: one is chosen by the national association, another by the league and the last one by common consent.

32 Interview with Jo Setright, FFA Head of Legal, Business Affairs and Integrity, 4<sup>th</sup> November 2013

The players' status committee is responsible for issues concerning the status of the players and sometimes transfers. Here are the duties of PSSI Players' Status Committee, as mentioned in the statutes:

- (1) The Players' Status Committee shall be responsible for preparing and supervising all matters relating to regulations regarding players' status, change of status, and transfer in accordance with FIFA Regulations: Status and Transfer of Players, and determining the players' status in various levels of PSSI competitions.
- (2) The Executive Committee may draw up regulations governing the Players' Status Committee's powers of jurisdiction.
- (3) The Players' Status Committee shall report to the Executive Committee, in cases of disputes involving members, players, match and player agents and officials of matches to be brought up to the Arbitration level as provided in the FIFA Statutes.

Of the three standing committees studied in this research, the players' status committee is the least commonly found. Fourteen national associations do not explicitly mention the existence of a players' status committee in their statutes. However, it is possible that issues concerning players' status are treated in another committee. In England, for example, FA Sanctions and Regulations Committee is responsible for players' status issues. Similar cases have also been found in Switzerland, Poland and Tunisia.

Members of the players' status committee are usually elected by the executive committee or the general assembly, as described above for the referee committee.

The disciplinary committee is responsible for judging offences committed by its members and imposing sanctions on them. For example, the duties of FAZ Disciplinary Committee are presented as follows in the statutes:

- i. The function of the Disciplinary Committee shall be governed by the FAZ Disciplinary Code. The Committee shall pass decisions when at least three (3) members including the Chairman or vice chairman are present. In certain cases, the chairman shall rule alone in accordance with Article 14 of the FAZ Disciplinary Code.
- ii. The Committee may pronounce the sanctions described in this Constitution and the FAZ Disciplinary Code on Member Associations, Member Clubs, Officials, Players, Match and Players' Agents.
- iii. These provisions are subject to the disciplinary powers of the FAZ Council and the Executive Committee with regard to the suspension and expulsion of Members.

Disciplinary committees exist in all national associations. Members of the disciplinary committee are – as the two previously analysed standing committees – most of the time chosen by the executive committee or the general

assembly. For this reason, it is difficult to know who the members of the disciplinary committees are and whose interests they represent.

Only five national associations (Germany, England, Switzerland, Norway and Japan) have explicitly reported league representation in their disciplinary committee. For example, ASF/SFV Disciplinary Committee is composed of twelve members. All three sections of the ASF/SFV (Swiss Football League, Erste Liga and Amateur Liga) put forward potential candidates and the General Assembly elects four members per section.

In a few national associations the statutes specify that disciplinary committee members must be independent and must have legal qualifications. This is the case in Spain, Italy, Ukraine, Australia and Qatar. The FIGC statutes explain, for example, that the members of the disciplinary committee must be either university professors, researchers, or doctors in business economics. One example of the ways in which national association seek to ensure the independence of disciplinary committee members is the *Reglamento de funcionamiento interno y administración de órganos disciplinarios de la RFEF*. This document stipulates for example that the members of the disciplinary committee must not accept invitations to attend a football match in the VIP area.

We can also note that many leagues (apart from leagues belonging to the association model with national association management) have their own standing committees. Therefore, the specific interests of leagues are often not explicitly represented in the national association standing committees presented above. Generally speaking, all issues concerning referees tend to remain in the hands of national associations. The following chapter explores in more detail the issue of the labour division between leagues and national associations.

### III. Division of labour between national associations and leagues

This chapter explores the distribution of activities between national associations and leagues with regard to five key areas of football governance:

- Organisation of competitions
- Players' status
- Disciplinary proceedings
- Sport arbitration
- Club licensing

Here we study how national associations and leagues share responsibilities in the management of each of the above areas. This will also provide a clear overview of the level of importance of each area in the governance of football at national level.

#### 1. Organisation of competitions

The organisational structure of five of the most common national competitions at worldwide level analysed in this research include<sup>33</sup>:

- National cup
- League cup
- Super cup
- Youth football competitions
- Women football competitions

33 The organisation of men's national leagues has not been taken into account as this has already been analysed in section I.

### 1.1. National cup

The national cup is usually a knock-out competition played by teams of the same country belonging to different levels of the football pyramid. The interest generated by the national cup lies in the fact that amateur teams have the possibility to play against professional teams. This can often make for unbalanced games, at least on paper, but also allows for the proverbial meeting of 'David vs. Goliath'.

As shown in the table below (tab. 18), all but three countries hold an annual national cup: Papua New Guinea, Honduras and Australia. However, concerning Australia, the FFA is expected to organise a national cup for the upcoming season (2014)<sup>34</sup>.

Table n°18: National cups<sup>35</sup>

Country	National cup	Organiser	Participating teams
England	Yes	National association	737 teams: all Premier and Football League teams and qualified teams from levels 1 to 6 of non-league football structure
France	Yes	National association	7420 teams: all teams from top tier (Ligue 1) to fifth tier (CFA 2) and qualified amateur teams
Germany	Yes	National association	64 teams: all Ligaverband teams, 4 top teams of the 3. Liga previous season, winners of the 21 regional associations cups and 3 regional associations teams
Italy	Yes	Top league (Lega Nazionale Professionisti Serie A)	78 teams: all Serie A and B teams, 27 Lega Pro teams and 9 LND teams
Norway	Yes	National association	128 teams: 80 Norsk Toppfotball and Divisjonforeningen teams and 48 qualified teams
Poland	Yes	National association	48 teams: all Ekstraklasa and I Liga teams and 14 qualified amateur teams
Spain	Yes	National association	84 teams: all LNFP teams, qualified Segunda B teams and Tercera division groups champions
Switzerland	Yes	National association	64 teams: 20 SFL teams, 18 Erste Liga teams and 26 qualified teams from Liga Amateur

34 Interview with Jo Setright, FFA Head of Legal, Business Affairs and Integrity, 4<sup>th</sup> November 2013

35 In England, 'non-league' football concerns all football championship competitions below the Premier League and the Football League. In India, 'Services' teams are governmental institutions teams (army, police, etc.). In Mexico, as in many Latin American football competitions, Copa MX is divided between two annual tournaments: the *apertura* (opening, from July to December) and the *clausura* (closing, from January to May). In Brazil, the CBF establishes clubs and states rankings (Ranking Nacional de Clubes and Ranking Nacional de Federações) in order to determine which clubs will enter a competition (Copa do Brasil, Copa Libertadores, etc.).

Country	National cup	Organiser	Participating teams
Ukraine	Yes	National association and top leagues (Premier League/Professional Football League)	55 teams (2012-2013 edition): 16 Premier League, 17 1 <sup>st</sup> League, 22 2 <sup>nd</sup> League teams and the teams which played the Amateur cup final
Cameroon	Yes	National association	64 teams: all Elite One and Two teams and 36 qualified teams
Cape Verde	Yes	National association	N/A
Ivory Coast	Yes	National association	N/A
Kenya	Yes	National association	N/A
Senegal	Yes	National association	N/A
South Africa	Yes	National association (early stages)/top league (National Soccer League)	32 teams: all Premier Division teams and 16 qualified teams
Tunisia	Yes	National association	32 teams: all Ligue 1 teams and 16 qualified amateur teams
Zambia	Yes	National association	8 teams: 6 top Premier League teams and top team of each Division One groups
Australia	No	-	-
India	Yes	Independent company	22 teams: 12 qualified teams, 4 I-League teams, 4 I-League 2nd division teams and two 'services' teams
Indonesia	Yes	N/A	N/A
Japan	Yes	National association	88 teams: all J. League teams, JFL top team and 47 regional associations cup winner
Qatar	Yes	National association	18 teams: all QSL teams and 4 2nd division teams
Singapore	Yes	National association	16 teams: all S. League teams and 4 invited teams
Honduras	No	-	-
Jamaica	Yes	Top league (Professional Football Association of Jamaica)	16 teams: National Premier League teams and regional championships winners
Mexico	Yes	Top leagues (Liga MX/ Ascenso MX)	Copa MX Apertura: all Liga MX teams apart from those playing the CONCACAF Champions League (14 teams) and 14 Ascenso MX teams (28 total) Copa MX Clausura: all Liga MX teams apart from those playing the CONCACAF Champions League and Copa Libertadores (11 teams) and 13 best teams of the Ascenso MX Apertura championship (24 total)
USA	Yes	National association	68 teams: 16 MLS, 6 NASL, 12 USL PRO and 34 amateur teams
Brazil	Yes	National association	86 teams: 6 teams qualified for Copa Libertadores, 70 best teams from regional leagues (number of teams/ state depending on the ranking of the state) and the 10 best teams from the CBF team ranking (apart from teams already qualified thanks to the two first factors)
Chile	Yes	Top league (Asociación Nacional de Fútbol Profesional)	32 teams: all Primera División and Primera B teams
Venezuela	Yes	National association	38 teams: all Primera División and Segunda División teams
New Zealand	Yes	National association	128 teams: qualified teams from every division (apart from Premiership clubs)
Papua New Guinea	No	-	-



Where a national cup exists, the national association is, in most cases, responsible for its organisation. Two factors can explain the predominance of the national association as the national cup organiser<sup>36</sup>:

- Nine cases (Norway, Tunisia, Ivory Coast, Cape Verde, Zambia, Singapore, Brazil, Venezuela and New Zealand) concern countries in which top tier leagues are entirely managed by the national association (association model with national association management). This means that the national association is the only governing football structure at national level in these countries and that, consequently, all national competitions are organised by the national association.
- In ten cases (Spain, France, Germany, England, Switzerland, Poland, Cameroon, Japan, Qatar and USA) the organising national association falls under either the association model with self-management or the separate entity model. However, as the national cup gathers teams coming from different tiers of the football pyramid, the national association takes over the organisation of the cup because it is the supreme football authority in the country and then includes all leagues (through affiliation or shareholding) under its administrative umbrella.
- In four cases, the national cup is organised by the top tier league. All these cases are leagues under the association model with self-management (Italy, Mexico and Chile) or separate entity leagues (Jamaica). Two of these national cups (Chile and Mexico) are actually played only by teams belonging to the league which organises the competition and, as a result, do not include any amateur teams. In Jamaica, National Premier League (top tier championship) teams and the winners of regional championships compete for the national cup, which is organised by the top tier league (PFAJ). Italy is a unique case here because, while the teams competing in the national cup come from different leagues, it is the top tier league (Lega Nazionale Professionisti Serie A) which is in charge of the organisation of the competition, and not the national association.

A few other cups are organised in a different manner including a hybrid national association -league joint model. The situation in Ukraine is such that the national cup is jointly organised by the second top tier league (Professional Football League, which organises first and second round of the competition), the top tier league (Premier League, third round) and the national

36 The cases of Senegal, Kenya and Indonesia national cups cannot be explained because information concerning the competition format is not available.

association (FFU, final). Teams belonging to the Premier League and Professional Football League are joined by the two national amateur cup finalists<sup>37</sup>.

In South Africa, the tournament is organised jointly by the national association (SAFA) and the top tier league (NSL). The SAFA is in charge of the early stages of the competition, which only features teams not belonging to the NSL. As soon as NSL teams enter the competition, the NSL takes over the organisation of the cup.

In India, the national cup (Durand Cup) is organised by an independent company, the Durand Football Tournament Society. However, the competition is 'conducted under the aegis of All India Football Federation'<sup>38</sup>.

It should also be noted that in some countries, additional national cups are organised for amateur or lower level teams. For example, the FA organises the FA Trophy for teams from the fifth to the eighth tier of the English football pyramid. In Italy, Lega Pro (Italian third tier league) organises the Coppa Italia Lega Pro, involving teams belonging to that league. In Ukraine, a national amateur cup is organised for amateur clubs.

### *1.2. League cup*

In contrast to a national cup competition which draws teams together from different levels of the footballing pyramid, a league cup refers to a competition reserved for teams belonging to the same league. The organisation of this kind of cup is thus dependent on the existence of a particular league entity. Usually league cups are only played in countries where the league follows the association model with self-management or the separate entity model. Moreover, as the league cup is only played by teams belonging to the league in question, the latter is responsible for the organisation of the competition.

The league cups in Singapore and India are exceptions. As the S. League (Singaporean top tier league) and the I-League (Indian top tier league) are entirely managed by the national association – they are association model leagues with national association management – the league cup is then organised by the national association as well.

37 E-mail communication with Victor Derdo, FFU Professional Football Committee, 25<sup>th</sup> November 2013

38 [http://www.durandfootball.com/about\\_us.html](http://www.durandfootball.com/about_us.html) (last consultation: 6<sup>th</sup> of November 2013)

Of the thirty-two countries surveyed, only eight league cups were identified (tab. 19). Thus, apart from a minority, this type of competition is not common at worldwide level.

Table n°19: League cups

<b>Country</b>	<b>Organiser</b>	<b>Participating teams</b>
England	The Football League	92 teams: all Premier and Football Leagues teams
France	Ligue de Football Professionnel	43 teams: all Ligue 1 and Ligue 2 teams and professional teams from National (third top tier division)
Senegal	Ligue Sénégalaise de Football Professionnel	N/A
South Africa	National Soccer League	16 Premier Soccer League teams
India	National association	20 teams: 14 I-League teams and 6 qualified teams from I-League 2nd Division
Japan	J. League	18 J1 teams
Qatar	Qatar Stars League	12 QSL teams
Singapore	National associaton	12 S. League teams and 4 qualified National Football League teams

### *1.3. Super cup*

Beyond national leagues and cups which are played throughout the season, a super cup usually refers to a single match competition played between the winner of the country's top division and the winner of the national cup. It is usually played as a 'season opener' – that is to say, just before the beginning of the top division championship.

The table below (tab. 20) shows that a super cup takes place in the majority of the countries surveyed (twenty out thirty-two). Two different super cups are organised in Kenya – one with the basic super cup format (top league winner vs. national cup winner) and the other under the form of a tournament between the top eight teams of the previous year's top tier league championship. Apart from the Kenyan case, only two super cups are played under a format different from the more traditional model: South Africa's and Qatar's super cups.

Table n°20: Super cups

<b>Country</b>	<b>Super cup</b>	<b>Organiser</b>	<b>Competition format</b>
Spain	Yes	National association	Top division winner vs. national cup winner
Italy	Yes	Top league	Top division winner vs. national cup winner
France	Yes	Top League	Top division winner vs. national cup winner
Germany	Yes	Top league	Top division winner vs. national cup winner
England	Yes	National association	Top division winner vs. national cup winner
Switzerland	No	-	-
Poland	Yes	Top league	Top division winner vs. national cup winner
Ukraine	Yes	Top league	Top division winner vs. national cup winner
Norway	No	-	-
Tunisia	Yes	National association	Top division winner vs. national cup winner
Ivory Coast	Yes	National association	Top division winner vs. national cup winner
Cape Verde	Yes	National association	Top division winner vs. national cup winner
South Africa	Yes	Top league	Previous season's top 8 Premier Division teams
Zambia	Yes	National association	Top division winner vs. national cup winner
Senegal	Yes	N/A	N/A
Cameroon	No	-	-
Kenya	Yes	N/A	Top division winner vs. national cup winner
Kenya	Yes	Top league	Previous season's top 8 KPL teams
India	No	-	-
Indonesia	Yes	N/A	Top division winner vs. national cup winner
Singapore	Yes	National association	Top division winner vs. national cup winner
Japan	Yes	Top league	Top division winner vs. national cup winner
Australia	No	-	-
Qatar	Yes	Top league	Previous season's top 4 QSL teams
Mexico	Yes	Top league	Top division winner vs. national cup winner
USA	No	-	-
Honduras	No	-	-
Jamaica	No	-	-
Brazil	No	-	-
Chile	No	-	-
Venezuela	No	-	-
New Zealand	Yes	National association	Regular season winner vs. playoffs winner
Papua New Guinea	No	-	-

For the eighteen national associations organising a super cup for which information was available, eight super cups are organised by the national association while ten are run by the top tier league. For countries in which the top tier league follows the association model with self-management or the separate entity model, the super cup is most often organised by the league (eleven cases – Italy, France, Germany, Ukraine, Poland, South Africa, Kenya, Singapore, Japan, Qatar and Mexico) while the Spanish and English super cups are organised by the national association.

#### *1.4. Youth football and women's football competitions*

The final area of competition addressed here covers youth and women's football. In the thirty-two countries surveyed, two models of youth football competition organisation were identified:

- In the first model, the national association is in charge organising all youth football competitions at national level.
- In the second example, the top tier league organises the elite youth competition, while the national association (or another entity) organises other national youth competitions.

The most common model (in twenty-four of the thirty-two countries surveyed) is the first system, in which the national association organises all youth football competitions. The other cases are presented in the table below (tab. 21):

Table n°21: Youth football competitions

<b>Country</b>	<b>Organiser</b>
England	Premier League organises elite youth football competitions (U-21 and U-18)
Italy	Lega Nazionale Professionisti Serie A organises elite youth football competitions (U-19)
Ukraine	Premier League organises elite youth football competitions (U-21 and U-19)
Indonesia	Indonesia Super League organises elite youth football competitions (U-21)
Japan	J. League organises elite youth football competitions (U-18, U-16, U-15, U-14 and U-13)
Mexico	Liga MX organises elite youth football competitions (U-20 and U-17)
USA	USSF has its own Development Academy but USSF affiliated organisations and college/university associations also organise youth football competitions
Chile	Asociación Nacional de Fútbol Profesional organises elite youth football competitions (from U-8 to U-19)

When a league organises its own youth competitions, it is generally at an elite level. This only occurs if leagues follow either the association model with self-management or the separate entity model. Lower levels of youth football competitions are almost exclusively organised by the national association. However, lower leagues also sometimes organise their own youth football competitions. The Football League, English second tier league, for example, organises its own U-18 football competition called ‘The Football League Youth Alliance’. However, the national youth cup is organised by the FA.

The USA is a unique case. While the USSF organises elite youth football competitions (Academy leagues for U-13/14, U-15/16 and U-17/18), other USSF affiliated associations (US Youth Soccer, American Youth Soccer Organization, US Club Soccer, etc.) also organise youth football competitions. Furthermore, similar to every major sport in the USA, football is also played by colleges and universities. As such, specific and university sport associations (NCAA, NAIA, etc.) also organise youth football competitions throughout the country.

All women’s football competitions in the countries surveyed are organised by the national association<sup>39</sup>. However, in Italy, the amateur league organises national women’s football through its Women’s Football Department. Furthermore, as mentioned in the first chapter of the study, in the USA, the top tier league (NWSL) is managed by the national association, but is also financed by the Mexican and Canadian associations. However, lower tier championships are managed by separate entity leagues. For example, the W-League is managed by the USL, the Women’s Premier Soccer League is managed by the WPSL and the USASA women’s football championships are managed by USASA.

## 2. Players’ status

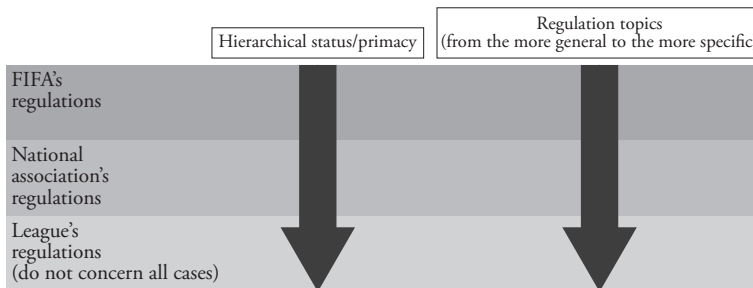
Having discussed competition organisation, we now move to the second of the five key areas of football governance: players’ status. For each national association surveyed, in order to understand which entity – national association or league – deals with players’ status issues, we studied, where available, the regulations concerning the following points (non-exhaustive list):

39 Information concerning women’s football competitions in Mexico was not available.

- Status of the players (amateur or professional)
- Registration of players (eligibility – conditions and requirements; transfer; player's registration)
- Contract stability (termination of contract)
- Protection of minors
- Training compensation and solidarity mechanisms
- Wages
- Quotas and limits (local players, academy players, rosters, etc.)

This section only provides an overview of these issues rather than a full point-by-point discussion. These issues are primarily governed by FIFA through its standard regulations referring to players' status. The national association must then set up players' status regulations in compliance with FIFA's Regulations on the Status and Transfer of Players<sup>40</sup>. The related national association regulations must include some compulsory articles from the aforementioned FIFA rules and must be approved by the world governing body. In some instances, the league will draft specific regulations concerning players' status issues. These must match both with those of FIFA and the national association (fig. 6). Generally, league regulations have to be approved by the national association before implementation.

Figure n°6: Standard players' status regulations model



According to our findings, two national association models govern players' status issues at national level:

- In the national association model, regulations about players' status are exclusively issued by the national association, in compliance with FIFA regulations.

40 <http://www.fifa.com/aboutfifa/officialdocuments/doclists/laws.html#transferts> (last consultation: 8<sup>th</sup> November 2013)

– In the mixed national association-league model, the league adds specific players’ status regulations to those of the national association. The table below (tab. 22) categorises national associations according to these two models:

Table n°22: Entity governing players’ status issues

<b>National association</b>		<b>National association-league</b>		<b>Other</b>
Italy	Australia	England	Japan	France
Norway	India	Germany	Honduras	
Poland	Indonesia	Spain	Mexico	
Cameroon	Qatar	Switzerland	USA	
Cape Verde	Singapore	Ukraine	Chile	
Ivory Coast	Jamaica	South Africa		
Kenya	Brazil			
Senegal	Venezuela			
Tunisia	New Zealand			
Zambia	Papua New Guinea			

As briefly stated previously, the national association model refers to a country in which all regulations and rules concerning players’ status issues are administered by the national association. For example, in New Zealand, NZF regulations 5 (‘Status of Players’) and 10 (‘National League Regulations’) give instructions about players’ status issues. Regulation 5 deals particularly with:

- Registration
- Registration periods
- Player passport
- Player transfers
- Unregistered players
- Enforcement of disciplinary suspensions
- Transfer fees
- Training compensation
- Release of players for National Association representative matches
- Guest players

In regulation 10, the NZF outlines some control mechanisms such as quotas and limits for National League rosters, as demonstrated in the following article:



- 8.1 In each National League season, each franchise club shall name and contract (in accordance with 8.11) a squad consisting of a maximum of twenty five (25) players ('Franchise Club Players') of which five (5) must be Academy players as defined in 8.2. Further, each franchise must include on the team list for each match a minimum of two (2) Academy players.

In New Zealand – as in many other countries – the national association reproduces FIFA's players' status regulations and adds some further specific rules. Some national associations (Ivory Coast, Cape Verde, Zambia, Papua New Guinea) simply refer to FIFA regulations without adding additional points. For example, article 7 of FIF statutes states:

1. Players' status and transfer forms are governed by the FIF Executive Committee in conformity with the FIFA Regulations on the Status and Transfer of Players<sup>41</sup>.

The national association model concerning players' status regulations is used in every country in which the league is an association model league with national association management. This is logical as the national associations in those countries are responsible for every aspect of league management. In addition, some leagues with self-management (categorised either in the association model with self-management or in the separate entity model) also have players' status issues regulated only by the national association. This is the case in Italy, Senegal, Cameroon, Qatar (all of these being association models with self-management) and in Poland, Kenya and Indonesia (separate entity model leagues).

The second major model is the national association-league mixed model. Here, the league establishes players' status regulations in order to bring additional clarification or restrictions to existing national association and FIFA regulations. This model is only encountered in countries in which the league follows the association model with self-management or the separate entity model. For example, in South Africa, NSL Rules comprise an entire chapter dedicated to 'the Status, Registration and Transfer of Players'. At the beginning of the chapter, it is stipulated that:

- 23.1 These rules deal with the status and eligibility of players, as well as the rules applicable whenever players move between clubs within the League's jurisdiction and between such clubs and other clubs within the jurisdiction of SAFA or other national associations.

41 Translation, see appendices for original text.

- 23.2 These rules are designed to give effect to the general principles of the FIFA regulations within the constraints imposed by the constitution of the Republic of South Africa and other relevant provisions of South African law.

Furthermore, SAFA's Regulations on the Status and Transfer of Players state that:

- 1.1. These regulations deal with the status and eligibility of players, as well as the rules applicable whenever players move between clubs within SAFA's jurisdiction and between such clubs and clubs within the jurisdiction of other national associations.

This example shows that a league can issue its own regulations regarding the status of players. However, as the league is under national association and FIFA jurisdiction, regulations issued by the former must not contradict those of the national or world governing bodies.

Honduras is a specific example of the national association-league model as all issues concerning players' status, apart from training compensation, are regulated by the league (Liga Nacional de Fútbol Profesional). Questions pertaining to training compensation are regulated by the Tribunal Nacional de Arbitraje de Fútbol, which is an independent court managed by FENAFUTH.

Players' status issues are implemented in a very specific way in France. As in many cases of the national association-league mixed model, the LFP has its own regulations. However, standard national rules are not established by the national association, but are specified in the Charte du football professionnel (professional football charter). This document is a collective agreement developed by the governing authorities of French football:

- Fédération Française de Football (French association)
- Ligue de Football Professionnel (top tier league)
- Union des Clubs Professionnels de Football (professional football clubs union)
- Union Nationale des Footballeurs Professionnels (professional football players national union)
- Union Nationale des Entraîneurs (coaches national union)
- Cadres Techniques Professionnels du Football (football professional technical managers)

This charter explains all conditions of employment relative to professional football and, therefore, players' status.

State laws can also have an impact on football governance. In the situation concerning the eligibility of a player with regards to nationality, some state laws must be taken into consideration. For example, in countries applying European Union laws, following the Bosman ruling, it is impossible for a national association or a league to impose nationality quotas on players in a team. However, some national associations and leagues have introduced specific regulations in order to protect domestically trained players.

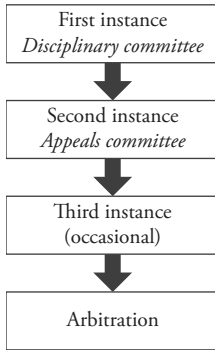
In Switzerland, SFL's *Règlement sur la Qualification des Joueurs de la SFL* stipulates that, of the maximum twenty-five players that a club can register, a maximum of seventeen players can be non-locally trained players. A locally trained player is a player who has been registered with an ASF/SFV club for at least three seasons or thirty-six months between his fifteenth and twenty-first birthdays.

In Italy, the presence of non-EU (European Union) players is regulated by immigration law at State level. This sets a maximum number of professional athletes who can be registered each year. CONI is then responsible for establishing quotas per sports organisation, including the FIGC. The latter also sets rules defining quotas for football clubs.

### 3. Disciplinary proceedings

The third key area discussed here is the role of disciplinary proceedings. Disciplinary cases in professional football are usually managed according to a universal model. First instance decisions are taken by a disciplinary committee, while second instance decisions are taken by an appeals committee. In a few cases, a tribunal of the third instance settles the dispute. If necessary, the case is then heard by an arbitration court (fig. 7).

Figure n°7: Standard disciplinary proceedings in football



In this section we have researched which football governing entity – national association or league – is responsible for internal disciplinary proceedings, from the first to the second stage and through to an eventual third instance in the process. Similar to players’ status, we find both national association and national association-league models as well as a third system, organised by the league. The majority of leagues fit into one of these three categories (tab. 23):

- In the national association model, the national association organises each step of the disciplinary proceedings.
- In the league model, the league organises all steps of the disciplinary proceedings.
- In the mixed model, the league has its own disciplinary committee but the appeal committee is administered by the national association.

Table n°23: Entity governing disciplinary proceedings

<b>National association</b>		<b>League</b>	<b>Mixed</b>	<b>Other</b>
England	Indonesia	Switzerland	France	Germany
Norway	Qatar	Cameroon	Italy	Spain
Ukraine	Singapore	USA	Poland	Japan
Cape Verde	Honduras	Chile	Kenya	Brazil
Ivory Coast	Jamaica		Senegal	
Tunisia	Mexico		South Africa	
Zambia	Venezuela			
Australia	New Zealand			
India	Papua New Guinea			

In the national association model, the basic disciplinary system is to have, as mentioned before, a disciplinary committee as first instance which is then followed by an appeals committee. This is the situation in Zambia, for example. Article 45 on judicial bodies of FAZ statutes stipulates that:

1. The Judicial Bodies of FAZ are:
  - i. Disciplinary Committee
  - ii. FAZ Council Appeal Committee
  - iii. Arbitration Tribunal

In some cases, disciplinary proceedings are divided into several entities, with each having a specific jurisdiction. For example, in Jamaica, JFF rules and regulations concerning the top tier championship stipulates that the Competitions' Committee can act as a first instance body and impose penalties (suspension, fines, etc.) if the issue does not concern the other JFF first instance body, the Complaints and Disciplinary Committee. Appeals are treated exclusively by JFF Appeal Committee.

National associations following this kind of disciplinary procedure are mostly located in countries in which the top tier league structure has been categorised as an association model league with national association management described in the first chapter of this study. However, other league structures are also represented such as the models used in Germany, Ukraine, Qatar, Mexico and Honduras (association model league with self-management), as well as in England and Indonesia (separate entity model leagues). In England, the national association reviews most disciplinary cases. However, it is possible for some 'off-field' issues not to be covered by the national association rules and regulations. These cases are treated by the league (Premier League).

Shifting focus to the second model of countries where the league manages the process, the procedure can be either traditional – single first and second instances – or divided into specific jurisdictions. In Cameroon, for example, the Ligue de Football Professionnel has a traditional disciplinary system, with the first instance Commission d'Homologation et de Discipline and the second instance Commission d'Appel. Alternatively, the Swiss Football League has six first instance judicial bodies (licences commission, disciplinary order judges, disciplinary committee president adjudicating as single judge, disciplinary committee, players' qualification committee and transfers committee) and two second instance panels (licences appeal committee and appeal court), as explained in article 16 of the SFL statutes.

Within the league model, two countries have specific characteristics:

- MLS has a disciplinary committee but no second instance body. The MLS Commissioner acts as the second instance body and provides a final decision if necessary.
- In Chile, the ANFP (Chilean top tier league) has three first instance entities: Tribunal de Disciplina de l'ANFP, Tribunal de Assuntos Patrimoniales and Tribunal de Honor. However, we could not find any second instance body in the ANFP or FFC documents.

The third model discussed here is the league-national association mixed model. In this scenario the league often administers the first instance stage of the process, while the national association is responsible for appeal decisions concerning professional football. In South Africa, for example, first instance decisions concerning the National Soccer League belong to NSL Disciplinary Committee or to NSL Dispute Resolution Chamber. However, if the decision is contested, the appeal judgment is rendered by SAFA Appeal Committee. In Italy, 'on-field' issues are treated according to the league-national association mixed model but more 'severe' cases are heard on a case-by-case basis.

All national associations with league and national association-league models from a disciplinary perspective have association model leagues with self-management or separate entity leagues.

There are several countries whose disciplinary structure does not match with one of the three previously explained models. In Germany and Japan, jurisdiction concerning disciplinary proceedings is shared between the national association and the league. In Germany, the national association is responsible for disciplinary proceedings related to issues occurring during matches. The league administrates procedures concerning violations of licensing regulations. In Japan, the top tier league usually handles day-to-day issues (suspensions, sanctions, etc.) while the national association runs procedures in so-called 'severe' cases (corruption, match-fixing, etc.). The extent of each entity's duties is usually described in their respective statutes.

Finally, two countries have specific disciplinary proceedings:

- In Spain, both first and second instance bodies are part of the top tier league (LNFP) organisation, as in the basic league model. However, there is a third instance body, the Comité Español de Disciplina Deportiva, which is administered by the Spanish government.
- In Brazil, all disciplinary decisions are taken by Brazilian state judicial bodies responsible for sport justice.

We now move to the question of sport arbitration, the fourth key area identified.

#### 4. Sport arbitration

In sport, when a dispute cannot be resolved by the first or second (or potentially third) instance judicial body, the parties usually resort to an arbitration tribunal. The Switzerland-based CAS (Court of Arbitration for Sport) is the supreme arbitration tribunal for sport disputes. It is possible however that sport governing bodies in some countries can have access to their own national level arbitration court, which can be used before resorting to CAS.

FIFA statutes<sup>42</sup> stipulate that football governing bodies – national associations and leagues – must recognise CAS as the ultimate arbitration court. Article 68 of FIFA statutes stipulates that national associations must insert a provision for arbitration in their own statutes. Here, we studied which football governing body – national association, league or other – is responsible for the administration of the arbitration tribunal when the dispute concerns top tier football stakeholders. Our research has revealed four main categories of entities administering the arbitration court (tab. 24):

- National association
- Top tier league
- Sport-related body: National Olympic Committee or National Sport Justice
- CAS (national associations in this category directly refer to CAS when an arbitration procedure is necessary)

Table n°24: Entity governing arbitration proceedings

National association		League	Sport-related body	CAS	Other
England	Zambia	Spain	France	Switzerland	Germany
Norway	Australia		Italy	Ukraine	Japan
Poland	India		Tunisia	Venezuela	Singapore
Cameroon	Indonesia		Brazil		Mexico
Cape Verde	Qatar				USA
Ivory Coast	Honduras				New Zealand
Kenya	Jamaica				
Senegal	Chile				
South Africa	Papua New Guinea				

42 <http://fr.fifa.com/aboutfifa/organisation/statutes.html> (last consultation: 3<sup>rd</sup> December 2013)

In the first category, the national association creates and sets up its own arbitration court. Six national associations (Poland, Norway, Ivory Coast, Senegal, Australia and Honduras) have a permanent arbitration court. Concerning the other national associations, their statutes stipulate that they 'shall create' an arbitration court when deemed necessary. For example, article 50 of PNGFA statutes which concerns dispute arbitration states the following:

Papua New Guinea Football (Soccer) Association shall create an Arbitration Tribunal, which shall deal with all internal national disputes between PNGFA, its Members, Players, Officials and match and players' agents that do not fall under the jurisdiction of its judicial bodies. The Executive Committee shall draw up special regulations regarding the composition, jurisdiction and procedural rules of this Arbitration Tribunal.

Similar cases have been encountered in Cape Verde, South Africa, Cameroon, Kenya, Zambia, India, Indonesia, Qatar, Jamaica and Chile.

Under the league model, the Spanish LNFP is the only league surveyed which has created its own arbitration court, the Tribunal Arbitral del Fútbol.

Regarding the third category (sport-related bodies), in Italy and Tunisia, the arbitration proceedings are set up by their respective National Olympic Committee. In contrast, if the CBF retains the prerogative to create an arbitration court for very specific issues, most of the professional football-related issues are arbitrated by the National Sport Justice, as explained in article 73 of CBF statutes:

CBF shall create an arbitration court to settle internal disputes [...] if these latter do not concern the constitutional authority assigned to Sport Justice<sup>43</sup>.

The fourth category pertains to countries that have no intermediate arbitration court at national level which is the case in Switzerland, Ukraine and Venezuela. If a dispute must be heard by an arbitration court, the case is taken directly to the CAS, as explained in article 51 of the FFU statutes:

The Court of Arbitration for Sport (CAS) (Lausanne, Switzerland) has the exclusive competence to adjudicate all disputes within the limits of FIFA and UEFA activities as well as appeals from the decisions of the FFU Appeals Committee as the final instance organ. The Court of Arbitration for Sport (CAS) does not accept appeals from the decisions concerning suspensions for four matches or for the term of up to three months.

43 Translation, see appendices for original text.



Beyond the four categories mentioned some leagues and national associations refer in their statutes and regulations to an arbitration tribunal without specifying which entity creates and sets up the actual tribunal. This is the case in Germany, Singapore and New Zealand. Further research would be needed to determine precisely how arbitration proceedings are managed in Japan, Mexico and USA.

## 5. Club licensing

Having addressed the first four key areas – competitions, players' status, disciplinary and arbitration – this section discusses the final area: club licensing. The purpose of club licensing regulations is to define minimum requirements for a club to participate in a competition. The licence is usually issued by the governing body organising the competition in question – league, national association or continental confederation. In order to obtain the licence, a club must fulfill a wide range of criteria. These criteria can be of sporting, legal, financial, infrastructure and/or administrative nature. Here we studied which entity – league, national association or other – is responsible for defining and issuing club licences in each of the countries surveyed.

FIFA issues standard regulations concerning club licensing that must be incorporated in domestic (national association or league) regulations<sup>44</sup>. FIFA club licensing regulations are general but with mandatory conditions. National associations and leagues generally add specific features to them. Continental confederation club licensing regulations are also important since clubs wishing to compete for continental competitions must fulfill them. As a result of this, football governing entities – national association or league – tend to integrate some features of continental confederation club licensing in their own regulations.

Considering the information presented above, the countries surveyed have been categorised in the following way (tab. 25):

<sup>44</sup> <http://fr.fifa.com/aboutfifa/officialdocuments/doclists/laws.html#tranferts> (last consultation: 27<sup>th</sup> November 2013)

Table n°25: Entity issuing club licences

National association		League	Other
Italy	Zambia	England	South Africa
Norway	Australia	France	Tunisia
Poland	India	Germany	Honduras
Ukraine	Indonesia	Spain	Brazil
Cameroon	Singapore	Switzerland	Venezuela
Cape Verde	Jamaica	Japan	
Ivory Coast	Mexico	Qatar	
Kenya	New Zealand	USA	
Senegal	Papua New Guinea	Chile	

In the first category, the national association is responsible for club licensing. For instance, in Mexico, article 6 of FMF's *Reglamento de Afiliación, Nombre y Sede* determines the requirements to be fulfilled by professional clubs in order to compete in the Liga MX (Mexican top tier league):

Affiliation to FMF is validated thanks to the Certificate of Affiliation, delivered by the FMF to Professional Clubs and State Associations from the Amateur Sector, after having satisfied the conditions stipulated in the Social Statutes, the present Regulations and the practical measures from the latter.

The Certificate of Affiliation is an untransferable qualification which is not subject to joint ownership and cannot be transferred to another body or legal transaction held by the owner<sup>45</sup>.

While, in some countries (Italy, Poland, Norway, Cameroon, Senegal, Zambia, India, Mexico and New Zealand), club licensing by the national association is already in effect, the process is still in preparation in others (Ivory Coast, Cape Verde, Kenya, Indonesia, Singapore, Australia, Jamaica and Papua New Guinea). In these cases, the statutes stipulate that the national association 'shall operate' club licensing regulations, as illustrated by article 38a of FFA statutes:

<sup>1</sup> FFA shall operate a club licensing system in accordance with the principles of the club licensing regulations of AFC and FIFA.

<sup>2</sup> The objective of the club licensing system is to safeguard the credibility and integrity of club competitions, to improve the level of professionalism of clubs in Australia, to

45 Translation, see appendices for original text.

promote sporting values in accordance with the principles of fair play as well as safe and secure match environments and to promote transparency in the finances, ownership and control of clubs.

<sup>3</sup> FFA shall issue club licensing regulations governing the club licensing system, as shown at Annexure K of these FFA Statutes. Inter alia, the club licensing regulations shall stipulate to which clubs the system applies. As a minimum, the club licensing system must be implemented in respect of top-division clubs which qualify for AFC club competitions on sporting merit. The club licensing bodies shall consist of the first-instance body and the appeals body. The members of these club licensing bodies shall be appointed by the executive committee.

In cases where the national association operates club licensing, all league structural models are represented – association model with national association management (Norway, Ivory Coast, Cape Verde, Zambia, India, Australia and New Zealand), association model with self-management (Italy, Cameroon, Senegal and Mexico) and separate entity model (Poland, Kenya, Indonesia and Jamaica).

A second entity responsible for club licensing is the league. All the national associations where leagues manage club licensing have association model leagues with self-management (Spain, France, Germany, Switzerland, Japan, Qatar and Chile) or separate entity leagues (England and USA). In Qatar for example, QSLM (Qatar Stars League Management) is responsible for the club licensing process, as explained in article 2.1. of the QSL Club Licensing Regulations:

- 2.1.1. QSLM shall be responsible for the QSLM Club Licensing System and shall appoint the relevant administrative and decision-making bodies.
- 2.1.2. The process shall be comprised of self-certification on part of the Clubs, together with an audit conducted by the QSLM.

In Qatar, as in many Asian and European countries, the continental confederation (here, AFC) club licensing criteria have been taken into account in order to define domestic regulations, as specified in article 1.1. of the QSL Club Licensing Regulations:

These Regulations govern the rights, duties and responsibilities of all parties involved in the QSLM Club Licensing System and define, in particular:

[...]

- c) The minimum sporting, infrastructure, personnel and administrative, legal and financial criteria to be fulfilled by a Club in order to be granted a License by the Licensor for entering the QSL and AFC Club Competitions.

In some countries in this category, club licensing proceedings are shared between the national association and the league. In England, for example, the FA oversees UEFA (Union of European Football Association) club licensing regulations and any additional rules stipulated within FA documents<sup>46</sup>. It should be noted, however, that some aspects of club licensing (finance, club ownership, infrastructure, etc.) are managed by the Premier League.

The last category of club licensing management models includes a variety of scenarios:

- In Venezuela, club licensing is partly regulated by a national law, the Ley Orgánica de Deporte, Actividad Física y Educación Física. The FVF also issues club licensing regulations (Normas Regulatoras de Categoría Nacional) through its Comisión de Torneos Nacionales.
- In Brazil, we did not find any national club licensing system. However, regional associations (twenty-seven state federations) have their own club licensing regulations.
- In South Africa, SAFA Constitution stipulates that ‘SAFA shall operate a Club licensing system in accordance with the principles of the Club licensing regulations of FIFA and CAF’ (art. 79), similar to some other countries where club licensing is managed by the national association. Yet the NSL defines some features which allow clubs to enter its competitions, such as regulations concerning club ownership and infrastructure inspections.

In conclusion, this chapter has shown that the league can only rarely act independently on the legislative aspects at a national level. In the cases where leagues do act independently, it applies to rather ‘strong’ leagues (financially independent leagues in the association model and separate entity model leagues). These ‘strong’ leagues, even though they do not always succeed in acting independently, often manage to reach a consensus with the national associations and this gives birth to a ‘mixed’ decision-making process.

The role of the national associations in these legislative areas still remains very important because they are the highest football governing bodies at national level. Despite the growing role of leagues and their member clubs at

46 E-mail communication with Jonathan Hall, The FA Director of Football Services, 27<sup>th</sup> November 2013

international level, the national associations remain the principal direct interlocutors with the continental confederations, which make decisions on access and participation rights to the lucrative continental competitions (UEFA Champions League, CONMEBOL Copa Libertadores, AFC Champions League, etc.)<sup>47</sup>.

47 For example, following years of pressure by the G-14 (an organisation representing some of the most important European clubs), European clubs have obtained a vote at UEFA's Professional Football Strategy Council which decides on a number of issues for continental competitions.

## IV. League internal governance

The previous chapters have focused on the relationships between associations and leagues, as well as on the representation of the latter in the former. To complete the picture, the last chapter provides a description of the stakeholders who are represented in the internal governing bodies of the league. This allows us to highlight governance mechanisms in league structures. This chapter is divided into two main sections.

Section one considers leagues entirely managed by the national association (association model with national association management). The type of entity in the national association organisation – standing committees, offices, etc. – and the relevant affiliations of their members to other football interest groups are described.

The second section concerns leagues not managed by the national association (association model with self-management and separate entity model) and reveals the composition of their executive committee and general assembly. In addition, executive committees, the election/appointment processes, terms of mandate and chairman/CEO/executive committee prerogatives are studied. Furthermore, the admittance/removal mechanisms for clubs to/from the league and their consequences on the management of the league are also discussed.

The table below (tab. 26) displays the distribution of leagues according to their structural models and the section from chapter 4 in which they are studied.

Table n°26: League distribution according to chapter IV analyses

<b>League with national association management (association model with national association management) (studied in 4.1.)</b>	<b>League with independent managing structure (association model with self-management/separate entity model) (studied in 4.2.)</b>
Norsk Toppfotball (Norway)	Ekstraklasa (Poland)
Campeonato Nacional (Cape Verde)	Lega Nazionale Professionisti Serie A (Italy)
Ligue National du Football Professionnal (Tunisia)	Liga Nacional de Fútbol Profesional (Spain)
Ligue Professionnelle (Ivory Coast)	Ligaverband (Germany)
Premier League (Zambia)	Ligue de Football Professionnel (France)
A-League (Australia)	Premier League (England)
I-League (India)	Swiss Football League (Switzerland)
S. League (Singapore)	Ukrainian Premier League (Ukraine)
Campeonato Brasileiro (Brazil)	Ligue de Football Professionnel du Cameroun (Cameroon)
Primera División (Venezuela)	Ligue Sénégalaise de Football Professionnel (Senegal)
National League (New Zealand)	National Soccer League (South Africa)
National Soccer League (Papua New Guinea)	Premier League (Kenya)
	Indonesia Super League (Indonesia)
	J. League (Japan)
	Qatar Stars League (Qatar)
	Liga MX (Mexico)
	Liga Nacional de Fútbol Profesional (Honduras)
	Major League Soccer (USA)
	Professional Football Association of Jamaica (Jamaica)
	Asociación Nacional de Fútbol Profesional (Chile)

## 1. Internal governance: association model leagues with national association management

Within the association model with national association management, leagues are entirely managed by the national association. Therefore, they are not usually governed by an executive committee and a general assembly but rather by a specific structure which is part of the national association organisation (tab. 27). For example, this structure can be a standing committee directly linked to the national association executive committee or a specific office, which sometimes has its own administration.

Table n°27: League governing entity in national association<sup>48</sup>

League	Governing body	Number of members	Election/appointment process
Norsk Toppfotball (Norway)	Competitions Department	N/A	Head of the department appointed by NFF General Secretary
Campeonato Nacional (Cape Verde)	FCF Organizing Committee	N/A	Appointed by FCF Executive Committee
Ligue National de Football Professionnel (Tunisia)	Bureau de la LNFP	12	4 appointed by FTF Executive Committee and 8 by the clubs
Ligue Professionnelle (Ivory Coast)	Bureau de la Ligue Professionnelle	15	Appointed by FIF Executive Committee
Premier League (Zambia)	FAZ Premier League and Organizing Committee	12	11 appointed by FAZ Executive Committee and one by the Referees Association
A-League (Australia)	FFA A-League department	N/A	Head of the department appointed by FFA CEO
I-League (India)	AIFF I-League Committee	N/A	Appointed by AIFF Executive Committee
S. League (Singapore)	S. League CEO	1	Appointed by FAS Executive Committee
Campeonato Brasileiro (Brazil)	CBF Diretoria de Competições	N/A	N/A
Primera División (Venezuela)	FVF Comisión de Torneos Nacionales	12	6 appointed by FVF Executive Committee and 6 club representatives
National League (New Zealand)	NZF Competitions and Events Manager	1	Appointed by NZF CEO/General Secretary
National soccer League (Papua New Guinea)	PNGFA National Soccer League Committee	N/A	PNGFA President and General Secretary are ex officio members, other members are appointed by PNGFA Executive Committee

Five of these top tier leagues are managed and organised by a standing committee belonging to the national association structure (Cape Verde, Zambia, India, Venezuela and Papua New Guinea):

- FCF Organizing Committee members are appointed by FCF Executive Committee.
- FAZ Premier League and Organizing Committee comprises twelve members, including a Chairman, a Vice Chairman, a Treasurer and eight other members, all appointed by FAZ Executive Committee. The remaining member is appointed by RAZ, the Referees Association of Zambia.
- I-League (Indian top tier league) Committee is constituted by AIFF Executive Committee. The I-League Committee shall create sub-commit-

<sup>48</sup> In Norway and Australia, the national association department responsible for the management of the league is composed by national association employees. They do not represent any other football interest groups and their number and their appointment processes are not taken into account in this study. Only the department head’s appointment process is analysed.



tees (Emergency Committee, Referees Committee, etc.) in consultation with the AIFF. Concerning the day-to-day management of the league, the AIFF appoints a CEO, two managers and two assistants.

- FVF Comisión de Torneos Nacionales comprises twelve members: six are appointed by the FVF while the six others are club representatives (four from Primera División and two from Segunda División clubs). This committee does not only organise and manage the top tier league but all leagues taking place at national level.

- Members of PNGFA National Soccer League Committee are appointed by PNGFA Executive Committee. PNGFA President and General Secretary are *ex officio* members of the committee. A Business Development Manager, a Competition Manager and an Assistant Competition Manager are responsible for the day-to-day management of the league.

The remaining leagues all possess a variety of organisational structures ranging from a CEO, national association department or a bureau which manages day-to-day affairs. In New Zealand, a manager appointed by the NZF is responsible for the organisation and management of the league. In Brazil, CBF Diretoria de Competições has equivalent functions.

In Norway and Australia, the national association department manages and organises the league. The A-League (Australian top tier league) department, supported by other specialists in the national association, is responsible for various aspects of the league management (operations, events, ticketing and football services, marketing, finance, regulations and disciplinary, media and referees). Similarly, NFF Competitions Department comprises five chapters (club licensing, laws and regulations, transfer and insurance, referees and delegates, competitions calendar and fixtures). In Australia, the national association CEO appoints the head of department, who is also the league CEO, appointment which must be approved by the national association Board. In Norway, he is appointed by the national association General Secretary.

In Singapore, the S. League is managed by a CEO, appointed by the national association Executive Committee. The CEO runs the day-to-day activities of the league and reports to the national association Executive Committee. Executive decisions such as admittance/removal of S. League clubs, for example, are decided by FAS Executive Committee or Council.

In Tunisia and the Ivory Coast, the national association entrusts the management of the league to an entity with its own administration. This entity is entirely part of the national association. For example, Tunisia's Ligue Nationale du Football Professionnel has its own President, Vice-Presidents

and Treasurer. It manages and organises professional football in Tunisia but remains under the control of the Bureau Fédéral, FTF Executive Committee. FTF's Bureau de la Ligue is composed of twelve independent members<sup>49</sup>. Four members are appointed by FTF Executive Committee, upon recommendation by the Tunisian Sports Minister, while the eight remaining members are elected by the Ligue National de Football Professionnel General Assembly, which is the official gathering for all professional clubs. The Bureau de la Ligue can create some standing committees in order to assist the General Assembly in the management and organisation of the league.

In the Ivory Coast, the Bureau de la Ligue Professionnelle is composed of fifteen members and assisted by six Counsellors and one Administrative Secretary. It is under the control of the FIF and its composition is determined by FIF Executive Committee.

Thus, the organisational structure of leagues run by national associations is varied even if five operate under a standing committee. We turn now to leagues not managed by their national association.

## 2. Internal governance: association model leagues with self-management and separate entity model leagues

This section explores four aspects of the league internal governance:

- the composition of the executive committee
- the powers of the executive committee
- the composition of the general assembly
- the league members admittance and removal mechanisms

Leagues following the association model with self-management or the separate entity model both have governing bodies which are independent from the national association. However, according to their structural model, the usual internal governance for each case is different.

49 Throughout this fourth chapter, we refer to 'independent members' as people who are not affiliated to any football interest groups (national associations, leagues, clubs, regional associations, players/referees/coaches associations, etc.). These people can be, for example, businessmen, lawyers, researchers, auditors, doctors and so on.

An association model league with self-management will, for most of the time, have the usual governing system of an association, with a general assembly including club representatives who elect an executive committee. A separate entity league will have the governing system of a company. The general assembly here is the general meeting of the shareholders, while the executive committee is the board of directors. While the executive committee of an association model league with self-management can include club representatives, the board of directors is mostly composed of independent people with no function inside league clubs.

As explained above, association model leagues with self-management and separate entity leagues have different governing systems. Therefore, for each of the four areas, they will be analysed separately beginning with leagues with self-management (tab. 28).

Table n°28: Independent league structural models

<b>Association model with self-management</b>	<b>Separate entity model</b>
Lega Nazionale Professionisti Serie A (Italy)	Ekstraklasa (Poland)
Liga Nacional de Fútbol Profesional (Spain)	Premier League (England)
Ligaverband (Germany)	National Soccer League (South Africa)
Ligue de Football Professionnel (France)	Premier League (Kenya)
Swiss Football League (Switzerland)	Indonesia Soccer League (Indonesia)
Ukrainian Premier League (Ukraine)	Major League Soccer (USA)
Ligue de Football Professionnel du Cameroun (Cameroon)	Professional Football Association of Jamaica (Jamaica)
Ligue Sénégalaise de Football Professionnel (Senegal)	
J. League (Japan)	
Qatar Stars League (Qatar)	
Liga MX (Mexico)	
Liga Nacional de Fútbol Profesional (Honduras)	
Asociación Nacional de Fútbol Profesional (Chile)	

### *2.1. League executive committees*

Concerning association model leagues with self-management, the number of members in the executive committee varies from seven to twenty-five (tab. 29).

Table n°29: Number of members at league executive committees (association model with self-management)

League	Number of members
Lega Nazionale Professionisti Serie A (Italy)	11 (+ other members without vote)
Liga Nacional de Fútbol Profesional (Spain)	17 (+ other members without vote)
Ligaverband (Germany)	9
Ligue de Football Professionnel (France)	25 (+ other members without vote)
Swiss Football League (Switzerland)	9
Ukrainian Premier League (Ukraine)	Determined by the General Assembly
Ligue de Football Professionnel du Cameroun (Cameroon)	13
Ligue Sénégalaise de Football Professionnel (Senegal)	N/A
J. League (Japan)	21
Qatar Stars League (Qatar)	5
Liga MX (Mexico)	15
Liga Nacional de Fútbol Profesional (Honduras)	10
Asociación Nacional de Fútbol Profesional (Chile)	7

Among these members, the basic rule is to have a president, elected by the general assembly, and other members who are club representatives, chosen by their peers. This distribution is strictly followed by four leagues out of eleven (Spain, Italy, Honduras and Chile). In Switzerland, SFL Executive Committee members are not direct club representatives but must be proposed by clubs. In Germany, Ligaverband (top tier league) Executive Committee is composed of club representatives and two members of DFL (a Ligaverband subsidiary) Management Board, who are *ex officio* members.

In other cases, the distribution is completed by national association and interest groups representatives (France, Cameroon and Japan). In these examples, national association representatives' voting power is 8% in France, 15% in Cameroon and 14% in Japan (fig. 8).

The interest groups represented are:

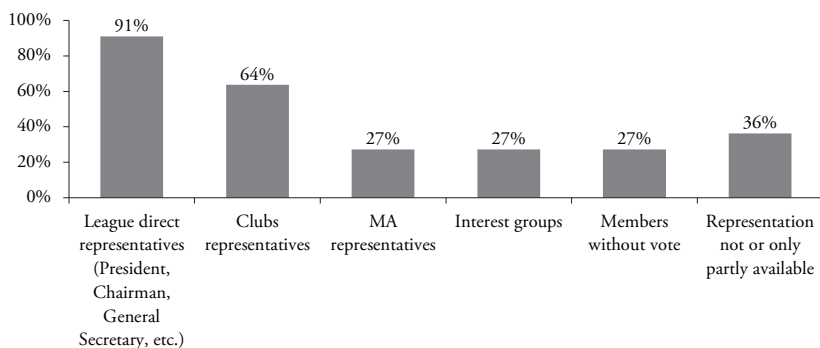
- Players, educators, clubs directors, referees, clubs doctors, administrative staff representatives and independent members (businessmen, lawyers and a member of the Fondation du Football) in LFP Executive Committee
- Players, coaches and referees in the LFPC (Cameroonian top tier league)
- Independent members (businessmen, researchers and auditors) in the J. League (Japanese top tier league)

In two cases, Chile and Qatar, the appointment process is different from the previous examples in that many of the roles across the league and national association are shared by the same individual. In Chile, the Asociación Nacional de Fútbol Profesional Executive Committee members are *ex officio* members of the FFC Executive Committee. Indeed, the ANFP President is automatically appointed FFC President, in the same process with the ANFP General Secretary, while two ANFP Executive Committee members are appointed national association Executive Committee members. In Qatar, QSL (Qatari top tier league) Chairman is also QFA President. Furthermore, two members of QSL Executive Committee are also members of QFA Board.

In Ukraine, Executive Committee members are elected by the General Assembly. The Ukrainian Premier League statutes do not stipulate if they must be affiliated to any other football interest group.

Three league executive committees (Spain, Italy and France) include members without voting rights. These members are either internal league governing body members (Spain and Italy) or national association and interest group representatives (France).

Figure n°8: Stakeholders representation in league executive committees (association model with self-management)



Moving to the second group, separate entity model leagues also have executive committees – also known as Board of Directors in most of these companies – but these bodies generally include fewer members than association model leagues (tab. 30). Furthermore, the shareholders of the company usually appoint a chairman/president and a CEO, who are responsible for the day-to-day management of the league who are joined, in some cases, by other

members such as clubs chairmen/presidents (South Africa and Jamaica) or national association direct members (Jamaica).

In Poland and England, the Ekstraklasa and Premier League Boards are each composed of only two independent members with business backgrounds. In South Africa, eight club representatives are included – the President of the league and seven other members – and one independent member who acts as CEO.

Jamaica's PFAJ is a specific case. As it is a joint venture company owned by the Premier League Clubs Association and the JFF, the members of the board are representatives from both organisations. Three members of the PLCA and four members of the JFF constitute the PFAJ Board. The PFAJ President is a PLCA representative.

Table n°30: Number of members at league executive committees (separate entity model)

League	Number of members
Ekstraklasa (Poland)	2
Premier League (England)	2
Kenyan Premier League (Kenya)	N/A
National Soccer League (South Africa)	9
Indonesia Super League (Indonesia)	N/A
Major League Soccer (USA)	N/A
Professional Football Association of Jamaica (Jamaica)	7

Only three categories of stakeholder are represented on the board of directors for separate entity leagues: independent members (three cases), club representatives (two cases) and national association representatives (one case).

Concerning both association and separate entity model leagues, the executive committee members' terms of mandate usually vary from two to four years. These mandates are normally renewable.

## 2.2. League executive powers

In separate entity model leagues, the board is responsible for the day-to-day management of the league, as explained in English Premier League Articles of Association:

47. Subject to the Memorandum and the Articles the affairs of the Company shall be managed by the Board subject always to any directions from time to time given and any policy resolved upon by the Members in General Meeting.
48. The Board shall:
- 48.1 manage the affairs of the Company including the operation of the League and the operation and implementation of the Rules;
- 48.2 exercise all powers of the Company but subject always to such powers of supervision and policy direction as the Members in General Meeting may from time to time exercise or give;
- 48.3 take such executive steps as it considers necessary to give effect to any policy resolved upon by the Members in General Meeting;
- 48.4 make such recommendations to the Members on such matters of importance to the Company as it considers appropriate; and
- 48.5 subject to the provisions of the Articles and the Act, determine any and all matters of procedure to be followed by the Company.
49. The Board shall not in relation to any dealings relating to television, broadcasting, sponsorship or like transactions or other matters materially affecting the commercial interests of the Members enter into any contract or agreement or conduct themselves in any way as would bind the Company to any contract or agreement without the prior authority or approval by Resolution of the Members.
50. No alteration of the Memorandum or the Articles nor any direction of the Members shall invalidate any prior act of the Board which would have been valid if that alteration had not been made or that direction had not been given.

These articles, and particularly articles 47 and 49, demonstrate that board decisions must not go against the interests of the members of the league.

In many separate entity structural models, the management of the league, or at least a part of it, can be delegated to the league CEO. This is, for example, the situation for NSL management, as shown in article 8.2. of the NSL Constitution:

The Executive Committee will delegate some of its operational functions and powers to the Chief Executive Officer.

In association model leagues with self-management, Executive Committees have similar responsibilities to separate entity model leagues' board. However, while the executive committee takes executive decisions relative to the league, the execution of these decisions is in most cases entrusted to a single

person, often known as general director. Article 12.1. of the Lega Serie A (Italian top tier league) presents some examples of the duties of the league general director:

The General Director is the executive representative of the administrative and management body of the Lega Serie A; he executes the legal outcomes of the superior Bodies of the Lega Serie A, in accordance with his competences; he governs and administrates the Offices of the Lega Serie A of which he is the hierarchical superior; he makes sure, from the date of his appointment, to regulate the contractual relationships of the employees of the Lega Serie A<sup>50</sup>.

Finally, in some instances, a governing body is created in order to respond to urgent affairs in lieu of the executive committee. The members of this body are less numerous than the Executive Committee members. This is for example the case, with LFP Bureau, as explained in article 34 of LFP statutes:

Between Management Board meetings, the Bureau gets together at the request of the President in order to address urgent affairs, to run current affairs and study, if necessary, all questions which must be submitted to the decision of the Management Board<sup>51</sup>.

Similar to national associations, a second crucial governing body for the league is its general assembly. The next subsection describes who is represented in leagues' general assemblies and their respective voting power.

### *2.3. League general assemblies*

Concerning association model leagues with self-management, the general assembly is usually composed of representatives from clubs belonging to the league, as shown in the table below (tab. 31). In separate entity model leagues, the general assembly is a meeting of the shareholders of the league. It will then gather club representatives from the league and, in some cases, a representative of the national association if the latter holds shares in the league company.

50 Translation, see appendices for original text.

51 Translation, see appendices for original text.



Table n°31: League general assemblies

League	Number of club representatives (and voting power)	Other members
Ekstraklasa (Poland)	16 clubs (1 vote each)	National association representative (1 vote) and Executive Committee members (without vote)
Lega Nazionale Professionisti Serie A (Italy)	20 clubs (1 vote each)	- League President and Vice-President, Executive Committee members, Collegio dei Revisori Serie A and Consiglieri Federali eletti in rappresentanza della Lega Serie A members (all without vote); - Future or past league clubs can take part in the assembly but can only vote on matters concerning their time as future or past members of the league
Liga Nacional de Fútbol Profesional (Spain)	20 Primera División clubs (1,1 vote each) and 22 Segunda División clubs (1 vote each)	League President (1 vote), General Secretary, General Director, national association President and league President's guest (all without vote)
Ligaverband (Germany)	18 Bundesliga clubs and 18 2. Bundesliga clubs	None
Ligue de Football Professionnel (France)	20 Ligue 1 clubs (3 votes each) and 20 Ligue 2 clubs (2 votes each)	Independent and honorary members (all without vote)
Premier League (England)	20 clubs (1 vote each)	- League Chairman and CEO - National association representative (without vote)
Swiss Football League (Switzerland)	10 Super League clubs and 10 Challenge League clubs (1 vote each)	League honorary members and Presidents, Executive Committee members and senior executives (all without vote)
Ukrainian Premier League (Ukraine)	16 clubs (votes: N/A)	League President (vote: N/A)
Kenyan Premier League (Kenya)	16 clubs (votes: N/A)	National association President (votes: N/A)
Ligue de Football Professionnel du Cameroun (Cameroun)	14 Elite One clubs (2 votes each) and 14 Elite Two clubs (1 vote each)	League President, national association President and 3 national association representatives, 2 representatives of the players association, 2 of the referees one and 2 of the coaches one (all with 1 vote)
Ligue Sénégalaise de Football Professionnel (Senegal)	N/A	N/A
National Soccer League (South Africa)	16 Premier Division clubs (10 votes each) and 16 First Division clubs (2 votes each)	Executive Committee members (1 vote each)
Indonesia Super League (Indonesia)	N/A	N/A
J. League (Japan)	18 Division 1 and 22 Division 2 clubs (votes: N/A)	None
Qatar Stars League (Qatar)	N/A	N/A
Liga MX (Mexico)	N/A	N/A
Liga Nacional de Fútbol Profesional (Honduras)	10 clubs (2 representatives with 1 vote each)	None
Major League Soccer (USA)	N/A	N/A
Professional Football Association of Jamaica (Jamaica)	12 clubs (votes: N/A)	None
Asociación Nacional de Fútbol Profesional (Chile)	18 Primera División clubs (2 votes each) and 14 Primera B clubs (1 vote each)	None

Among the fourteen general assemblies for which information was complete, only the Ligaverband, J. League, LNFP (Spain), PFAJ and ANFP General Assemblies include club representatives. On the other hand, ten have additional members. In nine cases, these members come from other league governing bodies or are league internal members (members of the league executive committee, president, general secretary, etc.). Generally, these members do not have voting rights.

In three countries (Poland, Cameroon and Kenya), the national association is represented in the league General Assembly. The representation of the Polish and Kenyan association in their respective top tier league General Assembly is not surprising as they hold shares in the league company. In Spain, the national association President can take part in the league General Assembly but he is not entitled to vote. In England, the FA can attend the Premier League General Assembly but does not have the right to vote as a result of only holding a 1% 'Special Share' in the league. This is described in articles 7.3. of the Premier League Articles of Association:

The Special Shareholder shall have all the rights of a Member in relation to receiving notice of, and attending and speaking at General Meetings and to receiving minutes of General Meetings. The Special Shareholder shall have no right to vote at General Meetings.

In Jamaica, the national association is the majority shareholder of the league company in the Executive Committee (four national association representatives out of seven members) but not in the General Assembly, as the only members are club representatives.

Finally, only the Ligue de Football Professionnel du Cameroun General Assembly includes interest group representatives, with members of players, referees and coaching associations permitted to attend.

#### *2.4. League members admittance and removal mechanisms*

Another very important criterion to be considered when it comes to analysing internal league governance issues are the mechanisms regulating admittance and removal. The admittance or removal of a league member can depend on sporting or non-sporting criteria.

Concerning sporting criteria, football national championships usually use the promotion/relegation system to select teams competing for each championship. In this system, the lower ranked clubs from a particular champion-

ship at the end of a season are relegated to the lower tier championship. In order to replace them, the best teams from the lower level are promoted. The number of relegated/promoted teams differs from one league to another.

Relegation or promotion from a championship to another does not necessarily lead to a league membership change, as some leagues manage several divisions. For example, a French club being relegated from Ligue 1 (French top tier championship) to Ligue 2 (French second tier championship) remains a member of the LFP, as the LFP manages both championships. Nevertheless, a club relegated from Ligue 2 to National (French third tier championship) loses its membership to the LFP and becomes a member of the LFA, which is entirely managed by French association.

The table below (tab. 32) shows, for each country surveyed, the highest level at which promotion/relegation results in a league membership change.

Table n°32: Promotion/relegation rules between top tier leagues and the lower ones<sup>52</sup>

National association	Promoted to/ relegated from	Promoted from/ relegated to	Number of clubs rel./ prom.	Processes
England	Premier League	Football League Championship (The Football League)	3	- Premier League 3 bottom clubs relegated - Football League Championship 2 top clubs promoted and a play-off between clubs placed 3 <sup>rd</sup> to 6 <sup>th</sup>
France	Ligue 2 (LFP)	National (LFA-FFF)	3	- Ligue 2 3 bottom clubs relegated - National 3 top clubs promoted
Germany	2. Bundesliga (Ligaverband)	3. Liga (DFB)	2-3	- Bundesliga 2 bottom teams relegated - 3. Liga 2 top clubs promoted - Play-offs between 2. Bundesliga 3 <sup>rd</sup> from bottom club and 3. Liga 3 <sup>rd</sup> top club
Italy	Lega Nazionale Professionisti Serie A	Lega Nazionale Professionisti Serie B	3	- Serie A 3 bottom clubs relegated - Serie B 2 top clubs promoted, play-offs between clubs placed 3 <sup>rd</sup> to 6 <sup>th</sup>
Poland	Ekstraklasa	I Liga (PZPN)	2	- Ekstraklasa 2 bottom clubs relegated - I Liga 2 top clubs promoted
Spain	Segunda División (LNFP)	Segunda División B (LNFA-RFEF)	4	- Segunda División bottom 4 clubs relegated - Play-offs between the 4 best clubs of each 4 Segunda División B groups (16 clubs in total)
Switzerland	Challenge League (SFL)	1. Liga Promotion (Erste Liga)	1	- Challenge League bottom club relegated - 1. Liga Promotion top club promoted
Ukraine	Ukrainian Premier League	Ukrainian First League (PFL)	2	- Ukrainian Premier League 2 bottom clubs relegated - Ukrainian First League 2 top clubs promoted
Cameroon	Elite two (LFPC)	Regional championships (FECAFOOT)	3	- Elite two 3 bottom clubs relegated - Play-offs between the best regional championships clubs

52 Leagues with national association management are not included in the table as promotion/relegation does not lead to a change of membership for the clubs. In brackets, the name of the league managing the championship, as far as the league and the championship names differ.

National association	Promoted to/ relegated from	Promoted from/ relegated to	Number of clubs rel./ prom.	Processes
Kenya	Kenyan Premier League	FKF Division One (FKF)	2	- Kenyan Premier League 2 bottom clubs relegated - Champion of each of the 2 FKF Division One groups promoted
Senegal	Ligue 2 (LFSP)	National 1 (LFA-FSF)	2	- Bottom club of the 2 Ligue 2 groups relegated - Play-offs between the 6 National 1 groups champions, 2 best clubs promoted
South Africa	National First Division (NSL)	SAFA Second Division (SAFA)	2	- National First Division 2 bottom clubs relegated - Play-offs between the 9 SAFA Second Division groups champions, 2 best clubs promoted
Indonesia	Premier Division (ISL)	Liga Indonesia First Division (PSSI)	N/A	N/A
Japan	J. League Division 2	Japan Football League	1-2	- J. League Division 2 bottom club relegated - Top Japan football League club promoted - Play-offs between J. League Division 2 2 <sup>nd</sup> from bottom club and JFL 2 <sup>nd</sup> top club
Qatar	Qatar Stars League	Second Division League (QFA)	1	- Qatar Stars League bottom club relegated - Second Division League top club promoted
Honduras	Liga Nacional de Fútbol Profesional	Liga Nacional de Ascenso	1	- Club with the poorest results over Liga Nacional de Fútbol Profesional Apertura and Clausura tournaments relegated - Play-offs between Liga Nacional de Ascenso Apertura and Clausura champions
Jamaica	National Premier League (PFAJ)	Regional leagues (JFF)	2	- National Premier league 2 bottom clubs relegated - Play-offs between 4 regional leagues champions, 2 best clubs promoted
Mexico	Liga MX	Ascenso MX	1	- Club with the poorest results over the Liga MX six last tournaments relegated - Play-offs between Ascenso MX Apertura and Clausura champions, winner promoted
USA	No promotion/relegation system			
Chile	Segunda División (ANFP)	Tercera División (ANFA)	1	- Segunda División bottom club relegated - Play-offs between the 2 top clubs of the 2 Tercera División groups, best club promoted

Promotion or relegation is the sporting reason for league membership to change. Promotion or relegation can also have administrative, infrastructure, legal and/or financial consequences for a club. For example, article 55 of the Spanish LNFP statutes includes fifteen points on the non-sporting requirements to be fulfilled in order to become a member of the league. The first five requirements are listed below:

- 1.- To complete the registration form, on the model established by the LIGA.
- 2.- To present the certificate sent by the Real Federación Española de Fútbol, which confirms that the team applying for the competition has achieved the necessary sporting merits.
- 3.- To pay the registration fee and, regarding clubs promoted from the Segunda División 'B', the amount corresponding to the fixed fee established by the LIGA. The amount to be paid will correspond to the set amount of each club or SAD in the assets of the LIGA.

4.- To satisfy the conditions concerning the sports infrastructures and services which have been established by la LIGA in order to take part in the professional competitions, in compliance with the Sports Law and the development dispositions.

5.- To present the accreditation certificate ensuring the ability to pay the tax and Social Security obligations<sup>53</sup>.

If the club succeeds in fulfilling the requirements of the league, it obtains a licence<sup>54</sup>. Article 9 of the Swiss Football League statutes stipulate that admittance or removal of a member depends on the acquisition of the licence by the latter:

- 1) Member status is acquired upon obtaining a licence.
- 2) It terminates with the relegation in an ASF section other than the SFL one, with the definitive refusal of the licence or with its withdrawal for the end of a season<sup>55</sup>.

This article also shows that the loss of membership is not restricted to relegation. A club can be removed from a league if it does not obtain a licence, even if it fulfills all sporting requirements.

Other ways to be removed from a league for non-sporting reason include a breach of league regulations, a lack of financial resources or following the withdrawal of league membership. These reasons, and a few others, are exemplified in article 26 of the Hondurian LNFP statutes:

The affiliated clubs constituting the Liga Nacional de Fútbol Profesional shall lose their affiliation for any of the following reasons:

- a) On withdrawal of the affiliated club.
- b) Upon dissolution of the affiliated club.
- c) For not taking part to or withdrawing from an official competition for reasons not attributable to the Liga.
- d) On expulsion decreed by a Committee of the Liga due to severe fault against morals, discipline, ethics and acceptable behaviour; and ratified by the Federation Congress.
- e) For not fulfilling the obligations stipulated to the clubs in the Liga statutes.
- f) For economic insolvency duly confirmed by the Liga.

53 Translation, see appendices for original text.

54 See section 3.5. for more details about club licences.

55 Translation, see appendices for original text.

g) For severely breaching the statutes, regulations or decisions of the FENAFUTH, CONCACAF, UNCAF and FIFA.

h) For relegation<sup>56</sup>.

If a club ceases to be a member of a league for non-sporting reasons, it is replaced by the best ranked relegated club or by the highest ranked non-promoted club from the lower level championship. In these cases, the promoted club (for non-sporting reasons) must still fulfil all non-sporting requirements to become a member of the league.

The admittance and removal of members can have the following consequences on the organisation of the league:

– A promoted club becomes a new member of the league if it fulfills all sporting and non-sporting requirements. Furthermore, club representatives gain the right to enter the league general assembly and, in some cases, the national association's. In some instances, they can also become eligible to join league and national association executive committees.

– A relegated club for sporting or non-sporting reasons loses its membership to the league. Therefore, the club is no longer represented in the league governing bodies and, in some cases, in the national association's. However, this depends upon the composition of the national association governing bodies (for example, all Norwegian clubs can attend the national association General Assembly while in Brazil only Série A clubs may attend).

Moreover, if a club is relegated from a professional league to an amateur level league, the club loses its professional status, as stipulated in article 102 of the LFP regulations:

The clubs shall have professional status.

Only clubs with professional status are allowed to employ professional players.

[...]

When a club is sportively or administratively relegated to the Championnat National, it loses its professional status<sup>57</sup>.

Usually, in this type of situation, professional clubs will have a transitory period in order to adapt their statutes and functioning to the amateur level (for example, two years in France and four in Switzerland).

56 Translation, see appendices for original text.

57 Translation, see appendices for original text.

Additionally, in separate entity model leagues, the admittance and removal of members will have consequences for the distribution of shares, as clubs are shareholders of the company managing the league. The transfer of shares is regulated in article B.4. and B.5. of the English Premier League rules:

- B.4. At the end of each Season the Board shall require each of the Clubs relegated in accordance with Rule C.11 to execute an instrument transferring its ordinary share in the League to such of the 3 clubs promoted to the League from the Football League as the Board directs.
- B.5. Upon such share transfers being registered in accordance with the Articles each of the promoted Clubs will become a member of the League.

The admittance and removal mechanisms for league members differ in closed leagues. Unlike open leagues, closed leagues do not use the promotion/relegation system. Among the thirty-two top tier leagues surveyed, only five were found to be closed (Indian I-League, Singaporean S. League, Australian A-League, USA's MLS and New Zealand Premiership). Four (India, Singapore, Australia and New Zealand) of these five cases are association model leagues with national association management. This means that the admittance or removal of members is a decision made by the national association. In the USA, the decision concerning the admittance or removal of a club belongs entirely to the league (MLS).

Clubs wishing to join a closed league must fulfill requirements similar to those of an open league. However, concerning closed leagues, sporting criteria are only of minor importance, as most newly admitted clubs are newly founded. Even if the new league member is an already existing club, its previous sporting performances will not be the main criteria for entering the league. For example, Montreal Impact joined MLS in 2012 after finishing the previous NASL (USA second tier league) championship in seventh place (out of eight teams). According to the MLS commissioner, the main criteria for entering the league were as follows<sup>58</sup>:

- Committed and engaged ownership
- A comprehensive stadium plan
- Demonstrated fan support for professional soccer in the market
- Support from sponsors, television partners and other constituents
- Geographic location

58 'MLS aims to add four teams by 2020', <http://m.goal.com>, 31st of July 2013 (last consultation: 8<sup>th</sup> of January 2014)

- A strategic business plan for the launch and successful operation of the club

Clubs can be removed from closed leagues due to financial or disciplinary reasons, as seen with Gold Coast United and North Queensland Fury<sup>59</sup> in the Australian top tier A-League.

59 'A-League revokes Gold Coast licence', <http://www.heraldsun.com.au>, 29th of February 2012, and 'North Queensland Fury dropped from A-League after being found "too big of a financial risk"', <http://www.foxsports.com.au>, 1st of March 2011 (last consultation: 8<sup>th</sup> of January 2014)





## Conclusion

This publication has presented a comparative account of the ways in which the relationships between leagues and national associations are governed in 32 countries at global level. This analysis allowed us to illustrate, on one hand, the diversity of the existing situations according to national context, and on the other hand, to highlight emerging trends in football governance throughout the world.

First of all, we classified the leagues surveyed according to three criteria: their legal form, the level of the national association's involvement in the league management and the financial relationships with respect to the relevant national association. This analysis shows that a standard governance model does not exist. While some leagues present several similarities in these three areas, no league governance model looks exactly like another one.

Some leagues which are enjoying sporting and economic success, such as the English ones for example, tend to be taken as models by emerging football territories. While still a minority, the separate entity model with a higher degree of power and independence of leagues with respect to national associations is thus gaining momentum. However, the distinctive features encountered from one country to another show that leagues and national associations use ingenuity to find the most tailor-made way to govern football in a country. This publication may help them to acquire a greater knowledge of the type of solutions applied in other contexts and thus further develop creativity in the area of governance for the good of the game.

It is also important to note that many leagues surveyed are entirely or at least partially managed by their national association. This finding shows that national associations are still very powerful in most of the countries surveyed. The league and the national association are in fact never totally independent one from the other. Even when the league looks very independent, particularly in financial terms, the national association still has a word to say in some of the decisions made by the league.

The report has also focused on the representation and voting power of the league in the main governing bodies of the national association. This analysis highlighted that the league often has only limited decisional power, since its voting power does not exceed 30% in most of the national asso-

ciation's governing bodies surveyed. Actually, amateur football – through its own representatives, but also through regional associations and interest group representatives – often has a voting power largely superior to the one of professional football.

On the one hand, this seems logical since the large majority of football players come from the amateur world. Demographically then, professional football is largely outweighed by the amateur game. However, this does not reflect the huge economic power of professional leagues in countries in which football is a well-established sport commercially. Hence, it is not surprising that the most developed leagues from a business perspective tend to intensify their lobbying in order to make their voices better heard at national and international level.

In regards to representation and voting power in the league's governing bodies, national associations – which represent the whole of the sport – are marginalised at best. When the national association does not entirely manage the league, it is not often represented in the league's internal governing bodies. Furthermore, in many cases, the national association does not have any voting power in the decision-making procedures concerning the governance of a top tier league. The question of representation and voting power in both institutions is a complicated one and if not balanced properly may constitute a problem for the management of the sport. Why? For the simple reason that the different entities – national associations and leagues – may not always share the same goals. Also in terms of perception, there can be conflicts between one organisation – the national association – whose goal is to develop the sport as a whole and another organisation – the league – whose main objective is to manage the business and commercially grow the game. Without an appropriate institutional framework and a good power balance between national associations and leagues, such diverging views may bring problems and, in the long term, prove to be very detrimental for the smooth development of the game in a given country.

Finally, when observing many situations in which the national associations do not entirely govern football at national level, we can note that the relationship between the national association and the league is a love-hate one. They need each other for some matters, but at the same neither one not wants the other to be too involved in the governance of its own organisation. The balance is a delicate one indeed.

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# Appendices

## Appendix 1: Legal form of leagues

Table n°33: Legal form of leagues

National association	Structure	Association model			Separate entity model		
		National association management	Self-management without financial independence	Self-management and financial independence	Majority of national association shareholding interest	Minority of national association shareholding interest	Without national association shareholding interest
England	Premier League					X	
England	The Football League						X
England	Football Conference						X
France	Ligue de Football Professionnel			X			
France	Ligue du Football Amateur	X					
Germany	Ligaverband			X			
Germany	3. Liga	X					
Italy	Lega Nazionale Professionisti Serie A			X			
Italy	Lega Nazionale Professionisti Serie B			X			
Italy	Lega Pro			X			
Italy	Lega Nazionale Dilettanti			X			
Norway	Norsk Toppfotball	X					
Norway	Divisjonforeningen	X					
Poland	Ekstraklasa					X	
Poland	Polish Football Association	X					
Spain	Liga Nacional de Fútbol Profesional			X			
Spain	Liga Nacional de Fútbol Aficionado	X					
Switzerland	Swiss Football League			X			
Switzerland	Erste Liga			X			
Switzerland	Amateur Liga			X			
Ukraine	Ukrainian Premier League			X			
Ukraine	Professional Football League of Ukraine			X			
Cameroon	Ligue de Football Pro. du Cameroun		X				
Cape Verde	Campeonato Nacional	X					
Ivory Coast	Ligue Professionnelle	X					
Ivory Coast	Ligue Amateur	X					
Kenya	Kenyan Premier League					X	

National association	Structure	Association model			Separate entity model		
		National association management	Self-management without financial independence	Self-management and financial independence	Majority of national association shareholding interest	Minority of national association shareholding interest	Without national association shareholding interest
Kenya	FKF Division One	X					
Senegal	Ligue Sénégalaise de Football Prof.		X				
Senegal	Ligue de Football Amateur	X					
South Africa	National Soccer League						X
South Africa	SAFA Second Division	X					
South Africa	SAFA Regional League	X					
Tunisia	Ligue National du Football Professionnel	X					
Tunisia	Ligue National du Football Amateur	X					
Zambia	Premier League	X					
Zambia	Division One	X					
Australia	A-League	X					
India	I-League	X					
Indonesia	Indonesia Super League					X	
Indonesia	Liga Indonesia	X					
Japan	J. League			X			
Japan	Japan Football League			X			
Qatar	Qatar Stars League			X			
Qatar	Second Division League	X					
Singapore	S. League	X					
Singapore	National Football League	X					
Honduras	Liga Nacional de Fútbol Profesional			X			
Honduras	Liga Nacional de Ascenso			X			
Jamaica	Prof. Football Association of Jamaica				X		
Mexico	Liga MX			X			
Mexico	Ascenso MX			X			
Mexico	Segunda División		X				
Mexico	Tercera División		X				
USA	Major League Soccer						X
USA	North American Soccer League						X
USA	United Soccer Leagues						X
USA	United States Adult Soccer Association			X			
Brazil	Campeonato Brasileiro	X					
Chile	Asociación Nacional de Fútbol Pro.			X			
Chile	Asociación Nacional de Fútbol Amateur			X			
Venezuela	Federación Venezolana de Fútbol	X					
New Zealand	National League	X					
Papua New Guinea	National Soccer League	X					
Papua New Guinea	Club Championship	X					

## Appendix 2: Documents governing the relationships between leagues and national associations

Table n°34: Documents governing the relationships between leagues and national associations

National association	Structure	No document (national association management)	League statutes, regulations, constitution, etc.	National association statutes, regulations, constitution, etc.	Special agreements	National sports law
England	Premier League		X	X	X	
England	The Football League		X	X		
England	Football Conference		X	X		
France	Ligue de Football Professionnel		X	X	X	X
France	Ligue du Football Amateur	X				
Germany	Ligaverband		X	X	X	
Germany	3. Liga	X				
Italy	Lega Nazionale Professionisti Serie A		X	X	X	X
Italy	Lega Nazionale Professionisti Serie B		X	X	X	X
Italy	Lega Pro		X	X	X	X
Italy	Lega Nazionale Dilettanti		X	X	X	X
Norway	Norsk Toppfotball	X				
Norway	Divisjonforeningen	X				
Poland	Ekstraklasa		X	X	X	
Poland	Polish Football Association	X				
Spain	Liga Nacional de Fútbol Profesional		X	X	X	X
Spain	Liga Nacional de Fútbol Aficionado	X				
Switzerland	Swiss Football League		X	X	X	
Switzerland	Erste Liga		X	X	X	
Switzerland	Amateur Liga		X	X	X	
Ukraine	Ukrainian Premier League		X	X	X	
Ukraine	Professional Football League of Ukraine		X	X	X	
Cameroon	Ligue de Football Pro. du Cameroun		X	X		
Cape Verde	Campeonato Nacional	X				
Ivory Coast	Ligue Professionnelle	X				
Ivory Coast	Ligue Amateur	X				
Kenya	Kenyan Premier League		X	X		
Kenya	FKF Division One	X				
Senegal	Ligue Sénégalaise de Football Pro.f.		X	X	X	
Senegal	Ligue de Football Amateur	X				
South Africa	National Soccer League		X	X		
South Africa	SAFA Second Division	X				
South Africa	SAFA Regional League	X				



National association	Structure	No document (national association management)	League statutes, regulations, constitution, etc.	National association statutes, regulations, constitution, etc.	Special agreements	National sports law
Tunisia	Ligue National du Football Professionnel	X				
Tunisia	Ligue National du Football Amateur	X				
Zambia	Premier League	X				
Zambia	Division One	X				
Australia	A-League				X	
India	I-League	X				
Indonesia	Indonesia Super League		X	X	X	
Indonesia	Liga Indonesia	X				
Japan	J. League		X	X		
Japan	Japan Football League		X	X		
Qatar	Qatar Stars League		X	X		
Qatar	Second Division League	X				
Singapore	S. League	X				
Singapore	National Football League	X				
Honduras	Liga Nacional de Fútbol Profesional		X	X		
Honduras	Liga Nacional de Ascenso		X	X		
Jamaica	Prof. Football Association of Jamaica		X	X	X	
Mexico	Liga MX		X	X		
Mexico	Ascenso MX		X	X		
Mexico	Segunda División		X	X		
Mexico	Tercera División		X	X		
USA	Major League Soccer		X	X		
USA	North American Soccer League		X	X		
USA	United Soccer Leagues		X	X		
USA	United States Adult Soccer Association		X	X		
Brazil	Campeonato Brasileiro	X				
Chile	Asociación Nacional de Fútbol Pro.		X	X		
Chile	Asociación Nacional de Fútbol Amateur		X	X		
Venezuela	Federación Venezolana de Fútbol	X				
New Zealand	National League	X				
Papua New Guinea	National Soccer League	X				
Papua New Guinea	Club Championship	X				

### Appendix 3: League representation in national association general assemblies

Table n°35: League representation in national association general assemblies

National association	Structure	Representation	Voting power	Other stakeholders
England	Premier League	8/100-110	8-9%	Chairman, Vice-chairman, Vice-presidents, divisions, regional associations, The Football League (lower professional league), other leagues (semi-professional and amateur), interest groups (referees, league managers, professional players, race equality, disability, supporters), independent non-executive directors, General Secretary
France	Ligue de Football Professionnel	43/254	37%	Amateur delegation
Germany	Ligaverband	90/259	35%	Regional associations, national association internal members
Italy	Lega Nazionale Professionisti Serie A	20/288	12%	Other professional leagues (Serie B, Lega Pro), amateur delegation, interest groups (players, coaches, referees)
Norway	Norsk Toppfotball	32/300-400	18%	Other clubs
Poland	Ekstraklasa	32/118	27%	Regional associations, I Liga clubs (second division), interest groups (coaches, women's football, futsal)
Spain	Liga Nacional de Fútbol Profesional	30/180	17%	President, regional associations, amateur clubs, interest groups (professional and non-professional players, referees, coaches, futsal)
Switzerland	Swiss Football League	28/101	27%	Amateur delegation
Ukraine	Ukrainian Premier League	3/147	2%	Other national association members (N/A)
Cameroon	Ligue de Football Professionnel du Cameroun	5/111	4%	Regional leagues, interest groups (youth football, women's football, veteran and corporative football, futsal and beach soccer, players, coaches, referees, government delegates)
Cape Verde	Campeonato Nacional	0/N/A	0%	Regional associations
Ivory Coast	Ligue Professionnelle	76/162	68%	Third division clubs, interest groups (former players, players, coaches and technical staff, sport doctors, referees)
Kenya	Kenyan Premier League	16/78	20%	FKF Division One (second division), regional associations, interest groups (referees, players, coaches, women's football)
Senegal	Ligue Sénégalaise de Football Professionnel	32/N/A	N/A	Amateur clubs, regional leagues, ONCAV (Organisme National de Coordination des Activités de Vacances), other members (N/A)
South Africa	National Soccer League	6/189	5%	Regional associations, interest groups (football doctors, coaches, school football, university football, army football, veteran football, corporative football, deaf football, intellectually impaired football, futsal, supporters, players associations)
Tunisia	Ligue National du Football Professionnel	36/N/A	N/A	Amateur football, interest groups (beach soccer, futsal, women's football)
Zambia	Premier League	16/N/A	N/A	Other clubs, regional associations, interest groups (players, referees, coaches, school football), Executive Committee members, ex officio members (N/A)
Australia	A-League	1/10	10%	Regional associations

National association	Structure	Representation	Voting power	Other stakeholders
India	I-League	0/34	0%	Regional associations
Indonesia	Indonesia Super League	18/108	17%	Top Premier Division clubs, top First Division clubs, top Second Division clubs, top Third Division clubs, regional associations, interest groups (futsal, referees, players, coaches)
Japan	J. League	0/47	0%	Regional associations
Qatar	Qatar Stars League	N/A	N/A	Clubs, others (N/A)
Singapore	S. League	3/23	10%	Executive Committee members, ex officio members (General Secretary, S. League CEO)
Honduras	Liga Nacional de Fútbol Profesional	8/26	31%	Regional associations, Liga Nacional de Ascenso (second division), Executive Committee members and General Secretary
Jamaica	Prof. Football Association of Jamaica	0/N/A	0%	Regional associations
Mexico	Liga MX	5/15	55%	Other professional leagues (Ascenso MX, Segunda división, Tercera división), amateur delegation
USA	Major League Soccer	N/A	N/A	States associations, national associations, other professional leagues, members of the board, past Presidents, life members, national members, affiliates, interest groups (players, futsal, disabled football), members of Adult and Youth Councils
Brazil	Campeonato Brasileiro	20/47	42%	Regional associations
Chile	Asociación Nacional de Fútbol Profesional	9/21	47%	President, amateur delegation, Director, General Secretary
Venezuela	Primera División	18/69	26%	Regional associations, Atletas integrantes de las Selecciones Estadales y Nacionales, interest groups (professional players, referees, coaches), Executive Committee and standing committees members
New Zealand	National League	0/7	0%	Regional associations
Papua New Guinea	National Soccer League	0/N/A	0%	Regional associations

## Appendix 4: League representation in national association executive committees

Table n°36: League representation in national association executive committees

National association	Structure	Representation	Voting power	Other stakeholders
England	Premier League	2/12	17%	The Football League (lower professional league), amateur delegation, independent non-executive directors, Chairman, General Secretary
France	Ligue de Football Professionnel	1/12	8%	President, Vice-president, Treasurer, General Secretary, amateur football, other members elected by the General Assembly
Germany	Ligaverband	16/56	N/A	Regional associations, President, Board members
Italy	Lega Nazionale Professionisti Serie A	3/21	14%	Other leagues (Serie B, Lega Pro, LND), interest groups (players, coaches, referees), President
Norway	Norsk Toppfotball	1/8	12,5%	Other members elected by the General Assembly
Poland	Ekstraklasa	1/6	17%	President, Vice-presidents
Spain	Liga Nacional de Fútbol Profesional	2/16	15%	Amateur clubs, President, General Secretary, General Administrator, Juridical Department Director, regional associations, interest groups (professional and amateur players, referees, coaches)
Switzerland	Swiss Football League	2/7	29%	President, other leagues (Erste and Amateur Liga), General Secretary, Communication Director, Technical Director, Head of A and U21 national teams
Ukraine	Ukrainian Premier League	1/15	7%	Other members elected by the General Assembly
Cameroon	Ligue de Football Professionnel du Cameroun	1/27	4%	President, regional associations, players association representative
Cape Verde	Campeonato Nacional	N/A/7	N/A	N/A
Ivory Coast	Ligue Professionnelle	N/A/18	28%	President, Vice-presidents, other members elected by the General Assembly (must include third division clubs and interest groups)
Kenya	Kenyan Premier League	1/12	8%	Chairman, Vice-chairman, FKF Division One (second division), regional associations
Senegal	Ligue Sénégalaise de Football Professionnel	6/23	26%	President, Vice-presidents (representing amateur football, regional leagues, Organisme National de Coordination des Activités de Vacances, amateur clubs and international players) amateur clubs, regional leagues, interest groups (women's football, beach soccer and futsal, referees, sport doctors)
South Africa	National Soccer League	4/40	10%	President, Vice-presidents, regional associations and other members elected by the General Assembly
Tunisia	Ligue National du Football Professionnel	1/17	7%	President, Vice-president, amateur football, General Secretary, Referee Commission President, National Technical Director and other members (N/A)
Zambia	Premier League	N/A/11	N/A	N/A
Australia	A-League	0/6-9	0%	Other members elected by the General Assembly and appointed by the national association Director

National association	Structure	Representation	Voting power	Other stakeholders
India	I-League	0/19	0%	President, Treasurer, regional associations, interest groups ('Services Sports Control Board' or 'Railway Sports Promotion Board', by rotation, women's football)
Indonesia	Indonesia Super League	0/15	0%	President, Vice-presidents and other members (N/A)
Japan	J. League	3/27	11%	President, Vice-presidents, General Secretary, regional associations, interest groups (referees, coaches, women's football), other members (university professors, cultural figures, lawyers, etc.)
Qatar	Qatar Stars League	2/N/A	N/A	N/A
Singapore	S. League	0/8	0%	President, Vice-presidents, Treasurer, General Secretary
Honduras	Liga Nacional de Fútbol Profesional	N/A	N/A	N/A
Jamaica	Prof. Football Association of Jamaica	4/34	12%	President, Vice-presidents, Treasurer, Executive Officer, regional associations, standing committees Chairmen
Mexico	Liga MX	1/5	50%	Other professional leagues (Ascenso MX, Segunda división, Tercera división), amateur delegation
USA	Major League Soccer	2/N/A	N/A	President, Vice-president, Past President, General Secretary, Adult and Youth Councils, independent directors, players, 'at large' representatives (disabled football, futsal, national affiliates, national associations, national members, others)
Brazil	Campeonato Brasileiro	N/A/6	N/A	N/A
Chile	Asociación Nacional de Fútbol Profesional	4/7	57%	Amateur delegation
Venezuela	Primera División	N/A/11	N/A	President, Vice-president, General Secretary, interest groups (players, referees, coaches) and other members elected by the General Assembly
New Zealand	National League	0/7	0%	Members elected by the General Assembly and members chosen by an independent body
Papua New Guinea	National Soccer League	N/A/7	N/A	President, Senior Vice-president, Junior Vice-president, other members elected by the General Assembly

## Appendix 5: Original texts

Page 68:

1. Le statut des joueurs et les modalités de leurs transferts sont régis par le Comité Exécutif de la FIF conformément au Règlement du Statut et du Transfert des Joueurs de la FIFA.

Page 75:

La CBF creará un tribunal arbitral para dirimir los litigios nacionales internas [...] en las materias que estén fuera de la competencia constitucionalmente atribuida a la Justicia Deportiva.

Page 77:

La afiliación a la FMF se acreditará a través del Certificado de Afiliación, título que concede la FMF a los Clubes Profesionales y a las Asociaciones Estatales del Sector Amateur, una vez cumplidos los requisitos de afiliación marcados por el Estatuto Social, el presente Reglamento y las disposiciones que resulten aplicables.

El Certificado de Afiliación, es un título intransferible, que no está sujeto a cotitularidad o copropiedad, y el mismo no puede ser traspasado a otro bajo ninguna figura o negocio jurídico celebrado por el titular.

Page 91:

Il Direttore Generale costituisce il vertice esecutivo dell'apparato amministrativo e gestionale della Lega Serie A; porta in esecuzione le deliberazioni dei superiori Organi della Lega Serie A, nel rispetto delle relative competenze; dirige e amministra gli Uffici della Lega Serie A, verso i quali è in posizione di superiorità gerarchica; provvede, sin dall'assunzione, a regolare contrattualmente i rapporti con i dipendenti della Lega Serie A.

Page 91:

Entre les réunions du Conseil d'administration, le Bureau se réunit sur convocation du Président pour traiter des affaires urgentes, gérer les affaires courantes et étudier si nécessaire, toutes questions qui devront être soumises à la décision du Conseil d'administration.

Pages 95 and 96:

- 1.- Formular solicitud de inscripción, conforme el modelo que a tal efecto tenga establecido la LIGA.

- 2.- Presentar certificación expedida por la Real Federación Española de Fútbol, de ostentar el equipo que pretenda inscribir en la competición profesional méritos deportivos para poder acceder a la misma.
- 3.- Abonar la cuota de inscripción y para los clubes ascendidos de la Segunda División 'B' el importe correspondiente a la participación contable que tenga establecida la LIGA. El importe a satisfacer ascenderá a la participación contable de cada club o SAD en el patrimonio de la LIGA.
- 4.- Reunir los requisitos de instalaciones deportivas y servicios que reglamentariamente tenga establecidos la LIGA para la participación en competiciones profesionales, en cumplimiento de la Ley del Deporte y disposiciones de desarrollo.
- 5.- Presentar certificación acreditativa de estar al corriente de pago de sus obligaciones fiscales y con la Seguridad Social.

Page 96:

- 1) La qualité de membre s'acquiert par l'obtention de la licence.
- 2) Elle prend fin par la relégation dans une autre section de l'ASF que la SFL, par le refus définitif de la licence ou la renonciation à celle-ci pour la fin d'une saison.

Pages 96 and 97:

Los clubes afiliados que forman la Liga Nacional de Fútbol Profesional perderán su afiliación por cualquiera de las siguientes causas:

- a) Por renuncia expresa del afiliado.
- b) Por disolución del Club afiliado.
- c) Por no participar o retirarse de una competencia oficial por razones no imputables a la Liga.
- d) Por expulsión decretada por una Asamblea de la Liga por faltas graves contra la moral, disciplina, ética y buenas costumbres; y ratificado por el Congreso de la Federación.
- e) Por dejar de cumplir con las obligaciones que señalen a los clubes los Estatutos de la Liga.
- f) Por insolvencia económica debidamente comprobada por la Liga.
- g) Violar gravemente los estatutos, reglamentos o las decisiones de la FENAFUTH, CONCACAF, UNCAF y FIFA.
- h) Por descenso.

Page 97:

Les clubs doivent disposer du statut professionnel.

Seuls les clubs disposant du statut professionnel sont autorisés à employer des joueurs professionnels.

[...]

Lorsqu'un club est relégué sportivement ou administrativement en Championnat National, il perd le statut professionnel.



National associations and leagues share the responsibility of organising football competitions. However, governance models vary greatly at worldwide level. This book analyses the various existing models of governance. It also studies the role of league representatives and other stakeholders in the decision-making processes of national associations.

In order to give a representative insight of the situation at a global level, the analysis includes thirty-two national associations spread across the six continental confederations. The authors also highlight that the relationship between national associations and leagues can be a difficult one. As a matter of fact, each stakeholder requires the support of the other, but at the same time neither party wants the other to be too involved in the governance of its own organisation.

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