

## Programme Director

# PROGRAMME

18 May 2024

**Mr Thabiso Sithole** – Gallery of Legends

- 1. Welcome:** Mr Alpheus Matlou
- 2. Purpose of the meeting:** Mr Willie Mooka
- 3. On Unity:** Prof Paul Zilungisele Tembe:
- 4. Structures of Football:** Mr Dennis Mumble
- 5. Training Courses:** Dr Levi Motebajane
- 6. Black Lawyers Forum:** Mr Kgagudi Morota
- 7. Way Forward:** Mr Willie Mooka
- 8. Legends Response:** Mr T. Khumalo
- 9. Legends Responses:** MP, FS, LP, GP, NW
- 10. Vote Of Thanks:** Mr Tienie van der Merwe

Gallery of Legends

Former SAFA NEC Member

SELE Encounters

Former SAFA CEO

Global Ambassador of Tourism Board

CEO Black Forum

Former SAFA Vice President

Football Legend

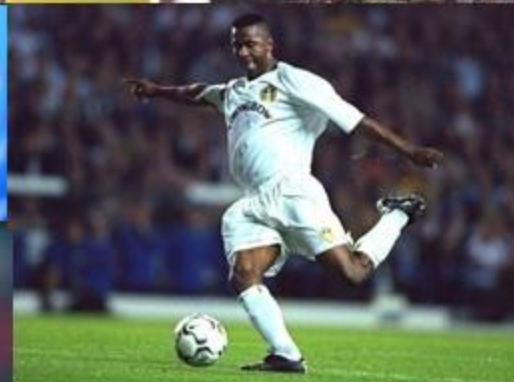
Football Legends

Gallery of Legends



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# Purpose of this Presentation

To help you understand  
the structures of football  
and the principles that  
underpin it



# NATIONAL CONGRESS

52 Regions, 1 Special Member, 10 Associate Members

## National Executive Committee

Standing and Ad Hoc Committees

Secretariat

Emergency Committee

## Independent Bodies

National Disciplinary Committee

National Appeal Board

Arbitration Panel

Governance Committee

Audit Committee

Remuneration Committee

# Organisational Framework

# The Two Dimensions of Sport

Sport in general has two distinct dimensions:

- ➔ 1. Unpredictable
- ➔ 2. Predictable





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# Q: What is the purpose of the Laws of the Game?

First, the  
UNPREDICTABLE DIMENSION

## COMPETITIVE BALANCE ON THE FIELD



Home

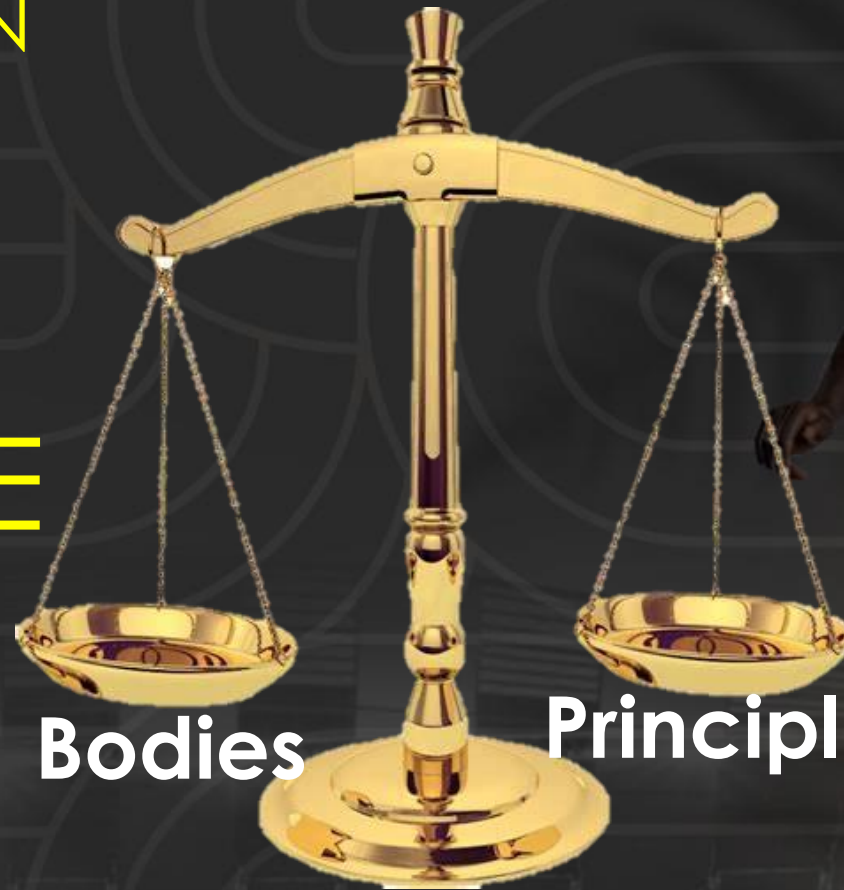
Visitors



# So, There Must Be Competitive Balance in the Boardroom Too

Second, the  
PREDICTABLE DIMENSION

COMPETITIVE  
BALANCE IN THE  
BOARDROOM



Bodies

Principles



# I want you to remember these principles

- ▶ If the law means something, it says it - *Ubi lex voluit dixit, ubi noluit tacuit;*
- ▶ Without a penalty, there is no law - *Sine poena nulla lex;*
- ▶ Conversely, no law, no penalty - *Nulla poena sine lege;*
- ▶ Rules or laws must be clear and precise - *Nulla poena sine lege clara;*
- ▶ Fairness, Justice, Listen to the Other Side – *Audi alteram partem*
- ▶ Judicial precedent emanating from decisions of the judicial bodies - *stare decisis.*

**These principles must guide all rulemaking  
and how we govern**

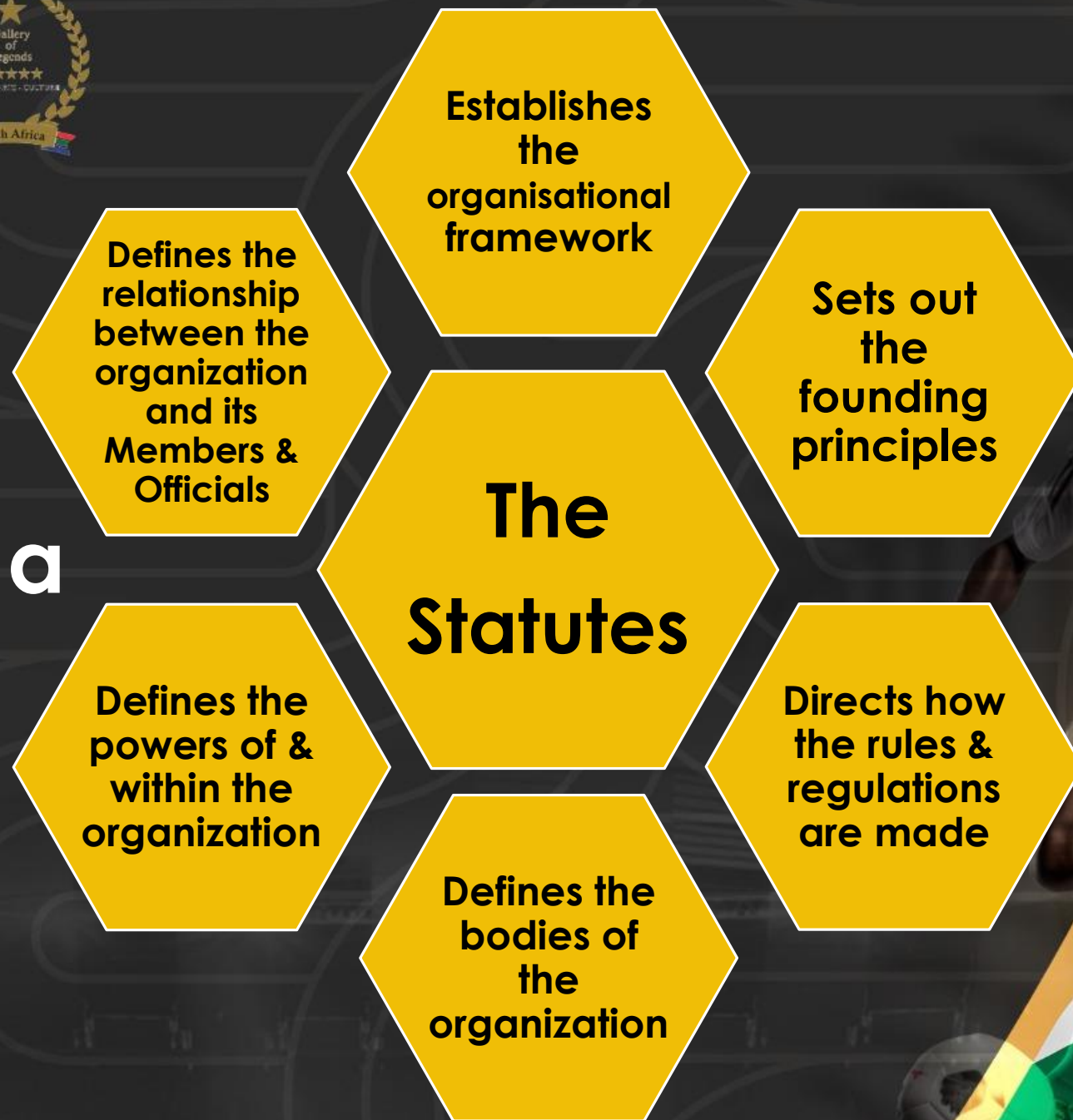




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# The Basic Structure of a Constitution



# SAFA's Founding Principles

## The Preamble and Article 2 Sets Out The Founding Principles

- Develop the Game of Football
- Be Mindful of Its History to Maintain Unity
- Respect the Bill of Rights
- Set the parameters for the organisation's responsibilities
- Be neutral in politics and religion
- No discrimination of any kind (against a country, person, or group of people on account of race, ethnic origin, gender, language, religion, politics, or any other reason)



# The Separation of Powers



SECRETARIAT



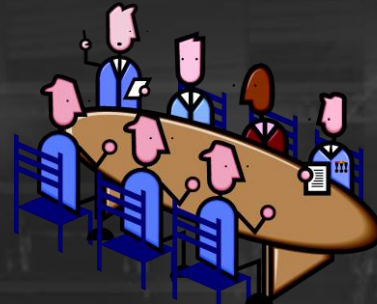
STANDING & AD HOC COMMITTEES



CONGRESS



EXECUTIVE COMMITTEE



EMERGENCY COMMITTEE



INDEPENDENT BODIES



JUDICIARY





**NATIONAL CONGRESS** (The Legislature)  
52 Regions, 1 Special Member, 10 Associate Members

**Congress has no powers anymore**

Art. 32 decides what the NEC can do

National Executive Committee

Independent Bodies (IBs)

Arts. 53 - 57 decide what the IBs can do

Arts. 37 - 47 decide Committees roles

Art. 48 decides what the CEO can do

Standing and Ad Hoc Committees

Secretariat

Emergency Committee

National Disciplinary Committee

National Appeal Board

Ethics Committee

Governance Committee





# Primary Relationship

# Primary Relationship



# Secondary Relationship

ToE = Terms of Engagement



**Don't Let  
Good Enough  
Be Good  
Enough**

**-Bill Parcells**

<https://safootball.net>

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# NATIONAL CONGRESS

52 Regions, 1 Special Member, 10 Associate Members

**SAMLFA**

## National Executive Committee

Standing and Ad Hoc Committees

Secretariat

Emergency Committee

## Independent Bodies

National Disciplinary Committee

National Appeal Board

Arbitration Panel

Governance Committee

Audit Committee

Remuneration Committee

# Organisational Framework

# The Bodies of SAFA

## CONGRESS

52 Regional Members, 10 Associate Members, 1 Special Member (NSL)

National Executive Committee

Independent Committees  
(judicial, arbitration, governance, audit, remuneration)

Standing and Ad Hoc Committees

Emergency Committee

General Secretariat

Independent Auditors

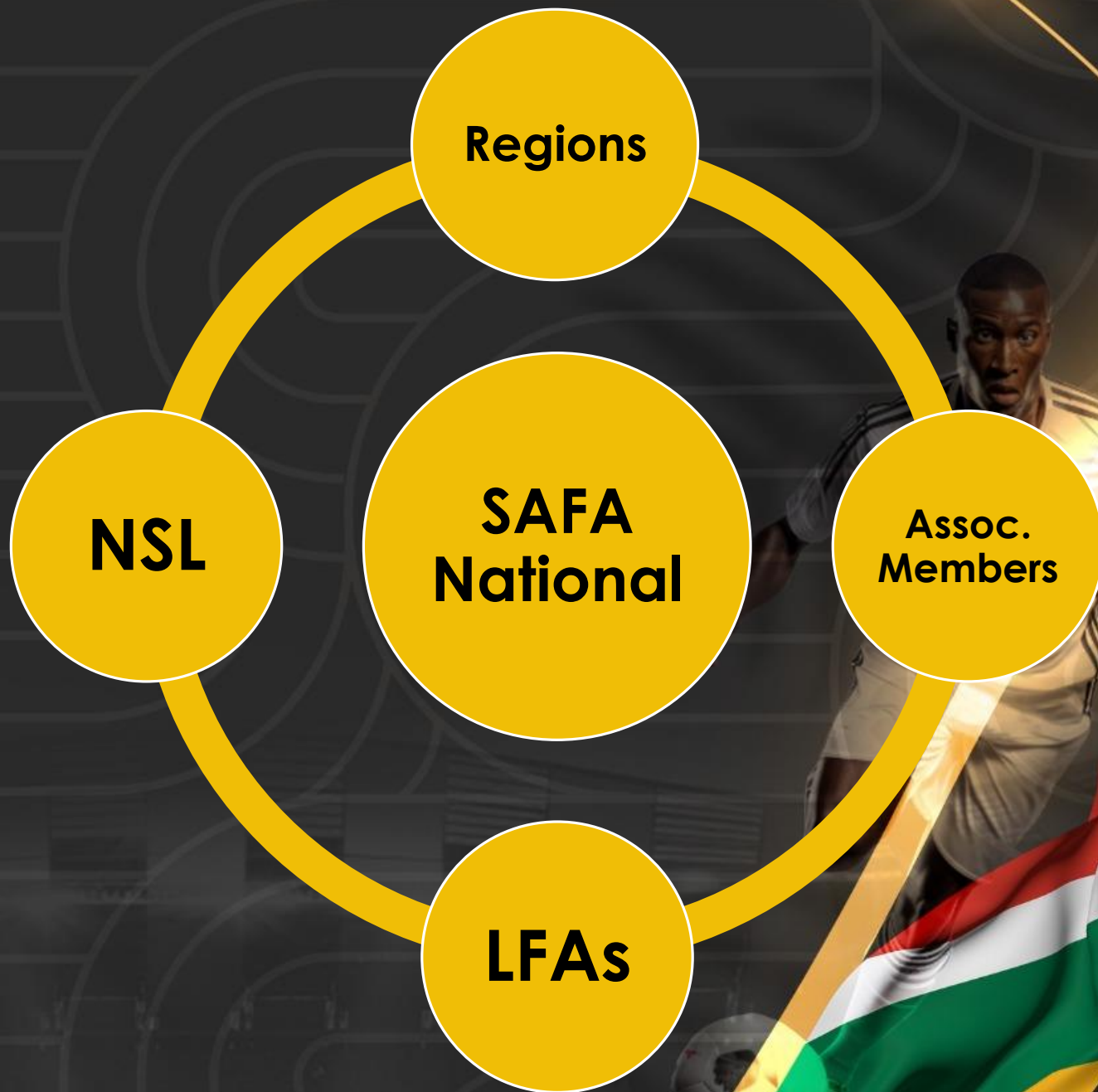
The Provincial Structures lost their status in 2022



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# The Categories of SAFA Members



**NATIONAL CONGRESS**  
52 Regions, 1 Special Member, 10 Associate Members

National Executive Committee

- Standing and Ad Hoc Committees
- Secretariat
- Emergency Committee

Independent Bodies

- National Disciplinary Committee
- National Appeal Board
- Arbitration Panel
- Governance Committee
- Audit Committee
- Remuneration Committee

# Organisational Framework

# So, What is SAFA Then?

## SAFA is the Master Licensor for Association Football in SA

1. Members (Provincial, Regional, Associate)
2. Players
3. Clubs
4. Coaches
5. Referees
6. 11-a-side Leagues (Amateur and Professional)
7. 5-a-side Leagues (Amateur and Professional)
8. Beach Soccer Leagues
9. Academies
10. Players Agents
11. Judicial Panellists



## BY THE NUMBERS – TYPICAL RESPONSIBILITIES OF A FOOTBALL ASSOCIATION

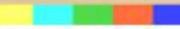
<b>20</b> Mandates from Different Constituencies	<b>3</b> -Tiered Separation of Powers Principle
<b>19</b> Administrative Functions	<b>4</b> -Step Organisational Development Process
<b>12</b> Cross-Functional Responsibilities	<b>4</b> -Step Role Clarification in Football Administration
<b>9</b> Elements of a Development Programme	<b>4x5</b> Integrated Programme Management System
<b>2</b> -Track Talent Pipeline	<b>7</b> -Component Integrated Risk Management Framework
<b>4</b> Key Factors that Influence Strategy	<b>6</b> Components of a Youth Development Ecosystem
<b>3</b> Steps to Develop the Organisational Structure	<b>11</b> -Component National Development Framework
<b>14</b> Types of Disputes in Football	<b>3</b> -Component Integrated Brand Messaging & Positioning
Understanding the Relationship Between Parent and Affiliate Structures	<b>6</b> Elements of a Good Governance Framework

For a detailed explanation on the 20 typical mandates of a football association, please read the book "[Managing Football Part One](http://www.amazon.com)", now available on [www.amazon.com](http://www.amazon.com).

# MANDATES

1. The Statutes
2. FIFA
3. CAF
4. COSAFA
5. Personnel
6. Government
7. Community / Civil Society
8. Media
9. Supporters
10. SAFA Members

11. Sponsors
12. Environmental
13. Governance Structures
14. Players
15. Coaches
16. Referees
17. Administrators
18. Legacy Programmes
19. Strategic Planning
20. Stadium Owners and Operators



For a detailed explanation on the 19 generic administrative functions, please read the book “[Managing Football Part Two](http://www.amazon.com)”, now available on [www.amazon.com](http://www.amazon.com).

19 generic  
functions  
performed in  
each  
department

- Communicate:
  - Internally
  - Externally
- Budget
- Plan
- Administer:
  - Secretarial services
  - Equipment supplies
  - Travel planning
  - Accommodation planning
- Purchase goods & services
- Manage reward systems:
  - Allowances
  - Payroll
  - Other Incentives
- Skills Development
- Collect Data
- Report & Analyse Data & Programmes
- Manage Events
- Public Relations Support
- Safety & Security
- Legal Services
- Protocol
- Collaborate with teams
- Codes of Conduct
- Develop Archives
- Conduct Research
- Get rid of egos



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# END OF PART ONE





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1.

What FIFA said  
SAFA must do





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## ESTABLISH FIRM PRINCIPLES OF GOVERNANCE

### LEADERSHIP

Principles of leadership to **affect cultural change** at SAFA

### GOVERNANCE

Principles of **governance reform**

### PARTICIPATION

Principles to foster **greater participation** of member associations and stakeholders in SAFA



# 1. Principles of LEADERSHIP

## RESPONSIBILITY

•Key SAFA officials shall **accept and assume responsibility in respect of recognising and addressing any emerging deficiencies in SAFA and in organised football as a whole.**

## HUMILITY

•All key SAFA officials must accept that no individual or organisation is perfect. Errors do occur, and they must be recognised and addressed

## TONE AT THE TOP

•SAFA, the Provinces, member associations and stakeholders in organised football must set the tone to encourage an ethical culture within all their organisations

## RESPECT

•All those involved in football must show respect for each other for the regions and cultures we represent and for the views of external stakeholders, including the media and critics

## CANDOUR

•Nothing short of full transparency in how football is governed at global, regional and local level shall be acceptable



## 2. Principles of GOVERNANCE

These principles must be incorporated into the SAFA Statutes

**POLITICAL  
AND RELIGIOUS  
NEUTRALITY**

**PROHIBITION OF  
DISCRIMINATION**

**NO EXTERNAL  
POLITICAL  
INTERFERENCE**

**CLEAR-CUT  
DECISIONMAKING  
BODIES**

**RESPECT  
FOR LOYALTY,  
INTEGRITY,  
FAIR PLAY**

**INDEPENDENT  
JUDICIAL  
BODIES**

**AVOIDANCE OF  
CONFLICTS  
OF INTEREST**

**REPRESENTATIVE  
DEMOCRACY**

**ANNUAL  
INDEPENDENT  
AUDITS**



### 3. Principles of PARTICIPATION

REDUCTION OF  
STANDING COMMITTEES

•Reduction of the number of Standing Committees (2012)

INDEPENDENT  
COMMITTEE MEMBERS

Finance, Development and Governance committee to include **requirements for a minimum number of independent members**

STAKEHOLDERS'  
COMMITTEE

Creation of a **new Football Stakeholders' Committee to include members** representing key stakeholders in the game, including LEGENDS

ANNUAL MEMBER  
CONFERENCES

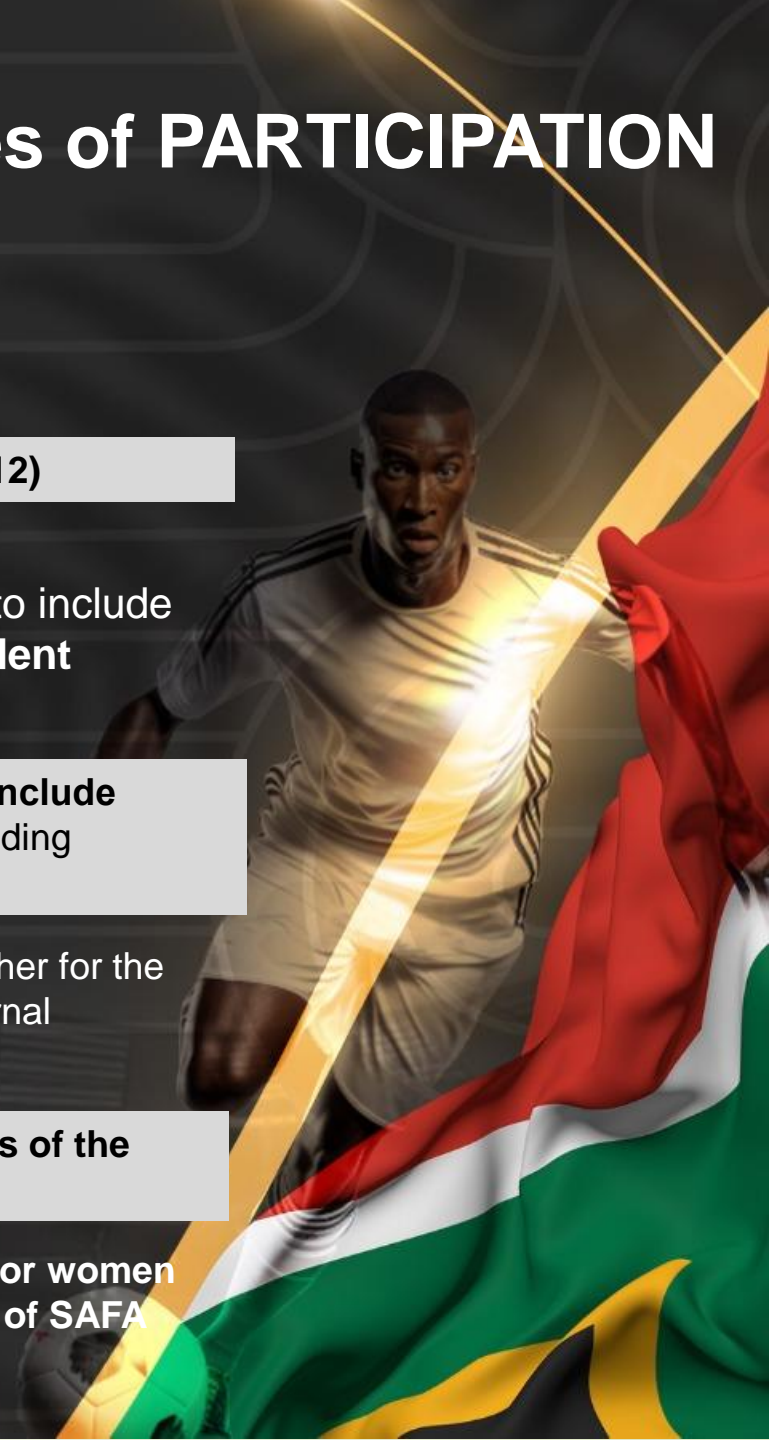
•All those involved in football must show respect for each other for the regions and cultures we represent and for the views of external stakeholders, including the media and critics

FIFA MEN'S WORLD  
CUP

•**Expansion of the number of teams eligible for the finals of the FIFA Men's World Cup from 32 to 48**

PROMOTION OF  
WOMEN IN FOOTBALL

• Substantial increase of voting seats on the SAFA NEC for women  
• Promotion of women as an explicit statutory objective of SAFA





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2.

# Principles of Good Governance





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# GOOD GOVERNANCE





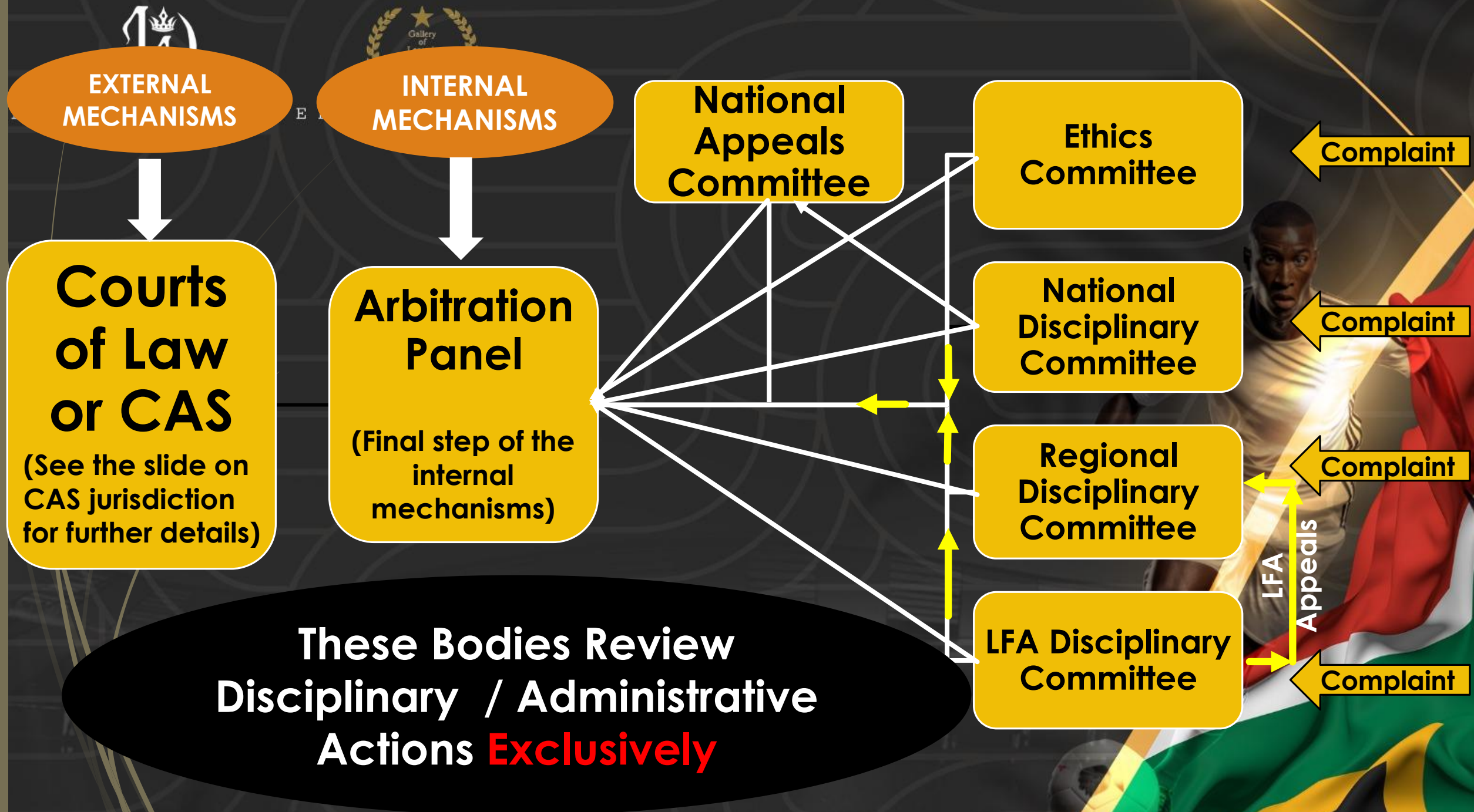
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3.

How SAFA must  
resolve disputes





**EXTERNAL MECHANISMS**

**INTERNAL MECHANISMS**

**National Appeals Committee**

**Ethics Committee**

**Complaint**

**Courts of Law or CAS**

**Arbitration Panel**

(Final step of the internal mechanisms)

**National Disciplinary Committee**

**Complaint**

(See the slide on CAS jurisdiction for further details)

**Regional Disciplinary Committee**

**Complaint**

**These Bodies Review Disciplinary / Administrative Actions Exclusively**

**LFA Disciplinary Committee**

**Complaint**

**LFA Appeals**

# The Justice & Fairness Line-Up in Football Governance

*Lex Sportiva*

The Referee:

*The Statutes*

Laws of the Game:

Head of  
Judicial  
Bodies

Governance  
Regulations

Disciplinary  
Code

Code of  
Ethics

Sports Law  
Education

Uniform  
Rules

Judicial  
Precedent

Good Practice  
Codes

Evidentiary  
Standards

Affordability

Speedy  
Hearings





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THANK  
YOU

